

Program and Budget Committee

Twenty-Ninth Session
Geneva, May 6 to 10, 2019

DRAFT PROPOSED PROGRAM AND BUDGET FOR THE 2020/21 BIENNIUM

Prepared by the Secretariat

1. The attached Draft Proposed Program and Budget for the 2020/21 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 on the program and budget of the Organization (see documents WO/PBC/13/7 and A/46/12).
2. This present draft has been prepared taking duly into account the inputs, comments and feedback received from Member States in their responses to the Questionnaire on the Draft Program and Budget 2020/21.
3. Subsequent to preparing the Draft Proposed Program and Budget for the 2020/21 biennium, the General Assembly of the United Nations, in its Resolution 73/273, approved an upward adjustment by 1.83 per cent of the base/floor salary scale for staff in the Professional and higher categories, with effect from January 1, 2019. In addition, in accordance with Article 51(b) of the Regulations of the United Nations Joint Staff Pension Fund, the scale of pensionable remuneration for staff in the Professional and higher categories must be adjusted with the same effective date and by the same percentage as the 2.2 per cent increase in net remuneration for staff in the Professional and higher categories in New York which came into effect of February 1, 2019. The impact of the changes to personnel cost in the biennium 2020/21 amounts to approximately 3 million Swiss francs. This increase is not reflected in the current draft proposal.
4. In accordance with the Mechanism, following the present review, a PBC session will be convened in July 2019, for discussion and recommendation to the fifty-ninth session of the Assemblies (September 30 to October 9, 2019).

[Draft Proposed Program and Budget
for the 2020/21 Biennium follows]

World Intellectual Property Organization

Draft Proposed Program and Budget
for the 2020/21 Biennium

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FOREWORD BY THE DIRECTOR GENERAL

It is a pleasure to present the draft Program and Budget of the Organization for the 2020/21 biennium. The Program and Budget sets out the estimated income that the Organization expects to receive in the biennium, the results that the Organization seeks to achieve in that period and the expenditure that the Organization is authorized to make to achieve those results. Together with the Capital Master Plan, a draft of which will be considered by the July meeting of the Program and Budget Committee, the Program and Budget constitutes a complete picture of the plans and aspirations of the Organization for the 2020/21 biennium and of the recurrent and capital expenditure that is proposed for achieving those plans and meeting those aspirations.

The draft budget reflects the consistent trends in the main income-generating services of the Organization, while maintaining the cautious response to those trends that has characterized budget management in recent years. Continued caution is appropriate in view of the somewhat unpredictable and volatile state of the global economy.

Income for the new biennium is estimated to rise to CHF 888.8 million, an increase of 7.1% over the estimated income of CHF 829.6 million for the 2018/19 biennium. These estimates are based on filing trends in the ten largest intellectual property offices in the world and on the predictions of the International Monetary Fund for the performance of the world economy. It is proposed that the increase in expenditure for the next biennium be contained at 3.7%, amounting to CHF 753 million. This would result in an overall surplus over the budget period of CHF 116 million.

At first glance, the projected surplus of CHF 116 million may seem to be a relatively large amount. However, several considerations need to be taken into account in evaluating the appropriateness of the projection.

The first of those considerations is the large investment needs that the Organization is facing in the areas of information technology (IT) and the maintenance of buildings. In the area of IT, the operating environments of the Organization's Global IP Systems, which are the source of 93% of the Organization's revenue, require constant upgrading and improvement in order for the Organization to continue to provide efficient and high-quality services that attract a growing participation worldwide. In addition to the improvement of the operating environments of the Patent Cooperation Treaty (PCT), the Madrid System, the Hague System and the WIPO Arbitration and Mediation Centre, the Organization is also investing in a Global IP Portal that will provide a seamless and consistent experience for users across all of our Global Systems. It may be recalled that investments in these systems translate directly into cost benefits for the users of the systems. The IT operating environments of our global systems have been instrumental in containing costs and in enabling us to pass into a new biennium, once again, without any proposed fee increases in the global systems. Other major IT projects include the migration of various systems to the Cloud, assurance of the resilience and security of all systems, the increasingly important databases managed by the Organization, IT platforms for cooperation between IP offices and for capacity-building programs and the development of artificial-intelligence-based tools to facilitate IP administration worldwide in a period of a constantly expanding volume of IP applications worldwide. In the area of buildings and premises, the Organization's policy of the life-cycle management of buildings requires constant investment that will avoid the future need for large one-off renovations and upgrades to facilities.

All these capital investment requirements are financed, pursuant to the Capital Master Plan approved by the Member States, out of the reserves of the Organization, which, in turn, are constituted from the surpluses generated by the Organization.

The second consideration that needs to be taken into account in evaluating the projected surplus is the need of the Organization for an adequate level of liquid reserves to enable it to accommodate any unexpected and sharp decline in demand in our global systems resulting from turbulence in the global economy. The current proposal therefore foresees an increase in the Organization's reserve target from 22 per cent to 25 per cent of the biennial expenditure budget.

A third consideration is the need to fund the long-term liabilities of the Organization, particularly the liability relating to after-service health insurance. While considerable progress has been made in this regard, further efforts are still required in order to reach an adequate level of funding. The surpluses provide an opportunity to address this need.

Turning to the draft program, some of the main highlights of the coming biennium include:

- (i) Continued emphasis will be placed on the delivery of efficient, timely and cost-effective services under the Global IP Systems administered by the Organization, notably the PCT, the Madrid System, the Hague System and the WIPO Arbitration and Mediation Center. The new Global IP Portal, assuring a uniform customer interface across all the global systems and providing integrated financial and identity management services, will be fully launched. The Lisbon System for the international registration and protection of appellations of origin and geographical indications is expected to take a major step forward

with the entry into force of the Geneva Act of the Lisbon Agreement and the expansion of the number of Contracting Parties to the Geneva Act.

- (ii) It is proposed that a new service be provided by the Organization in the form of digital time-stamping. Our preliminary studies indicate significant demand for a trusted international entity providing this service. The service would be complementary to our existing global systems, would address emerging innovation needs in the digital environment and would provide an additional future source of revenue for the Organization.
- (iii) With the main-streaming of development that has been achieved across the Organization, a rich menu of services now exists, and will be further developed, for developing, least developed and transition countries to enable greater participation on the part of these countries in innovation and in the creative industries. These services include IT systems and platforms for IP Offices and collective management organizations, technology and innovation support centers (TISCs), legislative and institutional advice, human capacity building through the WIPO Academy, global partnerships, such as WIPO Re:Search and the Accessible Books Consortium (ABC), and appropriate technology programs taking advantage of the technological information available through the patent system.
- (iv) The flagships reports of the Organization have established solid international reputations for credible empirical analyses and surveys of intellectual property activity worldwide. These reports are the World Intellectual Property Indicators, an annual statistical survey of IP activity worldwide, the biennial World Intellectual Property Reports, which provide in-depth economic analyses of specific areas of IP and innovation policy and practice, the Global Innovation Index, which has become the leading reference in the world for bench-marking innovation capacity and performance, and the new annual series on World Technology Trends, which provides a global landscape view of a particular field of technological activity.
- (v) The contribution of the Organization to the Sustainable Development Goals (SDGs) is multiple and diverse through the many services of the Organization in favor of innovation and innovation capacity, with consequential impacts upon a range of SDGs, and through the global partnerships that have been mentioned above.
- (vi) The Secretariat will facilitate discussions between Member States in various normative areas in the most professional manner possible. Notably, we will introduce a new conference platform that will make the publication and recording of meetings more efficient and more accessible to a broader audience.
- (vii) We will continue our efforts to monitor and to manage closely program performance through integrated data systems that provide quality management information for managers, the oversight functions and the Member States.
- (viii) We plan to extend our outreach through the use of multiple communication channels, including our External Offices.
- (ix) We will continue to manage costs and human resources in an effective way, while placing emphasis on the value of gender and geographical diversity. It may be noted, in this regard, that 121 nationalities are now represented on the staff, compared to 100 nationalities ten years ago. We will also continue our emphasis on a respectful workplace in which the staff are able to work in a supportive and collegiate atmosphere and in which staff welfare is a priority.

Technological capacity, innovation and intellectual property are now major policy priorities for all countries. The environment for each of these has become more complex as a consequence. The aim of the Organization is to add concrete value in a focused manner to positive and constructive international cooperation in innovation and intellectual property.

The preparation of a draft Program and Budget is a massive and complex task. I should like to take this opportunity to thank all of my colleagues throughout the Organization for their time, effort and commitment to the preparation of this draft. Special thanks are due to the Administration and Management Sector, particularly, Ambi Sundaram, Assistant Director General, Chitra Narayanaswamy, Director (Controller), Department of Program Planning and Finance, and Maya Bachner, Director, Program Performance and Budget Division, and their teams.



Francis Gurry
Director General

I. FINANCIAL AND RESULTS OVERVIEW

1. This Program and Budget provides the planning for the biennium 2020/21 guided by the Medium Term Strategic Plan 2016-2021 (MTSP)¹, inputs received from Member States and the 2030 Agenda for Sustainable Development. Table 1 below provides an overview of the key financial planning parameters for 2020/21.
2. Income in the biennium 2020/21 is estimated at 888.8 million Swiss francs, reflecting a 7.1 per cent increase compared to the 2018/19 Approved Budget. The unit contribution value for the 2020/21 biennium has been maintained at the same level as in 2018/19.
3. The proposed expenditure budget for the biennium amounts to 753 million Swiss francs. After estimated International Public Sector Accounting Standards (IPSAS) adjustments on expenditure, a surplus of approximately 116 million Swiss francs is predicted at the end of the biennium.

Table 1: Budget for 2020/21 and Key Planning Parameters

(in millions of Swiss francs)

Key Parameters for 2020/21	Amounts
Income estimates for 2020/21²	888.8
Expenditure 2020/21	
<i>Personnel expenditure</i>	461.4
<i>Non-personnel expenditure</i>	291.7
Total expenditure before IPSAS adjustments	753.0
Estimated IPSAS adjustments to expenditure ³	19.8
Total expenditure after IPSAS adjustments	772.8
Operating Result	116.0

Income

4. Overall income in 2020/21 is projected to reach 888.8 million Swiss francs, representing an increase of 7.1 per cent compared to the 2018/19 Approved Budget and an increase of 4 per cent compared to the 2018/19 Updated Estimates.

¹ Document A/56/10 together with the comments by Member States received thereon.

² Fee income is estimated on an accrual basis. Estimated income related to Member States' contributions, the WIPO Arbitration and Mediation Center and publications as well as miscellaneous income is estimated on a cash basis with the relevant IPSAS adjustments applied.

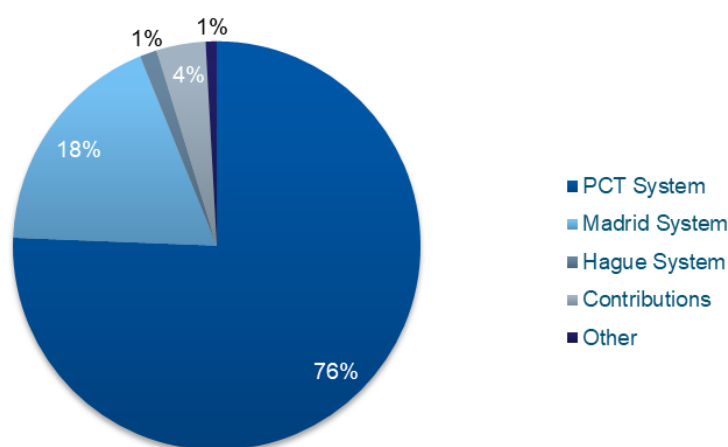
³ IPSAS adjustments relate to after-service employee benefits (based on projected liabilities and benefit payments as per the Mercer actuarial report for the year ended December 31, 2018 (subject to audit)), depreciation, software amortization and capitalization.

Note: Figures in tables throughout the document may not add up due to rounding.

Table 2: Income Estimates for 2020/21
(in millions of Swiss francs)

	2018/19 Program & Budget	2018/19 Updated Estimates	2020/21 Income Estimates	Difference 2020/21 vs. 2018/19 Program & Budget		Difference 2020/21 vs. 2018/19 Updated Estimates	
				Amount	%	Amount	%
Income on accrual basis							
Fees							
PCT	634.1	645.9	672.1	38.1	6.0%	26.3	4.1%
Madrid	140.8	155.2	162.2	21.4	15.2%	7.0	4.5%
Hague	11.3	9.9	12.0	0.6	5.5%	2.1	21.2%
Lisbon*	0.0	0.0	0.1	0.0	25.0%	0.0	25.0%
<i>Sub-total, Fees</i>	786.3	811.0	846.3	60.1	7.6%	35.4	4.4%
Income on a cash basis							
Contributions (unitary)	34.8	34.8	34.8	0.0	0.0%	0.0	0.0%
Arbitration	3.1	3.1	3.3	0.2	6.5%	0.2	6.5%
Publications	0.4	0.4	0.8	0.4	87.1%	0.4	87.1%
Miscellaneous Income	4.8	4.8	3.4	-1.4	-29.7%	-1.4	-29.7%
<i>Sub-total</i>	43.1	43.1	42.2	-0.9	-2.0%	-0.9	-2.0%
IPSAS adj. to income on a cash basis	0.3	0.3	0.3	-	-	-	-
TOTAL	829.6	854.3	888.8	59.2	7.1%	34.5	4.0%
<i>*Details of Lisbon fee income (in thousands of Swiss francs)</i>	40.0	40.0	50.0	10.0	25.0%	10.0	25.0%
<i>Note:</i>							
<i>2018/19 P&B and 2018/19 Updated Estimates exclude Investment Revenue</i>							
<i>2018/19 Updated Estimates and 2020/21 Estimates as at January 2019</i>							
<i>Investment Revenue⁴ (in thousands of Swiss francs)</i>	46.0	46.0	-1,687.5				

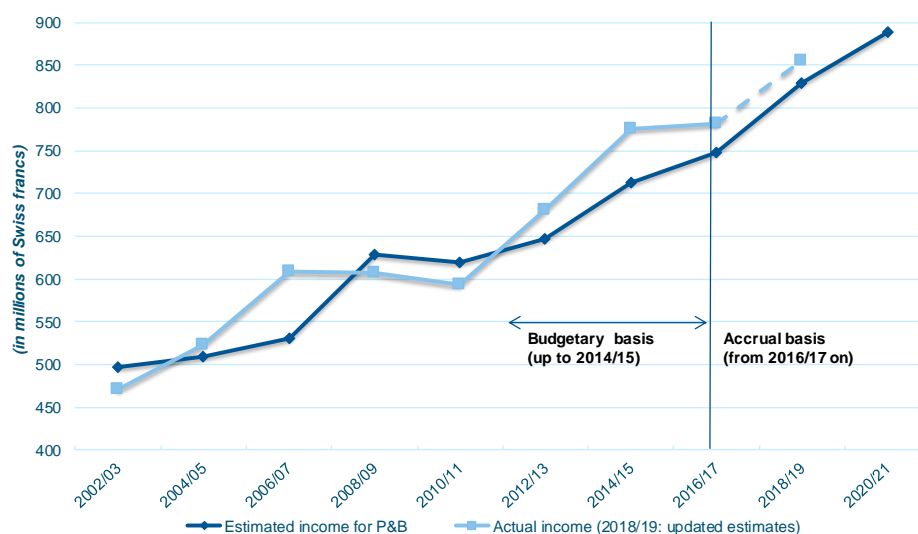
5. The share of income by source is illustrated in Chart 1 below. Fee income from the PCT, Madrid and the Hague registration systems represents 95.2 per cent of total income. PCT fee income alone represents 75.6 per cent.

Chart 1: 2020/21 Income Share by Source

6. The overall evolution of income from 2002/03 to 2020/21 is presented in Chart 2 below.

⁴ Investment revenue for 2020/21 is excluded from the income estimates for the biennium due to the volatility of the expected yields on the longer-term investment portfolios (core and strategic cash). The investment revenue estimate for 2020/21 concerns the Organization's short term cash balances (operating cash) with the application of the current forecast for Swiss interest rates. The interest rate forecast assumption (3-month CHF Libor) is based on a bank consensus forecast published by Bloomberg on December 3, 2018. The level of operating cash balances is based on a rolling 3-month cash forecast.

Chart 2: Evolution of Income from 2002/03 to 2020/21



Methodology

7. Income estimates for the international registration systems, PCT, Madrid and the Hague, have been prepared on an accrual basis, the same methodology as in the 2018/19 Program and Budget. This methodology aims at better aligning budgeted income estimates and actual income reported in the annual financial statements as per IPSAS. The estimated income related to Member States' contributions, income from the WIPO Arbitration and Mediation Center and publications as well as miscellaneous income is presented on a cash basis with the relevant IPSAS adjustments applied (see Table 2, Income Estimates for 2020/21).

Planning Assumptions

8. The performance forecasts for the PCT, Madrid and the Hague registration Systems have been prepared by the Chief Economist, taking into account historical filing trends and the gross domestic product forecasts contained in the World Economic Outlook (WEO), published by the International Monetary Fund (IMF). Table 3 and Annex IV present a summary as well as the details of the performance forecasts for each registration system, respectively.

Table 3: Estimated Demand for Services under the PCT, Madrid and the Hague Systems

	2018/19 Program & Budget	2018/19 Updated Estimates	2020 Estimates	2021 Estimates	2020/21 Estimates	Difference 2020/21 vs. 2018/19 Program & Budget		Difference 2020/21 vs. 2018/19 Updated Estimates	
						Amount	%	Amount	%
1. PCT System									
IAs Filed	510,800	516,300	272,400	282,400	554,800	44,000	8.6%	38,500	7.5%
2. Madrid System									
Applications	114,600	123,700	66,000	68,800	134,800	20,200	17.6%	11,100	9.0%
Registrations	110,400	120,400	63,900	66,800	130,700	20,300	18.4%	10,300	8.6%
Renewals	68,190	66,239	34,796	36,124	70,920	2,730	4.0%	4,681	7.1%
3. Hague System									
Applications	13,910	11,200	7,140	7,800	14,940	1,030	7.4%	3,740	33.4%
Registrations	11,767	10,512	5,724	6,106	11,830	63	0.5%	1,318	12.5%
Renewals	6,950	6,980	3,780	4,120	7,900	950	13.7%	920	13.2%












Note: 2018/19 Updated Estimates and 2020/21 Estimates as at January 2019

- **PCT fee income.** The projected increase in the number of PCT filings in 2020/21 amounts to 8.6 per cent as compared to the 2018/19 Approved Budget. Due to continuing uncertainties in the global economy, PCT fee income in the 2020/21 Proposed Budget is estimated at 672.1 million Swiss francs, 3 per cent lower than the projected base-case scenario, i.e. an increase of 6 per cent as compared to the 2018/19 Approved Budget.

- **Madrid fee income.** The number of Madrid registrations and renewals are projected to increase by 18.4 per cent and 4 per cent in 2020/21, respectively, as compared to the 2018/19 Approved Budget. These estimations are based on continued strong filing numbers expected from top filing offices. Due to continuing uncertainties in the global economy, the Madrid fee income for 2020/21 is estimated at 162.2 million Swiss francs, 3 per cent lower than the projected base-case scenario, i.e. representing an increase of 15.2 per cent as compared to the 2018/19 Approved Budget.
- **The Hague fee income.** The increase in the number of registrations and renewals under the Hague System is estimated at 0.5 per cent and 13.7 per cent in 2020/21, respectively, compared to the 2018/19 Approved Budget. The double-digit growth estimated for the next biennium is based on the expected accessions by China, Israel and Mexico. Due to continuing uncertainties in the global economy, the Hague fee income is estimated at 12.0 million Swiss francs, 3 per cent lower than the projected base-case scenario, i.e. representing an increase of 5.5 per cent compared to the 2018/19 Approved Budget.
- **Lisbon fee income.** The number of applications under the Lisbon System is estimated at 25 applications per year in 2020/21. The corresponding Lisbon fee income for the biennium is estimated at 50,000 Swiss francs, an increase of 25 per cent compared to the 2018/19 Approved Budget.
- **Assessed contributions.** Estimates for Member States' assessed contributions in 2020/21 are based on a contribution unit value of 45,579 Swiss francs⁵. The contribution class per country is assumed to be similar in 2020/21 to the class applied in 2018. Income from Member States' contributions is therefore estimated at 34.8 million Swiss francs in 2020/21, i.e. at the same level as the 2018/19 Program and Budget.
- **Income from the WIPO Arbitration and Mediation Center.** Based on the continued increasing trend of WIPO domain name cases since 2016, in which a record number of WIPO domain name cases were filed, income from the Arbitration and Mediation Center is projected at 3.3 million Swiss francs, an increase of 6.5 per cent compared to the 2018/19 Program and Budget.
- **Income from publications.** Income from publications is estimated at 0.8 million Swiss francs, which represents an increase of 87.1 per cent compared to the 2018/19 Program and Budget. The increase is due to the expected external uptake of WIPO's Artificial Intelligence (AI) products.
- **Miscellaneous income.** Miscellaneous income is projected at 3.4 million Swiss francs in 2020/21, a decrease of 29.7 per cent, compared to the 2018/19 Program and Budget. A projected higher income from administrative charges on the Funds-in-Trust is offset by higher credit card charges due to the forecasted higher transaction volumes in the PCT, Madrid and the Hague as well as the increased use of credit cards as a payment means online.

⁵ See Appendix A on Member States' Contributions

RESULTS FRAMEWORK AND PROGRAM AND BUDGET 2020/21 INCLUDING DEVELOPMENT SHARE BY RESULT
(in thousands of Swiss francs)

Strategic Goal VIII: A responsive communications interface between WIPO, its member states and all stakeholders						
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	VIII.2 Improved service orientation and responsiveness to inquiries	VIII.3 Effective engagement with Member States	VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations		
12,110 (-)	6,910 (-)	7,974 (-)	1,285 (-)	7,146 (-)	Total SG VIII: 35,425 (-)	
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	II.1 Wider and more effective use of the PCT System for filing international patent applications, including by developing countries and LDCs	III.1 National IP strategies and plans consistent with national development objectives	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	V.1 Wider and better use of WIPO IP statistical information	VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges
14,035 (5,017)	29,573 (7,914)	7,465 (7,465)	7,082 (429)	2,979 (114)		
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	II.2 Improved productivity and service quality of PCT operations	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	IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	V.2 Wider and better use of WIPO economic analysis in policy formulation	VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	
10,233 (8,976)	191,080 (-)	38,247 (38,247)	20,588 (10,474)	4,361 (883)	1,633 (786)	5,636 (5,636)
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	II.3 Wider and more effective use of the Hague System, including by developing countries and LDCs	III.3 Mainstreaming of the DA recommendations in the work of WIPO	IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases			
733 (-)	5,976 (2,799)	3,711 (3,711)	2,296 (1,265)		1,033 (-)	
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	II.4 Improved productivity and service quality of the Hague operations	III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	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 and better outcome of IP administration			
321 (-)	8,825 (-)	9,170 (8,816)	18,288 (17,409)			
	II.6 Improved productivity and service quality of Madrid operations	III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation				
	48,836 (-)	6,279 (6,279)				
	II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods					
	5,462 (883)					
	II.8 Effective intellectual property protection in the gTLDs and the ccTLDs					
	7,952 (136)					
	II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs					
	887 (538)					
	II.10 Improved productivity and service quality of Lisbon operations					
	577 (-)					
Total SG I: 25,322 (13,993)	Total SG II: 314,293 (20,509)	Total SG III: 64,872 (64,518)	Total SG IV: 48,254 (29,577)	Total SG V: 7,340 (997)	Total SG VI: 2,666 (786)	Total SG VII: 5,636 (5,636)
Contributing to:						
			 	 		   
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 to external stakeholders	IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight		
162,259 (-)	39,485 (-)	2,855 (-)	23,172 (-)	6,791 (-)	Total SG IX: 234,563 (-)	

- The proposed budget by result does not include the proposed budget for unallocated of 14,674 million Swiss francs. The total proposed budget 2020/21 includes unallocated.
 - Development share: Expenditure is qualified as "development expenditure" in line with the revised definition of development expenditure detailed in Annex B of document WO/GA/43/21.
 - The figures for Development Share include Development Agenda project resources.
 - Figures might not add up to the total budget due to rounding.
 - Sustainable Development Goals (SDGs): WIPO's contribution to the SDGs is presented in Annex X of this document.

Total proposed budget 2020/21: 753,044
(Total development share: 136,016)

Results and Resources

9. The proposed Program and Budget for the biennium 2020/21 continues to ensure that the Organization's resources are deployed towards the achievement of results that are of highest priority to the Organization. The total proposed expenditure for the 2020/21 biennium amounts to 753 million Swiss francs, representing an increase of 27.2 million Swiss francs or 3.7 per cent over the 2018/19 Approved Budget of 725.9 million Swiss francs. This should be seen in the context of a projected increase in income of 7.1 per cent compared to the 2018/19 Approved Budget.

10. The Organization requires continued capital investments in the areas of premises, safety and security, and ICT initiatives in order to ensure that its products and services remain fit-for-purpose. The 10-year Capital Master Plan (CMP), outlining the major premises as well as safety and security-related capital investments required, presented to Member States in 2017⁶, has been updated. In addition, the first phase of several high priority ICT projects to strengthen the business operations of the international registration systems and the integration and resilience of WIPO's major IT systems, approved by the WIPO Assemblies in 2017, is well into implementation and will require the consideration of their second implementation phases. A new CMP proposal for implementation in the 2020/21 biennium, based on the updated 10-year CMP and the status of implementation of ongoing ICT projects, proposed to be financed from the Reserves in line with the Revised WIPO Policy related to Reserves, will be submitted to the 30th session of the PBC in July 2019.

11. The Results Framework Chart sets out the 38 organizational Expected Results for the 2020/21 biennium, providing the mandate for the Programs contributing to these results. The WIPO Development Agenda (DA), Gender Equality (SDG 5), Reduced Inequalities (SDG 10) and Partnerships (SDG 17) are cross-cutting issues across all Strategic Goals. The Chart also provides the results-based view of the budget for the biennium 2020/21 and the development share of resources for each result. A breakdown of the extra-budgetary resources potentially available for programming under each Program is reflected in the Program narratives and in Annex VI.

12. The 2020/21 Proposed Budget by Program and by cost category is summarized in Tables 4 and 5 below. The Program structure remains the same as in the biennium 2018/19. The comparison of the 2020/21 Proposed Budget by Program with the 2018/19 Approved Budget and Budget after Transfers⁷ is provided in Annex I. Annex III contains the 2020/21 allocation of income and expenditure by Union.

13. Income estimates for the biennium 2020/21 for the international registration systems have been prepared on an accrual basis. The estimated income related to Member States' contributions, income from the WIPO Arbitration and Mediation Center and publications as well as miscellaneous income is estimated on a cash basis with the relevant IPSAS adjustment applied. The expenditure budget is prepared on a modified accrual basis in accordance with the Organization's Financial Regulations and Rules. The IPSAS requirement for annual reporting in the Organization's financial statements also requires the Organization to present its budget on an annual basis. For this purpose, annual budget figures are provided for both income and expenditure in Annex VII of this document.

⁶ WO/PBC/27/9

⁷ As at February 1, 2019

Table 4. 2020/21 Proposed Budget by Program
(in thousands of Swiss francs)

Programs	2020/21 Proposed Budget		
	Personnel Resources	Non-Personnel Resources	Total
1 Patent Law	4,157	1,825	5,982
2 Trademarks, Industrial Designs and Geographical Indications	3,812	1,430	5,242
3 Copyright and Related Rights	9,467	7,410	16,877
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	4,504	2,594	7,098
5 The PCT System	128,803	89,253	218,056
6 Madrid System	41,933	19,701	61,635
7 WIPO Arbitration and Mediation Center	8,900	3,640	12,540
8 Development Agenda Coordination	2,199	1,470	3,669
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	20,054	8,588	28,642
10 Transition and Developed Countries	6,702	1,998	8,700
11 The WIPO Academy	7,025	6,070	13,094
12 International Classifications and Standards	5,337	1,745	7,082
13 Global Databases	8,122	2,434	10,556
14 Services for Access to Information and Knowledge	6,151	1,420	7,571
15 Business Solutions for IP Offices	7,836	6,473	14,309
16 Economics and Statistics	6,140	1,200	7,340
17 Building Respect for IP	3,653	941	4,594
18 IP and Global Challenges	4,000	838	4,837
19 Communications	13,641	2,664	16,304
20 External Relations, Partnerships and External Offices	10,506	4,468	14,975
21 Executive Management	21,017	5,105	26,123
22 Program and Resource Management	24,711	15,015	39,726
23 Human Resources Management and Development	22,326	5,614	27,940
24 General Support Services	16,911	22,783	39,694
25 Information and Communication Technology	13,764	36,174	49,938
26 Internal Oversight	4,142	835	4,978
27 Conference and Language Services	26,118	9,656	35,775
28 Information Assurance, Safety and Security	5,396	19,188	24,584
30 SMEs and Entrepreneurship Support	4,591	1,741	6,333
31 The Hague System	10,222	2,598	12,820
32 Lisbon System	1,149	211	1,360
Unallocated	8,074	6,600	14,674
GRAND TOTAL	461,362	291,682	753,044

Key Priorities in the Biennium 2020/21 and Associated Budget Impact

14. The personnel costs for 2020/21 remain stable with only a slight increase of 1.4 million Swiss francs, or 0.3 percent, compared to the 2018/19 Approved Budget (see Table 5). The total number of posts has increased from 1,205 to 1,209, as a result of the creation of four new flexibility posts following the application of the Madrid Union Budget Flexibility Formula in 2019.

15. The increase in non-personnel resources in 2020/21 amounts to 25.8 million Swiss francs, or 9.7 per cent, compared to the 2018/19 Approved Budget. Anticipated savings are baselined in the budget estimates duly taking into account cost efficiencies, changes in business models, automation and investment decisions.

16. Outlined below are the main focus areas and high-level implementation strategies in the biennium 2020/21 by Strategic Goal with associated planning assumptions and impact on the 2020/21 Proposed Budget as compared to the 2018/19 Approved Budget.

Development of a Balanced International Normative Framework for IP

- Facilitate enhanced cooperation and agreement among Member States on the further development of a balanced international normative framework for IP based on the decisions by Member States.
- Continue to encourage accession to and implementation of WIPO treaties, in particular the Beijing Treaty, the Marrakesh Treaty, the WIPO Internet Treaties, the Singapore Treaty and the Patent Law Treaty.
- Provide legislative and policy advice duly taking into account the priorities and special needs of beneficiary countries, the balanced rights and obligations that are inherent to the IP system, and the differing levels of Member States' development.
- Develop WIPO's systematic approach in the area of the judicial administration of IP through the WIPO Judicial Institute; support the efficient and effective judicial administration of IP in Member States, aligned with national legal traditions, and economic and social circumstances.

Program	Planning assumptions	Impact on budget
	A provision of 3 million Swiss francs has been included in the budget for the possibility of three Diplomatic Conferences should Member States decide to convene them in the biennium 2020/21. The provision is reflected in "Unallocated".	
Program 1 (Patent Law)	Up to four sessions of the Standing Committee on the Law of Patents (SCP)	Additional non-personnel resources of 187,000 Swiss francs
	Increased demand for legislative advice, strengthening of the Inventor's Assistance Program (IAP) and patent drafting accreditation program	Two additional temporary positions and additional non-personnel resources of 240,000 Swiss francs.
Program 2 (Trademarks, Industrial Designs and Geographical Indications)	Up to four sessions of the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT)	Additional non-personnel resources of 235,000 Swiss francs
	Increased demand for legislative advice	Additional non-personnel resources of 100,000 Swiss francs.
Program 3 (Copyright and Related Rights)	Up to four sessions of the Standing Committee on Copyright and Related Rights (SCCR)	No budgetary impact (same assumption as in 2018/19)
	Enhanced focus on the promotion, in particular of the Beijing and Marrakesh treaties	Additional non-personnel resources of 250,000 Swiss francs
Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources)	Up to four sessions of the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC)	No budgetary impact (same assumption as in 2018/19)
Program 21 (Executive Management)	Creation of a program dedicated to the judicial administration of IP	Two additional posts and one temporary position as well as additional non-personnel resources of 1 million Swiss francs.

Note: Comparisons are against the 2018/19 Approved Budget

International Registration Systems

- Ensure a more widespread and better use of the services provided by WIPO's global registration systems, in particular the PCT, Madrid and the Hague Systems, being the main foundation for the Organization's long-term financial sustainability.
- Continue meeting the challenges of the changing geographical composition of demand for such services, including the associated language skill requirements, and of the rapidly expanding membership of the Madrid and the Hague Systems.
- Amplify efforts to enhance operational efficiency of the registration systems moving towards a fully electronic, integrated and secure ICT environment for the PCT, Madrid and the Hague that enhances interaction with external stakeholders, end users and IP Offices.

Program	Planning assumptions	Impact on budget
Program 5 (PCT)	8.6% increase in applications	Additional non-personnel resources of 8.2 million Swiss francs for the PCT System
Program 6 (Madrid System)	18.4% and 4% increase in registrations and renewals respectively	Four additional flexibility posts and additional non-personnel resources of 3.4 million Swiss francs for the Madrid System
Program 31 (The Hague System)	0.5% and 13.7% increase in registrations and renewals respectively; support for the Hague IT Platform	Four additional posts and additional non-personnel resources of 0.2 million Swiss francs
Program 7 (AMC)	Increased workload related to domain name and IP ADR cases	Two additional posts and one temporary position as well as additional non-personnel resources of 458,000 Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

Facilitating the Use of IP for Development

- Further strengthen the implementation of WIPO's development-oriented activities guided by WIPO DA Recommendations and the 2030 Agenda for Sustainable Development; coordinate WIPO's development-oriented, demand-driven and transparent technical assistance taking into consideration the distinctiveness and priorities of Member States, particularly Least Developed Countries (LDCs), and the specificities of their geographical regions; continue strengthening the utilization of Appropriate Technologies in line with the Istanbul Programme of Action; ensure that professional development and DL courses are current and relevant to Member States' needs and priorities.
- Strengthen WIPO's contribution to SDG 9: Industry, Innovation and Infrastructure, through the strengthening of IP legal frameworks, WIPO's international registration systems, databases and platforms, analysis and statistics, partnerships and capacity building⁸.

Program	Planning assumptions	Impact on budget
Across all Programs	The total development share in 2020/21 amounts to 136 million Swiss francs or 18.1 %	
Program 2 (Trademarks, Industrial Designs and Geographical Indications)	Implementation of the DA project: IP, Tourism and Gastronomy in Peru	Additional resources of 355,000 Swiss francs
Program 3 (Copyright and Related Rights)	Implementation of the DA project: Pilot Project on Copyright and the Distribution of Content in the Digital Environment	Additional resources of 359,000 Swiss francs
Program 8 (Development Agenda Coordination)	Implementation of the DA project: Enhancing the use of IP in the Software Sector in African Countries (Kenya)	Additional resources of 261,000 Swiss francs
Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean, LDCs)	Strengthening the utilization of appropriate technologies in LDCs in line with the Istanbul Programme of Action	Additional non-personnel resources of 100,000 Swiss francs
Program 10 (Transition and Developed Countries)	Enhanced capacity building in transition countries	Additional non-personnel resources of 100,000 Swiss francs
Program 11 (The WIPO Academy)	Strengthening of DL courses and the Joint Masters Programs in IP with partner institutions	Additional non-personnel resources of 748,000 Swiss francs
Program 14 (Services for Access to Information & Knowledge)	Finalization of the DA project: IP Management and Transfer of Technology	Resources amounting to 75,000 Swiss francs
Program 17 (Building Respect for IP)	Strengthening capacity building and technical assistance on building respect for IP	One additional post and additional non-personnel of 100,000 Swiss francs
Program 30 (SMEs and Entrepreneurship Support)	Enhanced capacity building for SMEs	One additional post and additional non-personnel resources of 50,000 Swiss francs
	Implementation of the DA project: Increasing the Role of Women in Innovation and Entrepreneurship	Additional resources of 130,000 Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

⁸ A mapping of the SDGs to which WIPO contributes is included in Annex X.

Global IP Infrastructure

- Continue enhancing access to, and use of, IP information by IP institutions and the public to promote innovation and creativity.
- Further improve the International Patent Classification (IPC), the Nice, Locarno and Vienna Classification systems; support the implementation of WIPO Standards through the implementation of IT support tools such as the software for ST.26 (presentation of nucleotide and amino acid sequence listings).
- Continue expanding the geographical coverage of WIPO Global Databases (PATENTSCOPE, Global Brand Database and Global Design Database); develop and further refine the WIPO Global Database search tools; reinforce artificial intelligence (AI) initiatives.
- Further develop the WIPO IP Office Suite of applications (IPAS, WIPO File, WIPO Publish), ensuring that it meets the needs of IP Offices at different levels of maturity in developing, transition and least developed countries.

Program	Planning assumptions	Impact on budget
Program 3 (Copyright and Related Rights)	Further development of IT tools to enable right holders in the management of their rights	Additional non-personnel resources of 615,000 Swiss francs
Program 12 (International Classifications and Standards)	Implementation strategies described in the Program narrative	No change in resources for Program as compared to 2018/19
Program 13 (Global Databases)	Expansion of the geographical coverage of WIPO Global Databases; reinforcement of AI initiatives	Two additional posts
Program 14 (Services for Access to Information & Knowledge)	Support to the increasing number of TISC networks; preparation of the WIPO Technology Trends (WITT)	One additional post and additional non-personnel resources of 299,500 Swiss francs
Program 15 (Business Solutions for IP Offices)	Implementation strategies described in the Program narrative	No change in resources for Program as compared to 2018/19

Note: Comparisons are against the 2018/19 Approved Budget

World Reference Source for IP Information and Analysis

- Continue to expand the geographical and thematic coverage of IP statistics, including statistics on the creative economy; continue to benchmark innovation performance by enriching and co-publishing the Global Innovation Index (GII); provide in-depth analysis on the role the IP system plays in the global economy by publishing thematic World Intellectual Property Reports.

Program	Planning assumptions	Impact on budget
Program 16 (Economics and Statistics)	Enhanced statistical reporting and economic research in relation to the creative economy and the GI	One additional post and additional non-personnel resources of 30,000 Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

Building Respect for IP

- Continue fostering the sharing of national experiences on legal and regulatory enforcement frameworks as well as prevention activities that account for the socio-economic interests in building respect for IP.

Program	Planning assumptions	Impact on budget
Program 17 (Building Respect for IP)	2 sessions of the Advisory Committee on Enforcement (ACE)	No budgetary impact (same assumption as in 2018/19)

Note: Comparisons are against the 2018/19 Approved Budget

Addressing IP in Relation to Global Policy Issues

- Promote the Accessible Books Consortium (ABC) and the development of the ABC Global Book Service as the premier global entity for bringing books to people who are print disabled.
- Further develop and sustain the two multi-stakeholder platforms (WIPO Re:Search and WIPO GREEN) that facilitate effective collaborative networks and technology and knowledge transfer relevant to global health and

climate change, with a particular emphasis on increasing collaborations and partnerships that facilitate the global connectivity of developing country innovators.

Program	Planning assumptions	Impact on budget
Program 3 (Copyright and Related Rights)	Enhanced focus on the ABC Global Book Services Platform	One additional post
Program 18 (IP and Global Challenges)	Strengthened cooperation activities under WIPO Re:Search	Additional non-personnel resources of 50,000 Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

Responsive Communications Interface

- Spread an enduring, positive narrative about WIPO's Programs, activities, flagship publications, public-private initiatives, and services; extend reach to target audiences worldwide and build engagement with WIPO; enhance WIPO's reputation and brand value and improve the brand experience of WIPO stakeholders and customers.
- Strengthen partnerships with United Nations (UN) Organizations and IGOs to support the implementation of the 2030 Development Agenda and other shared global goals; support the implementation of the Technology Facilitation Mechanism, in particular through the WIPO Coordination Office to the United Nations in New York, as a member of the Inter-Agency Team on Science, Technology and Innovation for the SDGs; strengthen engagement with NGOs.
- Ensure that the five long-established External Offices (the WIPO Brazil Office, the WIPO Office in China, the WIPO Japan Office, the WIPO Singapore Office and the WIPO Office in the Russian Federation) and the newly established External Office in Algeria form a seamless extension of the Organization in the field and are fully integrated into the Organization's functioning; facilitate the establishment of the new WIPO Office in Nigeria and any additional new External Offices, in accordance with the decision of the Member States.

Program	Planning assumptions	Impact on budget
	A provision of 1.6 million Swiss francs has been included in the budget for the establishment of new External Offices in 2020/21 in line with the decisions of the Member States. The provision is reflected in "Unallocated".	
Program 19 (Communications)	Strengthened communications efforts around the launch of WIPO flagship publications and the completion of the Virtual Library	Additional non-personnel resources of 175,000 Swiss francs
Program 20 (External Relations, Partnerships and External Offices)	Strengthening of the existing External Offices network	Three posts and one temporary position as well as additional non-personnel resources of 775,000 Swiss francs
	Strengthened engagement with NGOs	One additional post
Program 21 (Executive Management)	Increased engagement related to the SDGs	One additional post and additional non-personnel resources of 68,000 Swiss francs
	Centralization of WIPO events and protocol-related activities	Three additional posts

Note: Comparisons are against the 2018/19 Approved Budget

Efficient Administrative and Financial Support Structure

- Strengthen the Organization's engagement with Member States to disseminate information and garner feedback on program implementation; facilitate coordination and cooperation within the UN System through WIPO's contribution to the UN Chief Executive Board (CEB); coordinate the functioning of WIPO's External Offices aiming at ensuring that the network adds value, efficiency and effectiveness to program delivery; provide event-related services to Member States and other stakeholders.
- Deliver prompt and reliable legal advice and services on a wide range of constitutional, contract, treaty, and administrative law matters.
- Further develop standards and principles that meet best practices in the UN System, building on WIPO's ethics and integrity principles as laid down in its Code of Ethics.

Program	Planning assumptions	Impact on budget
Program 21 (Executive Management)	Strengthened Financial Disclosure and Declaration of Interests (FDDI) and Protection against Retaliation (PaR)	Additional non-personnel resources of 431,000 Swiss francs
	Increased demand for legal advice and services	Three additional posts and additional non-personnel resources of 130,000 Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

- Manage investments under the oversight of the Advisory Committee on Investments (ACI); with the assistance of investment advisors, manage the Organization's core and strategic cash in accordance with its investment policy as well as carefully monitor and manage operating cash within the context of persistent negative interest rates for the Swiss franc.
- Provide robust support and services to users of the significantly expanded Enterprise Resource Planning (ERP) systems that are being mainstreamed in 2018/19.

Program	Planning assumptions	Impact on budget
Program 22 (Program and Resource Management)	Strengthened finance services (netting, investments and customer service)	Additional non-personnel resources of approx. 300,000 Swiss francs
	Strengthened operation and support of ERP applications	Additional non-personnel resources of 1.5 million Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

- Continue to develop an enabling environment for a more agile workforce through skills realignment and career support, in line with the strategic goals of the Organization; streamline HR processes; reinforce WIPO as an employer of choice through competitive conditions of employment, a harmonious and respectful workplace, opportunities for professional growth, promotion of staff well-being, and work-life balance.

Program	Planning assumptions	Impact on budget
Program 23 (HRMD)	Insourcing of medical services	Two additional posts
	Strengthened human resources planning and operations	Two additional posts
	Enhancement of the WIPO Rewards and Recognition Program, including the WIPO Performance Reward	Additional personnel resources of 2.8 million Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

- Implement a strategic and proactive approach to WIPO's sourcing activities to ensure efficient, customer-oriented and compliant processes for procuring goods, services, individual contractors, travel and event-associated requirements, using additional IT tools or enhanced ERP functionalities; consolidate the monitoring of the use of Long Term Agreements and enhance cooperation with other international organizations to reduce the time to procure and maximize savings through economies of scale and negotiations.
- Carry out regular quality maintenance of the premises and technical installations on the WIPO Campus, with a view to preserving optimal working conditions and reducing the need for delayed, emergency and costly repairs and interventions.

Program	Planning assumptions	Impact on budget
Program 24 (General Support services)	Anticipated increase in rent for the CAM building	Additional non-personnel resources of 1 million Swiss francs
	Enhancement of procurement processes, in particular, the automation of the RFP process	Additional non-personnel resources of 155,000 Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

- Ensure cost-effectiveness of ICTD operations and services through optimization of existing infrastructure and services, including through migration to the cloud; strategic sourcing of new ICT services, including the incorporation of cloud services; strengthened vendor and service provider management.

Program	Planning assumptions	Impact on budget
Program 25 (ICT)	Rationalization of servers and storage, including through the migration to the cloud	Anticipated decrease of 2.3 million Swiss francs in non-personnel resources for hosting of WIPO's business systems and applications

Note: Comparisons are against the 2018/19 Approved Budget

- Improve internal oversight service delivery by building on the results and recommendations of the external quality assessments of the audit, evaluation and investigation functions,

Program	Planning assumptions	Impact on budget
Program 26 (IOD)	Two external quality assessments of audit and investigation functions and external IT audit expertise	Additional non-personnel resources of 135,000 Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

- Provide high-quality translation and interpretation services in a timely and cost-effective manner, in line with the WIPO Language Policy and treaty obligations, including through the adoption of new translation technologies; continue to promote and implement the policy of multilingualism within the Secretariat.
- Enhance the efficiency of conference management through an Integrated Conference Services Platform; implement a new online registration system for delegates attending WIPO meetings to improve customer experience and process-efficiency; maintain cost-efficient mailing services; improve efficiency and quality of printing services, and reduce paper documentation by encouraging 'print-on demand'; improve the management of digital records.

Program	Planning assumptions	Impact on budget
Program 27 (Conference and Language Services)	Implementation strategies described in the Program narrative	Slight increase in non-personnel resources for conference and language services; reduction of two posts due to efficiency gains from Computer-Assisted-Translation (CAT) tools and the multilingual IP terminology database Reduction of three posts due to efficiency gains in the printing plant and mail expedition services Transfer of messenger/driver services to Program 21 (seven posts) and associated non-personal resources.

Note: Comparisons are against the 2018/19 Approved Budget

- Continue to progress the implementation of information assurance (IA) strategies focusing on strengthening current IA capabilities; develop a next generation 3-5 year IA strategy considering new business requirements and the evolving threat environment; improve WIPO's cyber-security operations by continually expanding knowledge of actionable internal and external threat intelligence and 24/7 security monitoring.
- Continue the implementation of plans for safety and security aiming at optimizing existing investments in physical security and safety systems and building new capabilities focusing on prevention, preparedness and resilience; enhance protection of staff, visitors and delegates from likely threat scenarios by enhancing security capabilities such as continuous threat monitoring, risk analysis and risk-based protection mechanisms.

Program	Planning assumptions	Impact on budget
Program 28 (Information Assurance, Safety & Security)	Strengthening information security	Four additional posts
	Strengthening of "duty of care" towards WIPO personnel	Additional non-personnel resources of 800,000 Swiss francs
	Establishment of a WIPO Digital Time-Stamp Service	Additional non-personnel resources of 900,000 Swiss francs

Note: Comparisons are against the 2018/19 Approved Budget

2020/21 Budget by Cost Category

17. The estimated cost for "Posts" in 2020/21 has remained stable with only a slight increase of 1.3 million Swiss francs, or 0.3 percent, compared to the 2018/19 Approved Budget. The decrease of 5.3 million Swiss francs, or 25.4 per cent, in the estimated costs of "Temporary Staff" is the result of the finalization of the regularizations of continuing functions.

“The increase in “Other Staff Costs” reflects a provision of 2.8 million Swiss francs for the WIPO Rewards and Recognition Program, including the WIPO Performance Reward⁹.”

Table 5: 2020/21 Proposed Budget by Cost Category
(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	431,546	422,158	432,824	1,279	0.3%
<i>Temporary Staff</i>	20,978	19,697	15,656	(5,321)	-25.4%
<i>Other Staff Costs</i>	2,120	2,120	4,808	2,688	126.8%
Sub-total, A. w/out Unalloc.	454,643	443,975	453,289	(1,355)	-0.3%
<i>Unallocated (Personnel)</i>	5,357	6,100	8,074	2,717	50.7%
Total A	460,000	450,075	461,362	1,362	0.3%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	712	1,156	767	56	7.8%
<i>WIPO Fellowships</i>	6,802	8,098	9,906	3,104	45.6%
Sub-total	7,514	9,254	10,673	3,159	42.0%
Travel, Training and Grants					
<i>Staff Missions</i>	13,758	12,874	14,553	795	5.8%
<i>Third-party Travel</i>	15,310	14,262	15,616	306	2.0%
<i>Training & Related Travel Grants</i>	2,643	2,196	2,929	286	10.8%
Sub-total	31,710	29,333	33,098	1,388	4.4%
Contractual Services					
<i>Conferences</i>	6,624	6,765	7,098	474	7.2%
<i>Publishing</i>	519	398	474	(46)	-8.8%
<i>Individual Contractual Services</i>	27,917	28,200	35,211	7,294	26.1%
<i>Other Contractual Services</i>	145,887	153,486	142,474	(3,413)	-2.3%
Sub-total	180,948	188,849	185,257	4,309	2.4%
Finance Costs	1,702	1,851	1,066	(636)	-37.4%
Sub-total	1,702	1,851	1,066	(636)	-37.4%
Operating Expenses					
<i>Premises & Maintenance</i>	27,949	32,710	41,174	13,225	47.3%
<i>Communication</i>	5,207	5,188	5,428	221	4.2%
<i>Representation & Other Operating Expenses</i>	1,712	1,840	2,398	686	40.0%
<i>UN Joint Services</i>	1,202	1,253	1,188	(14)	-1.2%
Sub-total	36,070	40,991	50,187	14,117	39.1%
Equipment and Supplies					
<i>Furniture & Equipment</i>	1,872	1,343	1,455	(418)	-22.3%
<i>Supplies & Materials</i>	4,040	3,483	3,346	(694)	-17.2%
Sub-total	5,913	4,826	4,801	(1,112)	-18.8%
Sub-total, B. w/out Unalloc.	263,857	275,103	285,082	21,225	8.0%
<i>Unallocated (Non-Personnel)</i>	2,000	678	6,600	4,600	230.0%
Total B	265,857	275,781	291,682	25,825	9.7%
TOTAL	725,857	725,857	753,044	27,188	3.7%
POSTS	1,205	1,205	1,209	4	

Note: 2018/19 Budget after Transfers reflects transfers as at February 1, 2019.

⁹ In line with ICSC document A/72/30

18. The estimated costs for “WIPO Fellowships” for 2020/21 has increased by 3.1 million Swiss francs, or 45.6 per cent, compared to the 2018/19 Approved Budget. This increase is primarily due to the strengthening of the fellowship programs in the PCT (1.1 million Swiss francs in Program 5); Madrid (1 million Swiss francs in Program 6); WIPO Mediation and Arbitration Center (0.5 million Swiss francs in Program 7); and the Accessible Books Consortium (ABC) (0.4 million Swiss francs in Program 3 – Copyright and Related Rights).

19. An increase of 0.8 million, or 5.8 per cent, compared to the 2018/19 Approved Budget, can be observed under “Staff Missions”. This increase mainly reflects increases in Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDC) and Program 20 (External Relations and External Offices).

20. The estimated cost for “Contractual Services” in 2020/21 has increased by 4.3 million Swiss francs, or 2.4 per cent, compared to the 2018/19 Approved Budget. The increase is primarily driven by additional estimated costs for translation and IT initiatives for the PCT (Program 5) and Madrid Systems (Program 6) and the strengthening of WIPO’s Distance Learning (DL) courses (Program 11 – WIPO Academy). The increase is partially offset by lower hosting costs for major WIPO ICT systems following the implementation of the cloud-first strategy and the migration of existing applications to the cloud (Program 25 - ICT).

21. The estimated “Finance Costs” for 2020/21 have decreased by 0.6 million Swiss francs, or 37.4 per cent, compared to the 2018/19 Approved Budget. This decrease is primarily driven by a reclassification of fund management fees which are included within investment revenue in 2020/21 (Program 22 – Program and Resource Management).

22. The estimated “Premises & Maintenance” cost for 2020/21 shows an increase of 13.2 million Swiss francs, or 47.3 per cent, compared to the 2018/19 Approved Budget. This is primarily due to a shift of security guard costs from “Contractual Services”, license fees related to the establishment of a WIPO Digital Time-Stamp Service (Program 28 - Information Assurance, Safety and Security) and higher estimated costs for software licenses and maintenance (Program 25 - ICT).

23. “Representation & Other Operating Expenses” in 2020/21 has increased by 0.7 million Swiss francs, or 40 per cent, compared to the 2018/19 Approved Budget. This is primarily driven by the expanded membership of the Madrid System (Program 6) and the expanding network of WIPO External Offices (Program 20 - External Relations and External Offices).

24. The decrease in “Equipment and Supplies” primarily reflects the expected finalization in 2018/19 of the acquisition of identity and access management technologies and information security protection mechanisms, in line with the Information Assurance Strategy (Program 28 - Information Assurance, Safety and Security) and the completion of the Windows 10 migration (Program 25 - ICT).

Personnel Costs

Methodology

25. The personnel resource budget for the biennium 2020/21 continues to be derived on the basis of actual costs based on planning assumptions as outlined below.

26. The 2020/21 personnel resource budget incorporates changes related to the introduction of the unified salary scale on January 1, 2017 and the new common system compensation package for the professional and higher categories, as established by the International Civil Service Commission (ICSC) and amendments to the Staff Regulations and Rules.

27. While costs for occupied positions are based on the latest available UN salary and pensionable remuneration scales, as well as the applicable policies for benefits and entitlements, the cost for vacant positions is based on average standard costs.

Planning Assumptions

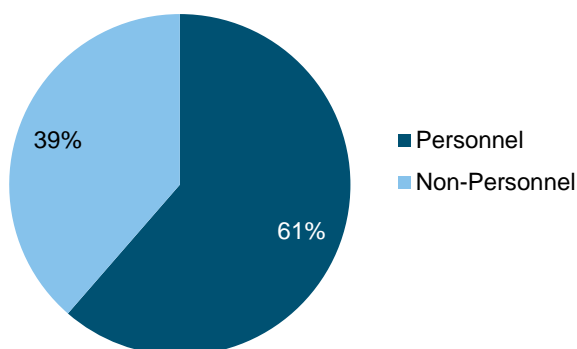
- For occupied positions, costing of salaries for 2020/21¹⁰ takes into account the applicable ICSC scales (for general services category) and/or the salary scale and within-grade step increments effective January 1, 2018 (for professional and higher categories), prorated for 2020/21. For vacant positions, standard costs are calculated based on grade step I and an assumption of a dependent spouse and a child;

¹⁰ Salary scale applied for Professional and higher categories as of January 1, 2018 and pensionable remuneration scale as of February 1, 2018. Salary scale and pensionable remuneration applied for occupied positions in the general service category as of April 1, 2011 and for vacant positions as of 1 September 2017.

- The exchange rate and post adjustment multiplier (PAM) are applied as of September 2018;
- The USD/CHF exchange rate is applied at a 1:1 ratio for pensionable remunerations. The applicable ICSC scale for professional and higher categories is as of February 2018; for the general service category the April 2011 scale has been applied for occupied positions and the September 2017 scale for vacant positions;
- All applicable benefits and entitlements for occupied positions, including education grant and home leave, are estimated at position level, taking into account the latest payroll information. An average cost has been estimated for vacant positions;
- Provisions for education grant take into account the revised education grant system based on a global sliding scale of reimbursement of a streamlined list of education-related expenses;
- Four new flexibility posts have been created in 2020/21 following the application of the Madrid Union Budget Flexibility Formula, bringing the total number of posts to 1209. An overall vacancy rate assumption of 4 per cent has been applied to the overall costing of posts to take into account recruitment delays;
- In order to increase the funding for long term Employee Benefits which include the After Service Health Insurance (ASHI) liability, the ASHI provision charge has been increased from 6 to 8 per cent; a 2 per cent charge for separation has been applied for temporary positions;
- Other Staff Costs include biennial provisions for Professional Accident Insurance (PAI) (900,000 Swiss francs), the Closed Pension Fund (700,000 Swiss francs), litigation costs (400,000 Swiss francs) and the WIPO Rewards and Recognition Program, including the WIPO Performance Reward¹¹ (2,807,800 Swiss francs);
- The provision for reclassifications amounts to 4 million Swiss francs in “Unallocated (Personnel)” to cover the pending results of reclassification committee decisions in 2018/19;
- Regularizations are expected to be completed in the 2018/19 biennium, and therefore no amount has been provisioned in 2020/21 for regularizations. In order to enable the Secretariat to better manage and control overtime expenses, the estimated overtime costs continue to be budgeted in a separate provision in “Unallocated (Personnel)”. The provision has been increased to 3 million Swiss francs in view of the introduction of flexible working arrangements. These costs will continue to be closely monitored in coordination with Program 23 (Human Resources Management and Development) and concerned Program areas.

28. Based on the above planning assumptions, the personnel costs for 2020/21 remain stable with only a slight increase of 1.4 million Swiss francs, or 0.3 per cent, compared to the 2018/19 Approved Budget. The share of budgeted personnel costs compared to the total budget has decreased from 62.4 per cent in 2018/19 to 61.3 per cent in 2020/21.

Chart 3: 2020/21 Share of Personnel and Non-Personnel Budget



29. The overall increase in 2020/21 under “Posts” compared to the 2018/19 Approved Budget mainly relates to the additional flexibility posts for Madrid and completed regularizations. The completed regularizations have been offset by a reduction in the budget for “Temporary Staff”.

¹¹ In line with ICSC document A/72/30

30. "Other Staff Costs" for 2020/21 has increased compared to the 2018/19 Approved Budget due to the provision for the WIPO Rewards and Recognition Program, including the WIPO Performance Award.

31. The net increase of 2.7 million Swiss francs in "Unallocated (Personnel)" is primarily due to the increases in the provisions for reclassifications and overtime.

Development Activities and Development Agenda Resources

32. The Organization will continue in the biennium 2020/21 to further strengthen the implementation of WIPO's development-oriented activities guided by the WIPO DA Recommendations¹² and the principles enshrined in the 2030 Agenda for Sustainable Development. An outline of the Sustainable Development Goals (SDGs) to which the Organization contributes is included in Annex X. For the first time, the SDGs to which Programs contribute have been indicated in the Program narratives.

33. Development expenditure for the 2020/21 biennium is based on the revised definition of development expenditure approved by the Member States at the fifty-fifth session of the WIPO General Assembly¹³. Expenditure is qualified as "development expenditure" when it is used to finance development-oriented activities provided by WIPO to developing countries and LDCs, and the equivalent expenditure is not provided to developed countries. Consistent with past practice, countries with economies in transition are included for the purpose of the Program and Budget.

34. The total development share of the 2020/21 budget for the Organization amounts to 136 million Swiss francs or 18.1 per cent. Details of the development expenditure for 2020/21 by Program are presented in Table 6 below.

35. A total of 1.2 million Swiss francs has been specifically earmarked within the budget in 2020/21 for the implementation of DA Projects (see Table 7 below).

Table 6. Development Expenditure in 2020/21 (relevant shares of program resources)
(in thousands of Swiss francs)

Programs	2018/19 Approved Budget			2018/19 Budget after Transfers			2020/21 Proposed Budget		
	Approved Budget	DA Projects	Total w/DA Projects	Budget after Transfers	DA Projects	Total w/DA Projects	Proposed Budget	DA Projects	Total w/DA Projects
1 Patent Law	3,022		3,022	3,403		3,403	3,971		3,971
2 Trademarks, Industrial Designs and Geographical Indications	2,910		2,910	2,398		2,398	2,402	355	2,757
3 Copyright and Related Rights	11,612	100	11,712	12,282	217	12,499	14,102	359	14,461
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	4,345		4,345	4,378		4,378	4,341		4,341
5 The PCT System	6,755		6,755	6,403		6,403	6,198		6,198
6 Madrid System	5,487		5,487	5,396		5,396	6,131		6,131
7 WIPO Arbitration and Mediation Center	283		283	285		285	314		314
8 Development Agenda Coordination	3,455		3,455	3,658		3,658	3,408	261	3,669
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	30,723	62	30,785	28,855	191	29,046	28,642		28,642
10 Transition and Developed Countries	6,381		6,381	6,650		6,650	7,050		7,050
11 The WIPO Academy	13,285	329	13,614	12,459	422	12,881	13,094		13,094
12 International Classifications and Standards	511		511	472		472	429		429
13 Global Databases	3,039		3,039	2,410		2,410	2,506		2,506
14 Services for Access to Information and Knowledge	4,444	859	5,303	4,322	938	5,261	4,753	75	4,828
15 Business Solutions for IP Offices	13,403		13,403	13,205		13,205	13,572		13,572
16 Economics and Statistics	1,402		1,402	1,024	166	1,190	997		997
17 Building Respect for IP	2,805		2,805	3,190		3,190	3,280		3,280
18 IP and Global Challenges	4,297		4,297	3,933		3,933	3,823		3,823
20 External Relations, Partnerships and External Offices	5,183		5,183	5,416		5,416	6,696		6,696
21 Executive Management	-		-	969		969	1,308		1,308
30 SMEs and Entrepreneurship Support	6,326		6,326	6,228	152	6,380	6,203	130	6,333
31 The Hague System	1,420		1,420	1,419		1,419	1,179		1,179
32 Lisbon System	392		392	462		462	438		438
TOTAL	131,482	1,350	132,832	129,218	2,086	131,304	134,836	1,180	136,016
Development Expenditure as % of total budget			18.3%			18.1%			18.1%

¹² <https://www.wipo.int/ip-development/en/agenda/recommendations.html>

¹³ The revised definition of development expenditure can be found in Annex B document WO/GA/43/21.

Table 7: Development Agenda Projects in 2020/21
(in thousands of Swiss francs)

Projects	Programs	2020/21 Proposed Budget		
		Personnel	Non - Personnel	Total
Intellectual Property, Tourism and Gastronomy in Peru: Promoting the Development of Tourism and Gastronomy in Peru through Intellectual Property	Program 2	125	230	355
Pilot project on copyright and the distribution of content in the digital environment (Brazil)	Program 3	114	245	359
Enhancing the Use of IP in the Software Sector in African Countries (Kenya)	Program 8	-	261	261
Intellectual Property Management and Transfer of Technology: Promoting the Effective Use of Intellectual Property in Developing Countries, LDCs and Countries with Economies in Transition	Program 14	30	45	75
Increasing the Role of Women in Innovation and Entrepreneurship: Encouraging Women in Developing Countries to Use the Intellectual Property System	Program 30	-	130	130
Total		269	911	1,180

Note: Amounts reflect part of the project budget for 2020/21 as per their respective project documents

II. PROGRAM NARRATIVES BY STRATEGIC GOAL

Strategic Goal I BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR IP

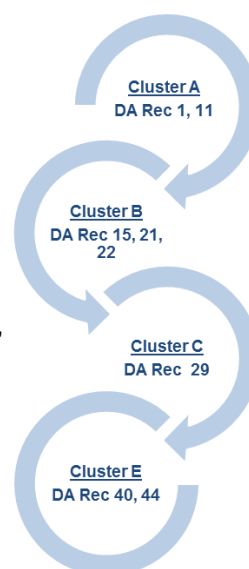
Expected Result	Performance Indicators	Responsible Program(s)
I.1. Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress on the implementation of agreed work, according to the SCP Agenda	Program 1
	Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters	Program 1
	Level of satisfaction of participants in WIPO patent-related capacity building and training activities	Program 1
	% of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge	Program 1
	Progress towards agreement on current issues on the SCT Agenda	Program 2
	Progress in the implementation of agreed work according to the SCCR agenda	Program 3
	Progress in normative activities on IP and GRs, TK and TCEs as agreed by Member States	Program 4
	% of treaty notifications that are promptly processed by OLC	Program 21
I.2. Tailored and balanced IP legislative, regulatory and policy frameworks	% of recipients that found information concerning legal principles and practices of the patent, utility model and integrated circuit systems, including the flexibilities, useful	Program 1
	No. and % of Member States satisfied with the legislative and policy advice provided	Program 1 Program 2 Program 3 Program 9
	No. of ratifications/accessions to the Singapore Treaty	Program 2 Program 20
	No. of countries that have ratified or acceded to the Berne Convention, WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty	Program 3 Program 20
	No. of transition countries with updated national laws and regulations	Program 10
	No. of ratifications by transition countries to WIPO administered treaties	Program 10
	No. of countries/regional organizations having adopted or amended relevant frameworks towards effective IP enforcement in the light of Part III TRIPS & DA Rec. 45, or being in the process of doing so, further to WIPO assistance	Program 17
	No. of countries requesting WIPO's specific contribution on IP in relation to competition policy-related issues	Program 18
	Level of sustained engagement by Member State judiciaries	Program 21
	I.3. Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	No. of signs contained in the Article 6ter database
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	% of recipients which found information concerning legal principles and practices on the protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information, useful	Program 1

PROGRAM 1 Patent Law



Implementation Strategies

- Provide timely and reliable information to the Member State-driven normative process thereby supporting an environment conducive to engagement and dialogue among Member States in areas of common interest;
- Facilitate discussions among Member States on the identification of new issues that require multilateral attention and actions, with a view to keeping pace with the rapidly-evolving technological, economic and social environments;
- Encourage the ratification and full implementation of the Paris Convention, the Budapest Treaty and the Patent Law Treaty by providing targeted legal and practical information to interested Member States;
- Provide legislative and policy advice taking duly into account the priorities and special needs of beneficiary countries, the balanced rights and obligations that are inherent to the IP system, and the differing levels of Member States' development;
- Support and assist Members States with a view to enhancing capacities for designing and using functional patent-related systems, thereby enabling greater participation in the creation, appropriation and transfer of technological knowledge;
- Address patent law in the context of the increasingly complex and globalized innovation and knowledge-transfer mechanisms, considering the contribution of other IP rights, in particular, utility models and the protection of confidential information, to those mechanisms;
- Deliver accurate evidence-based empirical information assisting stakeholders in making informed decisions and choices relating to patents, utility models, layout designs (topographies) of integrated circuits, and protection of confidential information.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Reduced relevance of the Standing Committee on the Law of Patents as a multilateral normative forum.	Provision of an impartial and inclusive environment for the exchange of views among Member States.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress on the implementation of agreed work, according to the SCP Agenda	Current state of work in the Committee as documented by SCP/29 Report.	Implementation of SCP agreed outcomes
	Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters	89% satisfaction based on 753 responses from participants in 31 seminars (2016/17)	80% satisfaction
	Level of satisfaction of participants in WIPO patent-related capacity building and training activities	n/a	80% satisfaction
	% of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge	87% (2018)	90%
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	% of recipients that found information concerning legal principles and practices of the patent, utility model and integrated circuit systems, including the flexibilities, useful	99% based on 26 responses in 4 training activities (2016/17)	80%
	No and % of Member States satisfied with the legislative and policy advice provided	91% based on 10 responses (2018)	85%
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	% of recipients which found information concerning legal principles and practices on the protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information, useful	84% based on 29 responses (2016/17)	80%

Resources for Program 1

The overall resources for the Program in the 2020/21 biennium show an increase of 20.5 per cent compared to the 2018/19 Approved Budget.

The increase in non-personnel resources reflects: (i) the budgeting of four SCP sessions in the biennium; (ii) the implementation of the patent drafting accreditation program; (iii) the strengthening of the provision of legislative and policy advice; and (iv) the development of an automation tool for the Inventor's Assistance Program (IAP).

The increase in personnel resources is the result of the addition of two temporary positions, one to support the area of legislative and policy advice, including the IAP, and one to provide additional support for patent drafting activities.

The increases under ER I.1 and ER I.2, as compared to the 2018/19 Approved Budget, are in line with the above-mentioned increases under personnel and non-personnel.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,999	3,220	3,599
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,653	1,861	2,061
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	312	277	321
Total	4,965	5,358	5,982

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

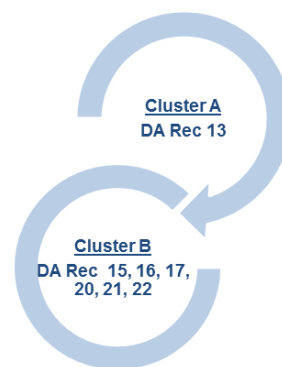
	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	3,567	3,790	3,534	(33)	-0.9%
<i>Temporary Staff</i>	-	160	622	622	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	3,567	3,950	4,157	590	16.5%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	60	18	60	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	60	18	60	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	250	274	250	-	0.0%
<i>Third-party Travel</i>	538	565	765	227	42.2%
<i>Training & Related Travel Grants</i>	15	15	15	-	0.0%
Sub-total	803	854	1,030	227	28.3%
Contractual Services					
<i>Conferences</i>	370	350	370	-	0.0%
<i>Publishing</i>	30	30	30	-	0.0%
<i>Individual Contractual Services</i>	45	92	145	100	222.2%
<i>Other Contractual Services</i>	70	47	170	100	142.9%
Sub-total	515	519	715	200	38.8%
Finance Costs	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	15	15	15	-	0.0%
<i>Representation & Other Operating Expenses</i>	5	3	5	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	20	18	20	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	1	-	-	n/a
Sub-total	-	1	-	-	n/a
Total B	1,398	1,408	1,825	427	30.5%
TOTAL	4,965	5,358	5,982	1,017	20.5%
POSTS	9	9	9	-	

PROGRAM 2 Trademarks, Industrial Designs and Geographical Indications



Implementation Strategies

- Organize a Diplomatic Conference for the Adoption of a Design Law Treaty, subject to a decision by the WIPO General Assembly. This treaty would simplify design registration procedures, thus completing similar work already accomplished by WIPO in the field of patents (Patent Law Treaty) and trademarks (Trademark Law Treaty and Singapore Treaty on the Law of Trademarks);
- Facilitate discussions aimed at developing a balanced international framework for agreed topical subjects regarding trademarks, industrial designs and geographical indications. Exchange information and experiences in the SCT regarding Office practices, with a view to increasing transparency within the practical functioning of the international IP system and fostering, where possible, enhanced coherence at a practical level;
- Continue broadening the geographical coverage of the Singapore Treaty on the Law of Trademarks, to further the simplification of trademark registration procedures worldwide;
- Provide balanced demand-driven country-specific legal advice, in line with Strategic Goal III (Facilitating the Use of IP for Development), through close communication and collaboration with Member States, taking duly into account the priorities identified within their national IP strategies, ensuring such advice remains fully responsive to their needs and presenting all available options;
- Continue ensuring the efficient administration of the Article 6^{ter} Paris Convention communication procedures and producing biannual electronic publications containing all signs to be communicated. Modernize the information technology infrastructure used for data entry and maintenance with a view to improving the back office function of the database;
- Continue to focus on balanced approaches in terms of geographical and subject matter considerations, as well as mainstreaming gender equality into relevant activities.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Agreements at the multilateral level remain challenging and the successful conclusion of normative activities under Program 2 will depend to a large degree on Member States' commitment to reach mutually agreed outcomes.	Provision of an impartial and inclusive environment for exchange of views among Member States.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress towards agreement on current issues on the SCT Agenda	State of SCT work at the end of 2018 as per relevant working documents	Agreement on specific work items for the SCT sessions held in the biennium
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No and % of Member States satisfied with the legislative and policy advice provided No. of ratifications/accessions to the Singapore Treaty ¹⁴	100% based on 9 responses (2018) 47 Contracting Parties (end 2018)	85% 5 new accessions/ratifications
I.3. Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	No. of signs contained in the Article 6ter database	A total of 3,561 signs were contained in the Article 6ter Express Database at the end of 2018	200 new signs published
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. and % of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	98% based on 66 responses	80% of respondents provide positive feedback

Resources for Program 2

The overall resources for Program 2 in 2020/21 show an increase of 6.4 per cent compared to the 2018/19 Approved Budget.

The upward adjustment in non-personnel resources reflects: (i) the budgeting of four SCT sessions in 2020/21, reflected under ER I.1; (ii) the strengthening of the provision of legislative and policy advice, reflected under ER I.2; and (iii) the implementation of the DA Project on "Intellectual Property, Tourism and Gastronomy in Peru", reflected under ER III.2.

The increase in resources dedicated to ER I.3 reflects the planned modernization of the Article 6ter database.

The number of posts remain stable in 2020/21. The net decrease in personnel resources reflects: (i) the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018; and (ii) personnel resources dedicated to the implementation of the aforementioned DA Project (III.2), costed at 50 per cent.

¹⁴ Based on date of entry into force as opposed to the data of deposit of instrument

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	3,817	3,567	3,687	(130)	-3.4%
<i>Temporary Staff</i>	236	-	125	(111)	-47.1%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	4,053	3,567	3,812	(242)	-6.0%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	30	5	30	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	30	5	30	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	92	114	130	38	41.3%
<i>Third-party Travel</i>	400	404	485	85	21.3%
<i>Training & Related Travel Grants</i>	-	-	25	25	n/a
Sub-total	492	518	640	148	30.1%
Contractual Services					
<i>Conferences</i>	290	327	535	245	84.5%
<i>Publishing</i>	-	-	20	20	n/a
<i>Individual Contractual Services</i>	50	183	165	115	230.0%
<i>Other Contractual Services</i>	-	39	30	30	n/a
Sub-total	340	549	750	410	120.6%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	10	8	10	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	10	8	10	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	0	-	-	n/a
Sub-total	-	0	-	-	n/a
Total B	872	1,080	1,430	558	64.0%
TOTAL	4,925	4,647	5,242	317	6.4%
POSTS	9	9	9	-	
of which					
Development Agenda Project			355		

Program 2: Resources by Result

(in thousands of Swiss francs)

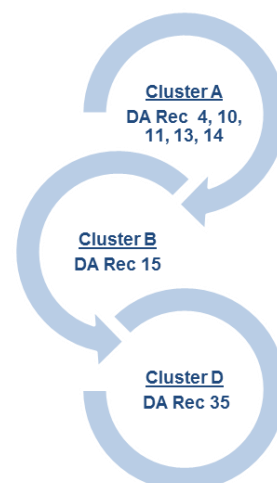
Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	1,867	1,886	1,933
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,645	1,292	1,425
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	511	452	733
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	901	1,018	1,151
Total	4,925	4,647	5,242

PROGRAM 3 Copyright and Related Rights



Implementation Strategies

- Facilitate discussions in the Standing Committee on Copyright and Related Rights (SCCR) on substantive agenda items as per the SCCR agenda and on copyright related strategic projects;
- Provide legislative advice to Member States including advice to update national laws consistent with WIPO copyright treaties;
- Support Member States regarding WIPO Treaties, in particular, the Internet Treaties – the WIPO Copyright Treaty (WCT) and the WIPO Performances and Phonograms Treaty (WPPT) – the Beijing Treaty and the Marrakesh Treaty;
- Enrich the tools and information resources available to creators and rights holders to assist in the management of their rights, taking into consideration digital data management systems to facilitate access to the global market place for creative content;
- Promote the Accessible Books Consortium (“ABC”) and the development of the ABC Global Book Service as the premier global entity for bringing books to people who are print disabled;
- Promote the Publishers Circle and coordinate innovative partnerships and related projects with a view to developing the publishing industry in developing countries;
- Support Member States to strengthen institutional and human resource capacity of Copyright Offices and Collective Management Organizations (CMOs) in order to facilitate the effective use of the copyright system for social, cultural and economic development, and optimize the engagement of all parties in international fora.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
The lack of appropriate legal and/or technical frameworks may restrict Member States' ability to benefit from the regional and international exchanges of copyrighted materials in a fast-evolving digital technological environment.	Support Member States' efforts to create and continue to evolve the legal and technical environments that can facilitate such exchanges through legislative advice, institutional development, and awareness raising programs.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets	
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress in the implementation of agreed work according to the SCCR agenda	The SCCR made progress on various substantive agenda items as reflected in the Chair's Summaries, and the 2018 WIPO General Assembly directed the SCCR to continue its work	SCCR agreed outcomes as reflected in Chair's Summaries and 2020 and 2021 General Assembly decisions	
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. and % of Member States satisfied with the legislative and policy advice provided. No. of countries that have ratified or acceded to the Berne Convention, WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty	90% based on 13 responses (2017) – Berne Convention (176) – WCT (99) – WPPT (99) – Beijing Treaty (23) – Marrakesh Treaty (48 covering 75 Member States) (end 2018)	85% – Berne Convention 181 (cumulative) – WCT: 105 (cumulative) – WPPT: 105 (cumulative) – Beijing Treaty: 40 (cumulative) – Marrakesh Treaty: 70 covering 97 Member States (cumulative)	
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	No. of countries that have taken measures to advance the development of their copyright framework ABC - number of accessible books produced by local partners/NGOs involved in capacity building projects	16 countries (end 2018) 6,610 educational titles produced (cumulative as at end 2018)	24 countries in 2020/21 25% increase (biennium)	
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	No. of trained CMOs taking concrete steps on collection and distribution of remuneration % of participants in rights management capacity-building activities reporting concrete steps based on training	8 (end 2018) 50% (end 2018)	5 additional 50%	
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 and better outcome of IP Administration	No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO	12 (end 2018)	8 additional	X additional
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	No. of books in accessible format downloaded from the ABC Book Service by Authorized Entities No. of books in accessible format loaned to library patrons through ABC participating Authorized Entities	14,500 books downloaded (cumulative as at end 2018) 233,000 books loaned to library patrons through ABC Book Service Authorized Entities (data as at August 31, 2018)	25% increase (biennium) 25% increase (biennium)	

Resources for Program 3

The overall resources for the Program in the 2020/21 biennium show an increase of 1.2 per cent as compared to the 2018/19 Approved Budget.

The decrease in personnel resources reflects the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018 and the transfer of responsibilities for WIPO Connect to Program 15, reflected under ER IV.2.

The increase in non-personnel resources reflects: (i) the development of IT tools to enable right holders in the management of their rights, under ER IV.4; (ii) an enhanced focus on accession-related assistance to Member States (ER I.2); and (iii) the DA Project "Copyright and Distribution of Content in the Digital Environment (Brazil)", under ER I.2.

The redistribution of resources across Expected Results reflects enhanced focus on the development of tools to enable right holders in the management of their rights (ER IV.4) and the ABC Global Book Services Platform (ER VII.1).

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,959	3,441	3,217
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,835	2,900	2,831
III.1 National IP strategies and plans consistent with national development objectives	223	382	-
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	2,426	1,890	1,695
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,610	4,148	4,335
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	1,278	1,163	-
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 and better outcome of IP administration	608	591	2,379
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	1,505	1,963	2,421
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	236	119	-
Total	16,680	16,599	16,877

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	9,672	9,087	8,884	(789)	-8.2%
<i>Temporary Staff</i>	463	706	584	121	26.1%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	10,135	9,793	9,467	(668)	-6.6%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	180	360	360	n/a
Sub-total	-	180	360	360	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	1,045	783	947	(98)	-9.3%
<i>Third-party Travel</i>	1,510	1,610	1,867	357	23.6%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	2,555	2,394	2,814	259	10.1%
Contractual Services					
<i>Conferences</i>	437	392	313	(124)	-28.4%
<i>Publishing</i>	170	49	155	(15)	-8.8%
<i>Individual Contractual Services</i>	1,551	1,770	1,674	123	7.9%
<i>Other Contractual Services</i>	1,832	2,022	2,094	262	14.3%
Sub-total	3,990	4,233	4,236	246	6.2%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Total B	6,545	6,807	7,410	865	13.2%
TOTAL	16,680	16,599	16,877	197	1.2%
POSTS	22	21	22	-	
of which					
Development Agenda Project			359		

Funds in Trust Potentially Available for Programming in 2020/21¹

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 3						
Finland (Copyright)	2	-	2	-	-	-
Japan (Copyright)	422	469	579	312	937	1,249
Republic of Korea (Copyright)	914	390	390	914	780	1,694
Republic of Korea (Copyright/Professional Officers)	200	186	211	175	420	595
Trusted Intermediary Global Accessible Resources pilot project	1	-	-	1	-	-
United States of America (Creative industries)	3	-	3	-	-	-
Total	1,542	1,045	1,185	1,402	2,137	3,538

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

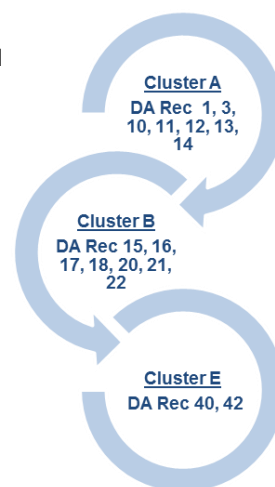
³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

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



Implementation Strategies

- Continue to facilitate an environment that is conducive to the normative activities relating to genetic resources (GRs), traditional knowledge (TK) and traditional cultural expressions (TCEs) as will be defined by the 2019 General Assembly, when it will take stock of progress made within the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (the IGC), and, based on the maturity of the texts, including levels of agreement on objectives, scope and nature of the instrument(s), decide on whether to convene a diplomatic conference and/or continue negotiations;
- Provide demand-driven capacity-building, legal-technical advice and practical assistance related to (i) the more effective and strategic use of IP systems for the protection of TK and TCEs against misappropriation and misuse, and (ii) addressing IP issues related to GRs, including those that arise in the course of access to and equitable benefit-sharing in GRs. The assistance will be dovetailed with national and regional IP-related strategies, policies and legal frameworks that Member States and regional organizations may decide to establish and aims to contribute towards the economic, social and cultural development of indigenous peoples and local communities. Activities related to the branding of tradition-based goods and services are especially targeted at and beneficial for women from indigenous and local communities;
- Extend 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;
- Provide legal-technical advice on and, where appropriate, support for the development of GRs, TK and TCEs databases, inventories, registers, portals and other such platforms that could complement and support implementation of legal and policy frameworks related to IP and GRs, TK and TCEs that Member States and regional organizations may decide to establish;
- Coordinate and cooperate with other organizations, as appropriate;
- The normative and capacity-building pillars of the Program as described above are development-oriented and complementary.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Member States are expected to agree on the IGC mandate and schedule for the 2020/21 biennium at the GA in September/October 2019. The risk refers to their being unable to agree on the substance of the IGC's work pursuant to that mandate and work schedule.	The Secretariat is committed to facilitate and create a conducive environment for Member State discussions about the nature and direction of normative activities, for example, through providing clear and objective information about the issues being discussed and providing an efficient and neutral Secretariat service.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress in normative activities on IP and GRs, TK and TCEs as agreed by Member States	Current state of negotiations among Member States on IP and GRs, TK and TCEs as reflected in IGC documents WIPO/GRTKF/IC/40/6, WIPO/GRTKF/IC/40/11 and WIPO/GRTKF/IC/40/12 (as expected after IGC 40 in June 2019)	Agreement among Member States on outcomes in the normative activities
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	Level of satisfaction of participants in general awareness raising and promotional activities related to GRs, TK and TCEs No. of participants in training and capacity-building activities on GRs, TK and/or TCEs who obtain a 50% or higher score in a short multiple choice substantive questionnaire	80% (2018) 75% (2018)	80% of participants highly satisfied with general awareness raising and promotional activities on GRs, TK and TCEs 80%
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of GRs, TK and TCEs databases, inventories, registers, portals and platforms that use the WIPO IP Management Guide	n/a	3

Resources for Program 4

The overall resources for Program 4 in 2020/21 show an increase of 0.6 per cent as compared to the 2018/19 Approved Budget.

The upward adjustment in non-personnel resources reflects the increased needs in the Department for Traditional Knowledge and Global Challenges.

The redistribution of resources across Expected Results reflects: (i) an enhanced focus on general awareness raising and capacity building under ER III.2; and (ii) reinforcement of personnel resources for the holding of IGC sessions under ER I.1.

The personnel resources remain stable in 2020/21. The shifts across cost categories reflects the regularization of two continuing functions in 2018/19.

Resources linked to ER VII.1 under this Program reflect the work of the Department for Traditional Knowledge and Global Challenges in respect of WIPO GREEN and WIPO Re:Search in Program 18.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	4,348	4,077	4,449
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	1,713	1,763	2,033
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	559	588	300
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	437	442	316
Total	7,057	6,869	7,098

Funds in Trust Potentially Available for Programming in 2020/21¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 4						
Accredited indigenous and local communities	0 ⁴	-	-	0	-	0
TOTAL	0	-	-	0	-	0

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

⁴ 2018 year-end balance amounts to 96.5 Swiss francs.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	3,726	4,298	4,262	536	14.4%
<i>Temporary Staff</i>	798	68	243	(555)	-69.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	4,524	4,366	4,504	(19)	-0.4%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	49	25	49	-	0.0%
<i>WIPO Fellowships</i>	167	121	167	-	0.0%
Sub-total	215	146	215	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	185	243	316	130	70.4%
<i>Third-party Travel</i>	1,071	1,004	991	(80)	-7.5%
<i>Training & Related Travel Grants</i>	-	17	-	-	n/a
Sub-total	1,257	1,263	1,307	50	4.0%
Contractual Services					
<i>Conferences</i>	831	915	831	-	0.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	200	160	210	10	5.0%
<i>Other Contractual Services</i>	18	7	18	-	0.0%
Sub-total	1,049	1,082	1,059	10	1.0%
Finance Costs	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	9	9	9	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	9	9	9	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	3	3	3	-	0.0%
<i>Supplies & Materials</i>	1	1	1	-	0.0%
Sub-total	4	4	4	-	0.0%
Total B	2,534	2,503	2,594	60	2.4%
TOTAL	7,057	6,869	7,098	41	0.6%
POSTS	10	10	10	-	

Strategic Goal II PROVISION OF PREMIER GLOBAL IP SERVICES

Expected Result	Performance Indicators	Responsible Program(s)
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	Level of satisfaction of PCT users with PCT-specific legal advice, information, training and customer service	Program 5
	Level of Satisfaction of Offices and International Authorities with PCT-related cooperative activities	Program 5
	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
	Satisfaction of Offices with patent examination related activities (ICE, support on patent examination)	Program 5
	No. of PCT applications originating from developing countries and LDCs	Program 9
	No. of PCT applications originating from transition and developed countries	Program 10
	% of participants satisfied with the roving seminars	Program 10
	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of PCT and related topics	Program 20
II.2 Improved productivity and service quality of PCT operations	Application Unit Cost	Program 5
	Aggregate Quality of Formalities Examination (including timeliness)	Program 5
	Timeliness of Report Translation	Program 5
	Quality of software development (QSD)	Program 5
	Quality of Translation	Program 5
	Information systems service levels	Program 5
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	Membership of the Geneva (1999) Act	Program 9 Program 20 Program 31
	No. of Hague applications originating from developing countries and LDCs	Program 9
	No. of Hague System applications originating from transition and developed countries	Program 10
	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System	Program 20
	Hague filings, renewals and decisions	Program 31
II.4 Improved productivity and service quality of the Hague operations	Predominance of the 1999 Act in the System	Program 31
	Timeliness to process a regular international design application	Program 31
	Level of usage of electronic forms	Program 31
	Timeliness to communicate an incoming refusal	Program 31
	Hague IT system is operating efficiently and being managed according to best practices	Program 31
	Adaptation of the legal framework to the expansion of the System, including with a view to ensuring the System's financial viability	Program 31
	No. of Offices communicating fully electronically, including the use of structured data	Program 31

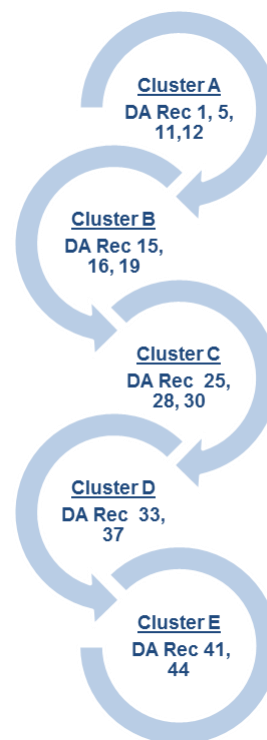
Expected Result	Performance Indicators	Responsible Program(s)
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	Total Membership of the Madrid System	Program 6 Program 9 Program 20
	No. of Madrid System applications originating from developing countries and LDCs	Program 9
	No. of Madrid System applications originating from transition and developed countries	Program 10
	% of policy makers, government officials, IP practitioners and participants in targeted workshop with enhanced understanding of the Madrid System	Program 20
	Filing rate	Program 6
	Registrations	Program 6
	Renewals	Program 6
	Total no. of international registrations in force	Program 6
	Total no. of designations	Program 6
	Classification irregularities (Rules 12 and 13)	Program 6
II.6 Improved productivity and service quality of Madrid operations	Functional improvements to the Madrid System	Program 6
	Customer satisfaction index (Madrid)	Program 6
	Quality of Software Development (QSD)	Program 6
	Information System Service Levels (ISSL)	Program 6
	Unit cost	Program 6
	Timeliness of transactions	Program 6
	No. of Offices communicating fully electronically	Program 6
Quality output in Operations	Program 6	
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures	Program 7 Program 10
	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	Program 7 Program 9 Program 10
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	No. of UDRP based gTLD and ccTLD cases administered by the Center	Program 7
	Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support	Program 7
II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs	No. of international registrations from developing countries and LDCs in force under the Lisbon System	Program 9 Program 20 Program 32
	No. of international registrations from transition and developed countries in force under the Lisbon System	Program 10
	Expansion of the geographical coverage of the Lisbon System	Program 32
	No. of international applications and other transactions	Program 32
II.10 Improved productivity and service quality of Lisbon operations	Functional improvements to the Lisbon System	Program 32
	Improved operation of the Lisbon Registry, including electronic processes and procedures	Program 32

PROGRAM 5 The PCT System



Implementation Strategies

- Improve existing features of the PCT System, notably with regard to work sharing among Offices, through procedural and institutional efforts, aimed at increasing system efficiency and ensuring that the international phase processing effectively supports the national phase processing;
- Promote the effective cooperation between Offices and the International Bureau (IB) to reach the full potential of ePCT electronic tools and services, with a view towards more efficient and higher quality interaction with the PCT System by its participants and perfecting security requirements, irrespective of the local IT capacity of the national Offices providing receiving Office (RO) and/or International Authority (IA) services;
- Ensure IB processes remain effective and produce timely, accurate and high quality results, and continue to support receiving Offices and International Authorities in doing the same, so that work products can be relied upon for the later stages of international and national phase processing;
- Improve the processes for calculation, payment, tracking and transfer of fees, both in respect of payments by the applicant and disbursement of fees between Offices;
- Support International Authorities in improving the quality and timeliness of their work products, including the development of quality metrics and investigation of collaborative search and examination of PCT applications;
- Continue to study additional ways of improving the PCT System, while implementing specific measures already approved by the Member States;
- Foster communications with PCT customers and stakeholders, through surveys and other outreach, to identify needs and improve the effectiveness of the PCT service; share feedback received with all stakeholders;
- Provide and organize training for PCT users, including through webinars and video-conferencing;
- Further enhance the resilience and security levels of the ICT Infrastructure underlying the PCT business and information systems;
- Continue alignment of staff skill sets with needs, particularly in view of changing linguistic and geographical demand and taking into account technological developments;
- Continue to automate, streamline processes and strengthen management to improve the productivity and service quality of PCT operations;
- Contribute to improve synergies between the various IT systems for the Global IP Systems;
- Pursue proactive procurement approaches and rapid adoption of new technologies, to contain translation costs;
- Continue cooperation with other Programs concerning PCT technical assistance and capacity building for developing countries and LDCs.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Decrease in PCT filings, in absolute terms or relative to Paris route filings.	Continued improvement of PCT international phase services and promotion of the system to current and potential users.
Prolonged unavailability of PCT services due to a malfunction of PCT electronic data processes.	Continued strengthening of the control on the PCT data received from PCT Offices and Authorities and assure rapid detection, correction and processing of system failures.
Malicious or unintentional disclosure of confidential information.	Continued awareness program for staff; continue to increase cutting-edge controls in the physical and electronic environment; continue to improve strategic surveillance; maintain a high level of oversight with outsourced service providers.
Regression in quality of international work products.	Continued strengthening of quality control procedures at the IB and encouragement of process improvements and quality assurance at national Offices, particularly those acting as International Authorities.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	Level of satisfaction of PCT users with PCT-specific legal advice, information, training and customer service	90% overall PCT user satisfaction with WIPO-provided PCT services (2016/2017 survey)	90% (+/-2%)
	Level of satisfaction of Offices and International Authorities with PCT-related cooperative activities	98% (42 out of 43 beneficiaries of PCT-related cooperative activities (2016/17 survey))	98% (+/-2%)
	Satisfaction of Offices with patent examination related activities (ICE, support on patent examination)	100% (27 out of 27 beneficiaries of patent examination-related activities (2016/17 survey))	98% (+/-2%)

Expected Result	Performance Indicators	Baselines	Targets
	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 2018	Decisions by appropriate PCT bodies up to the end of 2021
	Improved electronic services for applicants, third parties, Offices and Authorities	56 receiving Offices accepting PCT e-filing (52 ePCT + 4 ePCT packages)	6 additional receiving Offices
		12 receiving Offices still accepting PCT SAFE filings	4 receiving Offices stop accepting
		62 receiving Offices and 16 International Authorities using ePCT or accepting documents transmitted by applicants using ePCT	8 additional receiving Offices and 3 additional International Authorities
		24,181 e-filings using ePCT	50% increase in 2020/21
		50% of paper filings entered into ePCT with bibliographic data input by receiving Offices that use ePCT (end 2018)	75%
II.2	Application Unit Cost	702 CHF (2017)	707 CHF (+/-2%)
Improved productivity and service quality of PCT operations	Aggregate Quality of Formalities Examination (including timeliness)	97.1% (2017)	95% (+/-2%)
	Timeliness of Report Translation	89% (2018)	90% (+/-2%)
	Quality of Translation	86% (2018)	88% (+/-3%)
	Quality of software development (QSD)	92.3% (2018)	94 (+/-2%)
	Information systems service levels	97.6% (2017)	97(+/-2%)

Resources for Program 5

The overall resources for the Program in 2020/21 biennium show an increase of 2.3 per cent compared to the 2018/19 Approved Budget.

The increase in non-personnel resources reflects: (i) increasing PCT translation costs in view of the growing demand for PCT services; (ii) an increase in the number of fellows for PCT operations; (iii) various high-priority IT initiatives, such as test automation, analytics, image recognition, software transformation and work process automation; (iv) enhanced OCR quality control; and (v) strengthened outreach to national IP Offices.

The decrease in personnel resources reflects continuous productivity improvements in PCT operations (reduction of one post) and the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
II.1 Wider and more effective use of the PCT system for filing international patent applications	27,830	26,940	26,976
II.2 Improved productivity and service quality of PCT operations	185,277	182,430	191,080
Total	213,107	209,370	218,056

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

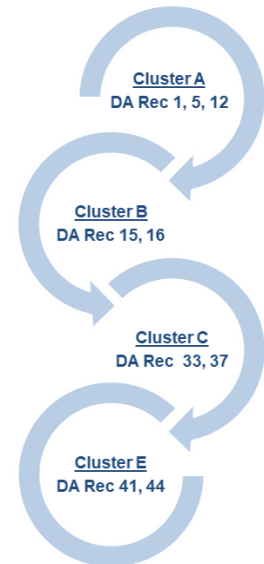
	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	129,540	125,855	127,313	(2,227)	-1.7%
<i>Temporary Staff</i>	2,485	2,208	1,491	(994)	-40.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	132,025	128,063	128,803	(3,222)	-2.4%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	1	-	-	n/a
<i>WIPO Fellowships</i>	1,783	1,925	2,912	1,128	63.3%
Sub-total	1,783	1,926	2,912	1,128	63.3%
Travel, Training and Grants					
<i>Staff Missions</i>	1,636	1,574	1,700	63	3.9%
<i>Third-party Travel</i>	2,321	2,302	2,301	(20)	-0.9%
<i>Training & Related Travel Grants</i>	70	70	70	-	0.0%
Sub-total	4,027	3,946	4,071	43	1.1%
Contractual Services					
<i>Conferences</i>	406	409	412	6	1.5%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	5,551	5,563	10,891	5,340	96.2%
<i>Other Contractual Services</i>	65,672	66,568	67,090	1,418	2.2%
Sub-total	71,629	72,540	78,393	6,764	9.4%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	2,116	1,483	2,221	105	5.0%
<i>Communication</i>	958	961	960	2	0.2%
<i>Representation & Other Operating Expenses</i>	21	22	24	3	16.2%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	3,095	2,466	3,205	110	3.6%
Equipment and Supplies					
<i>Furniture & Equipment</i>	20	53	155	135	675.0%
<i>Supplies & Materials</i>	528	375	518	(10)	-1.8%
Sub-total	548	428	673	125	22.9%
Total B	81,082	81,307	89,253	8,171	10.1%
TOTAL	213,107	209,370	218,056	4,950	2.3%
POSTS	374	374	373	(1)	

PROGRAM 6 Madrid System



Implementation Strategies

- Promote membership of the Madrid System and support accessions by States having indicated an interest in becoming members of the System;
- Increase and enhance the use of the Madrid System through the implementation of strategic marketing and promotion, based on market research and delivery of targeted campaigns and activities;
- Develop and enhance state-of-the-art Madrid services delivered by the International Bureau to users and Offices;
- Improve productivity and transactional quality of Madrid operations at the International Bureau;
- Design, develop and deploy, in a staged manner, a new Madrid System IT platform to better enable the modernization and streamlining of all internal- and external-facing Madrid System business functions, including alignment with the Organization-wide Global IP Platform initiative;
- Provide for a balanced development of the legal framework governing the Madrid System and the administrative practices under the System through annual meetings of the Working Group on the Legal Development of the Madrid System for the International Registration of Marks and the Madrid Working Group Roundtable.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Due to the inherent complexity of the System and the way it operates in practice, applicants may prefer to opt for the national route in respect of certain Contracting Parties.	Continue to enhance the effectiveness of the Madrid System through legal and practical adjustments that would simplify and facilitate the securing of trademark protection in all designated Contracting Parties. Promote new accessions in key regions and countries.
Because of insufficient improvements in the quality of the services offered by the IB, growing customer dissatisfaction may adversely affect the attractiveness of the System and thus its use.	Development of a new Madrid IT Platform, enabling the modernization of the IB's working methods and state-of-the-art services for users and Offices; align staff profiles with business needs; improve quality and consistency of Madrid operational practices; continue to strengthen quality control procedures; and provide training and support.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	Total Membership of the Madrid System ¹⁵	102 members covering 118 countries (as of December 31, 2018)	6 additional members (3 per year) in 2020/21
	Filing rate	2017: 56,200 applications (preliminary)	4% increase per annum
	Registrations	2017: 56,627 (preliminary)	2020: 63,900 2021: 66,800
	Renewals	2017: 29,362 (preliminary)	2020: 34,796 2021: 36,124
	Total no. of international registrations in force	2018: 695,100 (preliminary)	2020: 743,000 2021: 764,000
	Total no. of designations	2018: 5.91 million (preliminary)	2020: 6.07 million 2021: 6.14 million
	Classification irregularities (Rules 12 and 13)	2017: 45.4%	2020: 30% 2021: 29%
II.6 Improved productivity and service quality of Madrid operations	Functional improvements to the Madrid System	Common Regulations and Administrative Instructions in force on December 31, 2018	Amendments to the Common Regulations and Administrative Instructions (MM/LD/WG/16/6 REV. 2)
	Customer satisfaction index (Madrid)	tbd	80%
	Unit cost	731 CHF (new/renewed registration) 320 CHF (document inscription) (2017)	Reduction in both unit cost categories
	Timeliness of transactions	Registrations: 62 days Renewals: 65 days Subsequent Designations: 38 days Modifications: 80 days Decisions: 43 days Corrections: 227 days (2017)	Registrations: 30 days Renewals: 50 days Subsequent Designations: 30 days Modifications: 30 days Decisions: 15 days Corrections: 60 days

¹⁵ Based on date of entry into force as opposed to the date of deposit of instrument.

Expected Result	Performance Indicators	Baselines	Targets
	Quality output in Operations	QC in examination: Nice 88% Formalities examination 95% Decisions 99% Modifications 97% Renewals 96% Other areas: Client Records 100% Customer Service 82% Translation: EN 98% FR 99% ES 98% (2017)	AQL in examination: Nice 90% Formalities examination 95% Decisions 97% Modifications 95% Renewals 95% Other areas: Client Records 99% Customer Service 90% Translation: EN 95% FR 95% ES 95%
	Quality of Software Development (QSD)	90.1% (2018)	95%
	Information System Service Levels (ISSL)	94.3% (2018)	95%
	No. of Offices communicating fully electronically	44 via XML 3 via e-filing 37 via the Madrid Office Portal (MOP) ¹⁶ (2018)	50 via XML 6 via e-filing 50 via the MOP ¹⁷

Resources for Program 6

The overall resources for the Program in the 2020/21 biennium show an increase of 4.8 per cent compared to the 2018/19 Approved Budget, reflecting the strong growth anticipated for the Madrid System in the biennium.

The increase in non-personnel resources is due to: (i) the expansion of the Madrid Fellowship Program reflected under ER II.5; (ii) an increase in Madrid translation and operational support costs; and (iii) enhancement of the Madrid IT system reflected under ER II.6.

The net increase in the number of posts reflects the addition of five posts, including four flexibility posts, for examinations in Madrid Operations (ER II.6); and (ii) the separation of IT support for the Hague System from Program 6 to Program 31, resulting in the redeployment of two posts from the Program. The net decrease in personnel resources reflects the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018.

Funds In Trust Potentially Available for Programming in 2020/21¹

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 6						
China	324	320	500	144	700	844
China (HR) ⁴	297	350	500	147	700	847
Total	621	670	1,000	291	1,400	1,691

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

⁴ Includes professionals hired under Programs 6 and 18.

¹⁶ Offices communicating >100 documents via MOP

¹⁷ Ibid.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	41,458	39,622	41,073	(384)	-0.9%
<i>Temporary Staff</i>	1,063	1,327	860	(203)	-19.1%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	42,521	40,949	41,933	(587)	-1.4%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	8	5	28	20	250.0%
<i>WIPO Fellowships</i>	2,400	2,644	3,420	1,020	42.5%
Sub-total	2,408	2,649	3,448	1,040	43.2%
Travel, Training and Grants					
<i>Staff Missions</i>	991	880	841	(150)	-15.1%
<i>Third-party Travel</i>	1,394	1,233	1,385	(9)	-0.6%
<i>Training & Related Travel Grants</i>	271	101	265	(6)	-2.2%
Sub-total	2,656	2,214	2,491	(165)	-6.2%
Contractual Services					
<i>Conferences</i>	310	325	339	29	9.4%
<i>Publishing</i>	-	68	-	-	n/a
<i>Individual Contractual Services</i>	2,490	2,592	2,430	(60)	-2.4%
<i>Other Contractual Services</i>	6,440	6,830	9,018	2,578	40.0%
Sub-total	9,240	9,815	11,787	2,547	27.6%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	24	26	26	n/a
<i>Communication</i>	1,835	1,627	1,730	(105)	-5.7%
<i>Representation & Other Operating Expenses</i>	20	15	200	180	900.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	1,855	1,667	1,956	101	5.4%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	11	-	-	n/a
<i>Supplies & Materials</i>	160	4	20	(140)	-87.5%
Sub-total	160	15	20	(140)	-87.5%
Total B	16,319	16,359	19,701	3,383	20.7%
TOTAL	58,839	57,308	61,635	2,795	4.8%
POSTS	116	115	119	3	

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	12,543	12,453	12,798
II.6 Improved productivity and service quality of Madrid operations	46,296	44,855	48,836
Total	58,839	57,308	61,635

PROGRAM 31 The Hague System



Implementation Strategies

- Expand the Hague System into a truly global system through dedicated support to prospective Contracting Parties and their Offices;
- Actively promote the System to increase usage within the current membership and attract users from new Contracting Parties;
- Develop proposals for the revision of the legal framework of the Hague System;
- Enhance the System's user-friendliness through further developing guidance material for applicants that take into account the impact of the expansion of the System;
- Provide for a balanced legal development of the System in parallel with the modernization of the IT environment through annual meetings of the Working Group on the Legal Development of the Hague System for the International Registration of Industrial Designs;
- Continue to invest in an optimal administrative structure and the development of IT solutions to ensure state-of-the-art services to users and member Offices;
- Enhance user and customer experience through responsive customer support services.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
With the growth in filing and the increase in elements to consider in an international design application, there is a risk to receive more customer queries than that with which the IB is able to cope.	Enhancing efficiency and effectiveness in all aspects of System administration, promotion of best practices, targeted and focused outreach, convergence of international and national practices; development of IT solutions to assist users and examiners of Offices and the IB.
With the lack of harmonization in the substantive laws in place in examining jurisdictions, there is a risk that users find the differences irreconcilable and lose confidence in the Hague System.	Sensitize Contracting Parties to that fact and focus the promotion of the Hague System around situations where it has proven to work successfully. Development of information resources on how to prepare international applications for examining jurisdictions.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
II.3 Wider and more effective use of the Hague System, including by developing countries and LDCs	Membership to the Geneva (1999) Act ¹⁸	58 Members (end 2018)	70 Members
	Hague filings, renewals and decisions	Registrations: 5,041	Registrations: - 5,724 (2020) - 66,106 (2021)
		Applications: 5,213	Applications: - 7,140 (2020) - 7,800 (2021)
		Decisions: 11,688	Decisions: - 15,500 (2020) - 17,000 (2021)
		Designs contained: 19,429	Designs contained: - 24,380 (2020) - 26,150 (2021)
		Renewals: 3,297	Renewals: - 3,780 (2020) - 4,120 (2021)
Extracts and Copies: 2,531 (2017)	Extracts and Copies: - 2,750 (2020) - 3,000 (2021)		
II.4 Improved productivity and service quality of Hague operations	Predominance of the 1999 Act in the System ¹⁹	3 countries outside the EU or OAPI bound solely by the 1960 Act (2018)	No country outside the EU or OAPI bound solely by the 1960 Act
	Adaptation of the legal framework to the expansion of the System, including with a view to ensuring the System's financial viability	Current framework	Reviewed framework
	Timeliness to process a regular international design application	Registrations: 16% within 5 working days (2017)	Registrations: 30% within 4 working days
		Changes: 90% within 3 working days (2018)	Changes: 90% within 3 working days
		Certified copies/extracts: 95% within 5 working days (2018)	Certified copies/extracts: 95% within 5 working days
Timeliness to communicate an incoming refusal	53% of refusals within 5 working days (2018)	90% of refusals within 5 working days	

¹⁸ Based on date of entry into force as opposed to the date of deposit of instrument

¹⁹ Based on date of entry into force as opposed to the date of deposit of instrument

Expected Result	Performance Indicators	Baselines	Targets
	Level of usage of electronic forms	<ul style="list-style-type: none"> - e-Filings: 92% - e-Renewals: 78% - Replies to Irregularities: 60% - Document upload²⁰: tbd% (2019) 	<ul style="list-style-type: none"> - e-Filings: 95% - e-Renewals: 85% - Replies to Irregularities: 70% - Document upload: 80%
	Hague IT system is operating efficiently and being managed according to best practices	<ul style="list-style-type: none"> - 100% uptime - 1 incident (2018) 	<ul style="list-style-type: none"> - 99% uptime - 3 incidents/year
	No. of Offices communicating fully electronically, including the use of structured data	6 out of 9 active Offices were communicating fully electronically, including the use of structured data, by end 2018	9 out of 13 active Offices communicating fully electronically, including the use of structured data, by end 2021

Resources for Program 31

The overall resources for the Program in 2020/21 shows an increase of 14.5 per cent compared to the 2018/19 Approved Budget.

The upward adjustment in non-personnel resources, as compared to the 2018/19 Approved Budget, reflects the transfer of operational and IT support for the Hague System from Program 6, as reflected under ER II.4.

The increase in the number of posts and associated personnel resources as compared to the 2018/19 Approved Budget reflects: (i) the regularization of one examiner to support the additional examination and language demands following recent accessions, as reflected under ER II.3; and (ii) the addition of three posts to support the Hague IT Platform, as reflected under ER II.4.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	5,449	4,780	3,995
II.4 Improved productivity and service quality of the Hague operations	5,744	10,634	8,825
Total	11,193	15,414	12,820

²⁰ The document upload function was launched in January 2019.

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

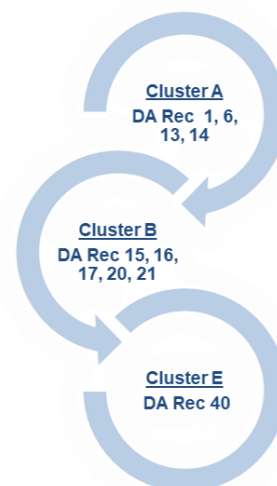
	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	6,863	8,528	9,089	2,226	32.4%
<i>Temporary Staff</i>	1,904	696	1,133	(771)	-40.5%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	8,767	9,223	10,222	1,455	16.6%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	43	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	-	43	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	440	276	440	-	0.0%
<i>Third-party Travel</i>	30	16	30	-	0.0%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	470	292	470	-	0.0%
Contractual Services					
<i>Conferences</i>	125	157	125	-	0.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	871	386	751	(120)	-13.8%
<i>Other Contractual Services</i>	960	5,236	1,253	293	30.5%
Sub-total	1,956	5,779	2,128	173	8.8%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	63	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	1	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	64	-	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	1	-	-	n/a
<i>Supplies & Materials</i>	-	11	-	-	n/a
Sub-total	-	13	-	-	n/a
Total B	2,426	6,191	2,598	173	7.1%
TOTAL	11,193	15,414	12,820	1,627	14.5%
POSTS	20	24	24	4	

PROGRAM 32 Lisbon System



Implementation Strategies

- Organize and participate in awareness-raising and promotional activities aimed at expanding the geographical coverage and use of the Lisbon System, including the Geneva Act;
- Expand the membership of the Lisbon System, while respecting the right of Member States to choose to provide protection for geographical indications by trademarks or other forms of legal protection; within this context, conduct training and outreach activities to further promote the use of the System;
- Provide demand-driven legal and technical assistance to Member States and intergovernmental organizations, in particular to developing countries and LDCs, interested in adhering to the Lisbon System, including the Geneva Act, while pointing out the option of providing protection for geographical indications through the trademark system;
- Continue the process of modernizing the regulatory framework of the Lisbon System, including through sessions of the Lisbon Working Group;
- Improve productivity and service levels through enhanced reliance on information technology.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
The measured pace of adhesions to the Geneva Act by Member States that are already contracting parties to the Lisbon Agreement may have a negative influence over the interest of new contracting parties to adhere to the New Act, which could slow the pace of the Lisbon System's geographical expansion.	In view of encouraging more contracting parties to adhere to the Lisbon System, specific attention will be paid to contracting parties to the Lisbon Agreement to assist them to adhere to the Geneva Act, while raising awareness of other Member States of the advantages of the Lisbon System, including the improved flexibilities and safeguards introduced in the Geneva Act. The targeted approach will include a reinforced collaboration with interested Member States, international organizations, IGOs and improved access of information (e.g. the Lisbon website and international events).

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs	Expansion of the geographical coverage of the Lisbon System	2 Contracting Parties to the Geneva Act at the end of 2018	5 additional Contracting Parties to the Geneva Act by the end of 2021
	No. of international applications and other transactions	113 transactions in 2018: – 33 international applications – other transactions: • 39 statements of grant of protection • 27 refusal declarations • 2 modifications or corrections • 12 cancellations	260 transactions in 2020/21: – 50 new international applications – 210 other transactions
	No. of international registrations from developing countries and LDCs in force under the Lisbon System	128 out of 1,012 (end 2018)	141 out of 1,062
II.10 Improved productivity and service quality of Lisbon operations	Functional improvements to the Lisbon System	Regulations and Administrative Instructions in force on December 31, 2018	Amendments to the Common Regulations and Administrative Instructions
	Improved operation of the Lisbon Registry, including electronic processes and procedures	Current data entry, notification and publication processes and tools	– Electronic filing web forms – Improved data entry and notification tools – Automated publication of new transactions under the Lisbon Registry

Resources for Program 32

The overall resources for Program 32 in the 2020/21 biennium remain stable.

The slight increase in personnel resources is due to the regularization of a continuing function in 2018/19. Non-personnel resources remain at the same level as in 2018/19.

The shift in resources from ER II.10 to ER II.9 reflects a shift in personnel resources to support wider and more effective use of the Lisbon System, including by developing countries and LDCs.

Program 32: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	703	751	783
II.10 Improved productivity and service quality of Lisbon operations	644	588	577
Total	1,347	1,339	1,360

Program 32: Resources by Cost Category
(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
Posts	898	1,128	1,149	251	28.0%
Temporary Staff	238	-	-	(238)	-100.0%
Other Staff Costs	-	-	-	-	n/a
Total A	1,136	1,128	1,149	13	1.1%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
Internships	-	-	-	-	n/a
WIPO Fellowships	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Travel, Training and Grants					
Staff Missions	46	72	46	-	0.0%
Third-party Travel	15	23	15	-	0.0%
Training & Related Travel Grants	-	-	-	-	n/a
Sub-total	61	95	61	-	0.0%
Contractual Services					
Conferences	100	78	100	-	0.0%
Publishing	-	-	-	-	n/a
Individual Contractual Services	-	16	-	-	n/a
Other Contractual Services	50	21	50	-	0.0%
Sub-total	150	115	150	-	0.0%
Finance Costs	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Operating Expenses					
Premises & Maintenance	-	-	-	-	n/a
Communication	-	-	-	-	n/a
Representation & Other Operating Expenses	-	1	-	-	n/a
UN Joint Services	-	-	-	-	n/a
Sub-total	-	1	-	-	n/a
Equipment and Supplies					
Furniture & Equipment	-	-	-	-	n/a
Supplies & Materials	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Total B	211	211	211	-	0.0%
TOTAL	1,347	1,339	1,360	13	1.0%
POSTS	2	3	3	1	

Funds in Trust Potentially Available for Programming in 2020/21¹

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 32						
Italy (Junior Professional Officers)	6	-	-	6	-	6
TOTAL	6	-	-	6	-	6

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

PROGRAM 7 WIPO Arbitration and Mediation Center



Implementation Strategies

- Enhance awareness among stakeholders of IP alternative dispute resolution (ADR) options, through intensified collaboration with other WIPO Programs, WIPO External Offices, IP and ADR associations, and WIPO neutrals, by organizing training and capacity-building programs and webinars and through the upgrading of online and offline information materials in different languages;
- Strengthen the attractiveness of WIPO arbitration and mediation services in a competitive market by upgrading and adapting marketing infrastructure, case procedures and party facilities to the evolving needs of users;
- Engage with IP owners, users, and Member State IP institutions to promote the use of IP ADR, including, where appropriate, establishing mechanisms adapted to the features of recurrent disputes in their areas of activity, noting, *inter alia*, the WIPO ADR Guide for Courts and IP Offices;
- Increase the attractiveness of WIPO domain name dispute resolution services in a competitive market by upgrading and adapting case procedures and IT infrastructure to the evolving needs of users;
- Inform and meet demand from country code top-level Domains (ccTLDs) to establish and upgrade best-practice dispute resolution mechanisms, including by collaborating with regional ccTLD associations, other WIPO Programs, and WIPO External Offices;
- Monitor and participate in processes undertaken by the Internet Corporation for Assigned Names and Numbers (ICANN) for the review of trademark-based rights protection mechanisms in the Domain Name System, by actively taking part in ICANN meetings, participating in working groups, informing Member States, and engaging with IP associations.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Reduced market recognition of WIPO arbitration and mediation services in connection with the establishment of further providers.	Leveraging the Center's position as the international IP ADR specialist; intensified collaboration with other WIPO Programs; participation in events through WIPO neutrals or online; collaboration with Member State IP institutions; further partnering with IP and ADR associations; maximizing the use of the Center's presence in Singapore and collaboration with WIPO External Offices for increased regional activity; working off new research on user practices and expectations; upgrading of marketing infrastructure.
Decrease in UDRP filing, affecting WIPO DNS policy influence and Center status in DNS ADR; pressure on ICANN mechanisms (including from UDRP/URS review) and Center primacy in DNS ADR; challenge to Center case administration and policy development roles; URS use and further provider accreditation causing decrease in UDRP filing; fragmentation of and competition within DNS.	Increasing user-friendliness; adjusting UDRP procedures (where ICANN-tolerated); active participation in ICANN UDRP/URS review; more partnering with IP and related associations; prioritizing case administration and policy development resources to strike balance between "staying in the market" and adding specific WIPO value.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures	595 disputes and 434 bons offices (cumulative per end 2018) 7,845 queries (2017/18) 3.2 million Web visits (2017/18) 4,365 participants at Center events (2017/18) 13,780 participants at events involving Center representation (2017/18) 6,562 subscribers to Newsletter (cumulative per end 2018)	– 175 additional disputes and bons offices – 7,500 additional queries – 3.0 million additional Web visits – 2,000 participants at Center events – 10,000 participants at events involving Center representation – 300 additional subscribers to Newsletter
	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	– 57 schemes adopted (cumulative per end 2018) – 8 schemes supported (cumulative per end 2018)	– 6 additional schemes adopted – 4 additional schemes supported
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	No. of UDRP based gTLD and ccTLD cases administered by the Center	– 37,780 gTLD cases administered by the Center (cumulative per end 2018) – 4,869 ccTLD-only cases administered by the Center (cumulative per end 2018)	– 4,000 additional gTLD cases – 475 additional ccTLD-only cases
	Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support	76 ccTLD policies adopted (cumulative per end 2018) 14 ccTLD policies supported (cumulative per end 2018) 4 gTLD policies	2 additional ccTLD policies adopted 4 ccTLD policies supported Implementation in the Domain Name System of WIPO policy and process recommendations

Resources for Program 7

The overall resources for the Program in the 2020/21 biennium reflect an increase of 10.8 per cent compared to the 2018/19 Approved Budget.

The increase in non-personnel resources is due to an additional provision for fellowships to support the increased workload related to domain name and IP ADR cases.

The increase in personnel resources results from the addition of a position in support of IP ADR, the regularization of a General Service temporary position, and the addition of a temporary resource for domain name dispute resolution.

The increase in resources under ER II.7 and ER II.8, as compared to the 2018/19 Approved Budget, reflects the above-mentioned increases.

Program 7: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	4,212	4,170	4,588
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	7,110	7,099	7,952
Total	11,322	11,269	12,540

Program 7: Resources by Cost Category

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	7,232	7,147	7,915	683	9.4%
<i>Temporary Staff</i>	908	912	985	77	8.4%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	8,140	8,058	8,900	760	9.3%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	54	13	54	-	0.0%
<i>WIPO Fellowships</i>	2,223	2,485	2,734	511	23.0%
Sub-total	2,277	2,498	2,788	511	22.5%
Travel, Training and Grants					
<i>Staff Missions</i>	355	300	338	(17)	-4.7%
<i>Third-party Travel</i>	148	138	182	34	23.0%
<i>Training & Related Travel Grants</i>	15	-	-	(15)	-100.0%
Sub-total	518	438	520	3	0.5%
Contractual Services					
<i>Conferences</i>	93	90	117	24	25.4%
<i>Publishing</i>	65	50	65	0	0.3%
<i>Individual Contractual Services</i>	180	52	60	(120)	-66.7%
<i>Other Contractual Services</i>	-	36	30	30	n/a
Sub-total	338	228	272	(66)	-19.5%
Finance Costs					
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	10	10	10	-	0.0%
<i>Communication</i>	10	8	11	1	10.0%
<i>Representation & Other Operating Expenses</i>	23	15	19	(4)	-18.8%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	43	32	40	(3)	-7.8%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	6	16	20	14	233.3%
Sub-total	6	16	20	14	233.3%
Total B	3,182	3,211	3,640	458	14.4%
TOTAL	11,322	11,269	12,540	1,218	10.8%
POSTS	19	19	21	2	

Funds in Trust Potentially Available for Programming in 2020/21¹

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 7						
Republic of Korea (Promotion of ADR Services)	175	89	133	131	178	309
Total	175	89	133	131	178	309

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31 2018, balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

Strategic Goal III FACILITATING THE USE OF IP FOR DEVELOPMENT

Expected Result	Performance Indicators	Responsible Program(s)
III.1 National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national IP strategies	Program 9 Program 10
	No. of countries that have adopted national IP strategies	Program 9
	No. of countries that are in the process of implementing national IP strategies and IP development plans	Program 9
	No. of countries having developed national IP strategies or IP plans, dovetailed with national development goals	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. and % of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	Program 2
	ABC - number of accessible books produced by local partners/NGOs involved in capacity building projects	Program 3
	No. of countries that have taken measures to advance the development of their copyright framework	Program 3
	Level of satisfaction of participants in general awareness raising and promotional activities related to GRs, TK and TCEs	Program 4
	No. of participants in training and capacity-building activities on GRs, TK and/or TCEs who obtain a 50% or higher score in a short multiple choice substantive questionnaire	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
	% of national and regional IP experts used as resource persons in WIPO events	Program 9
	No. and % of participants in training and capacity-building activities who obtain a 60% or higher score in a short multiple choice substantive questionnaire	Program 9
	No. of countries engaged in South-South Cooperation	Program 9
	No. of countries that have implemented tailored, competency-based IP learning management systems/programs (Asia and the Pacific)	Program 9
	No. of countries in transition having established annual IP training programs and/or courses for IP Professionals	Program 10
	% of trained IP professionals and IP Officials using upgraded skills in their work	Program 10
	% of trainees who are satisfied with WIPO Academy's Professional Development Program (PDP) training programs	Program 11
	% of PDP course participants using enhanced IP knowledge and skills in their work	Program 11
	% increase in no. of participants following the Academy's DL courses	Program 11
	Exam pass rate in advanced DL courses	Program 11
	No. of national start-up academies created which have become sustainable	Program 11
	Level of satisfaction of participants in WIPO training and capacity-building activities	Program 17
	No. of hosting arrangements for developing country scientists	Program 18
% of policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development	Program 20	
Level of satisfaction of participants in judicial training	Program 21	
% of participants in WIPO training and capacity building activities from TMOs in universities or research organizations who apply the enhanced knowledge and upgraded skills in their work	Program 30	
III.3 Mainstreaming of the DA recommendations in the work of WIPO	DA principles and activities related to its implementation are integrated across WIPO programs	Program 8
	Effective implementation of the recommendations of the Independent Review of DA and its monitoring and reporting progress to CDIP	Program 8
	Reporting on the CDIP decision on the External Review of WIPO Technical Assistance in the Area of Cooperation for Development and effective implementation of any new decision	Program 8
	Implementation and continued enhancement of the mechanism for the development, implementation, monitoring, and evaluation of DA projects and activities	Program 8

Expected Result	Performance Indicators	Responsible Program(s)
	Level of Member States' satisfaction with WIPO's dissemination of information on DA and its implementation	Program 8
	No. of Programs which substantively report on the extent to which DA Recommendations, as reflected in the Program and Budget, have guided their work	Program 8
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	% of participants in rights management capacity-building activities reporting concrete steps based on training	Program 3
	No. of trained CMOs taking concrete steps on collection and distribution of remuneration	Program 3
	No. of matches catalyzed through WIPO Match	Program 9
	No. of arrangements with institutions in developing countries and LDCs to promote the effective use of the IP systems	Program 9
	No. of established partnerships	Program 10
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	No. of academic institutions having developed and/or improved their IP policies	Program 9 Program 30
	No. of new trademarks, collective/certification marks, GIs and designs registered by SMEs (Asia and the Pacific)	Program 9
	Level of satisfaction of participants in WIPO training and capacity building activities	Program 30
	% of assisted SME support institutions that use WIPO tools and materials in their training programs and/or advisory services on IP asset management	Program 30
	No. of unique page views of the university and SME websites	Program 30

PROGRAM 8 Development Agenda Coordination

Implementation Strategies

- Assist the Committee on Development and Intellectual Property (CDIP) in carrying out its mandate to discuss, implement, monitor, assess and report on all adopted recommendations by the Committee, and to debate IP and development-related issues as agreed by the Committee;
- Manage and coordinate the Development Agenda (DA) implementation process and ensure that the 45 adopted DA Recommendations are integrated and mainstreamed into all activities of the Organization;
- Focus on the implementation of key priorities, including: (i) the strengthening of the mainstreaming of the DA; (ii) Member States agreed recommendations emanating from the Independent Review of the Development Agenda; (iii) the decisions related to the six-point proposal on WIPO Technical Assistance in the Area of Cooperation for Development; (iv) the mechanism for updating the database on flexibilities in the IP system and coordinating measures to ensure a better dissemination of its content; and (v) the reporting on WIPO's contribution to the Sustainable Development Goals (SDGs);
- Continue to facilitate negotiation processes among Member States and propose strategies for further implementing DA recommendations, while ensuring effective implementation, monitoring, evaluation and reporting of DA projects and mainstreamed activities;
- Provide assistance to other Programs in the implementation of DA recommendations and ensure, notably, that DA principles continue to guide WIPO's technical assistance activities;
- Raise awareness and disseminate information on DA-related matters and support new projects as well as activities proposed by Member States;
- Continue to undertake other IP and development-related activities as requested by the CDIP and the General Assembly, such as conferences and seminars, in particular, an International Conference on IP and Development.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Divergent Member States' views regarding the mainstreaming of DA recommendations in the work of WIPO.	Engage in regular consultations with Member States aimed at facilitating the convergence of Member State views on the mainstreaming of DA recommendations.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
III.3 Mainstreaming of the DA recommendations in the work of WIPO	DA principles and activities related to its implementation are integrated across WIPO programs Effective implementation of the recommendations of the Independent Review of DA and its monitoring and reporting progress to CDIP	During the 2016/17 biennium: – 12 Programs were involved in implementing CDIP approved activities; and – 23 Programs reflected mainstreaming of DA in their work Member States Inputs on the Way Forward on the Modalities and Implementation Strategies of the Adopted Recommendations of the Independent Review Recommendations contained in document CDIP/22/4 Rev ²¹ continued to be on the agenda of the CDIP in 2018.	Continued involvement of the various Programs in the implementation of DA activities and the integration of their outcomes in their work Recommendations approved by the CDIP effectively implemented

²¹ [CDIP/22/4 REV.](#)

Expected Result	Performance Indicators	Baselines	Targets
	Reporting on the CDIP decision on the External Review of WIPO Technical Assistance in the Area of Cooperation for Development and effective implementation of any new decision	Decision by CDIP/18 to implement the proposal contained in Appendix I of the Summary by the Chair of CDIP/18 ²² continued to be implemented in 2018.	6 items in the decision containing multiple actions effectively implemented
	Implementation and continued enhancement of the mechanism for the development, implementation, monitoring, and evaluation of DA projects and activities	Current procedures for the implementation of DA recommendations as established in the Organization	Enhanced mechanism that incorporates recommendations of the independent evaluations of projects and the Independent Review of DA approved by the CDIP
	Level of Member States' satisfaction with WIPO's dissemination of information on DA and its implementation	82.6% (2017)	80%
	No. of Programs which substantively report on the extent to which DA Recommendations, as reflected in the Program and Budget, have guided their work	21 Programs (2016/17)	Maintain

Resources for Program 8

The overall resources for the Program in the 2020/21 biennium show an increase of 6.2 per cent compared to the 2018/19 Approved Budget.

The slight decrease in personnel resources reflects the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018. This is partially offset by the reclassification upwards of one post.

The increase in non-personnel resources reflects the DA Project "Enhancing the Use of IP in the Software Sector in African Countries", reflected under ER III.2.

Program 8: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 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	-	-	261
III.3 Mainstreaming of the DA recommendations in the work of WIPO	3,455	3,658	3,408
Total	3,455	3,658	3,669

²² [CDIP/8/INF/1](#)

Program 8: Resources by Cost Category
(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	1,975	2,130	1,914	(61)	-3.1%
<i>Temporary Staff</i>	272	325	285	14	5.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	2,246	2,456	2,199	(47)	-2.1%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	12	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	-	12	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	30	28	70	40	133.3%
<i>Third-party Travel</i>	558	532	608	50	9.0%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	588	560	678	90	15.3%
Contractual Services					
<i>Conferences</i>	531	523	531	-	0.0%
<i>Publishing</i>	-	-	15	15	n/a
<i>Individual Contractual Services</i>	80	96	176	96	120.0%
<i>Other Contractual Services</i>	-	-	60	60	n/a
Sub-total	611	619	782	171	28.0%
Finance Costs					
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	10	12	10	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	10	12	10	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Total B	1,209	1,203	1,470	261	21.6%
TOTAL	3,455	3,658	3,669	214	6.2%
POSTS	6	7	6	-	
of which					
Development Agenda Project			261		

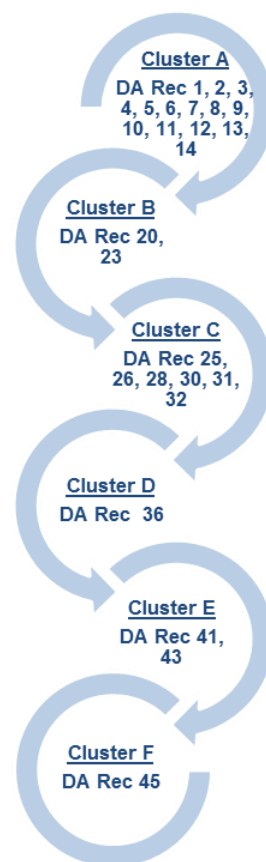
PROGRAM 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries



Implementation Strategies

Coordinate WIPO's development-oriented, demand-driven and transparent technical assistance, through the Regional Bureaus and, where relevant, WIPO's External Offices. The distinctiveness and priorities of Members States, particularly Least Developed Countries (LDCs), the specificities of their geographical regions and gender mainstreaming will be taken duly into account. Priority areas of cooperation in the biennium will include:

- **National IP Strategies and Plans (NIPs).** Assist in the development, formulation and implementation of NIPs addressing the specific needs of each country, in consultation with local stakeholders to ensure national ownership and sustainability, and using the project-based methodology and tools developed by the Organization; continue to develop and coordinate the implementation of country plans based on the needs and priorities of recipient countries in which the process of adopting IP Strategies and Plans has not been initiated or is still ongoing;
- **Global Infrastructure.** Increase the efficiency and transparency of national IP registration systems by strengthening the technical infrastructure in national IP Offices;
- **Legal and Normative Framework.** Formulate and modernize national and regional IP legislative and regulatory frameworks;
- **Capacity Building.** Enhance professional capacities and create a pool of IP experts to better protect and commercialize IP assets, including on export markets, through the provision of a range of competence-based learning and training programs, working closely with academic institutions and industry;
- **Program mainstreaming.** Support the creation of an enabling environment for the mainstreaming of IP-related technical assistance, especially resulting from the implementation of DA Recommendations, by applying consolidated methodologies aimed at promoting innovation and business competitiveness;
- **Awareness, Promotion & Outreach.** Promote accession to WIPO-administered treaties; strengthen the ecosystem for technology absorption, innovation and utilization or commercialization of IP assets through awareness-raising on the importance of IP protection, outreach and creation of a network of IP users, including regional IP organizations, and technology generators;
- **South-south Cooperation & Triangular Cooperation (SSC/TC).** Continue facilitating the creation of partnerships on IP-related technical assistance through the WIPO Match web platform; implement and report on SSC/TC activities and liaise with other UN agencies supported by the dedicated SSC/TC focal point;
- **Least Developed Countries.** Continue strengthening the utilization of Appropriate Technologies in line with the Istanbul Programme of Action and provide reports to the UN thereon; promote national invention and innovation in cooperation with research centres, higher education institutions and the business sector; maximize joint training programs with development partners of LDCs; undertake sectoral studies on the use of IP in areas of importance for development such as agriculture, health and education, taking duly into account gender considerations; publish success stories on the use of Appropriate Technologies;
- **Business competitiveness.** Strengthen the competitiveness of different economic/productive sectors (e.g. agro-business, handicrafts, fashion and design industries, culture and tourism) by supporting stakeholders in the development of appropriate IP strategies and capacities, including for export purposes; facilitate the use of global IP systems for IP protection of their products and services in foreign markets.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Political change leading to changes to IP policy may cause revision to the work plans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	Flexibility retained to make adjustments in work plans for individual countries.
Political instability in Member States and the resulting change in UN security assessment may result in delays in technical assistance delivery.	Monitoring the situation with IP Offices and other stakeholders to develop alternative plans.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
II.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. and % of Member States satisfied with the legislative and policy advice provided	In 2018: - Program 1: 91% based on 10 responses (2018) - Program 2: 100% based on 9 responses (2018) - Program 3: 90% based on 13 responses (2017)	85%
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	No. of PCT applications originating from developing countries and LDCs	69,790 ²³ (2017)	3.5% annual increase

²³ Source: WIPO IP Statistics Data Center, June, 2018.

Expected Result	Performance Indicators	Baselines	Targets
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	Membership of the Geneva (1999) Act ²⁴	58 Members (as of December 31, 2018)	70 Members
	No. of Hague applications originating from developing countries and LDCs	1,407 ²⁵ (2017)	23% increase (2020) 9% increase (2021)
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	Total Membership of the Madrid System ²⁶	102 members covering 118 countries (as of December 31, 2018)	6 additional members (3 per year) in 2020/21
	No. of Madrid System applications originating from developing countries and LDCs	7,409 in 2017	4% annual increase
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	25 schemes adopted (cumulative per end 2018)	3 additional scheme adopted ²⁷
II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs	No. of international registrations from developing countries and LDCs in force under the Lisbon System	128 out of 1,012 (end 2018)	141 out of 1,062
III.1 National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national IP strategies	– Africa (3) – Arab region (4) – Asia and the Pacific (13) – Latin America and the Caribbean (7) 8 LDCs included in the above regional breakdown (end 2018)	– Africa (3 additional) – Arab region (2 additional) – Asia and the Pacific (2 additional) – Latin America and the Caribbean (7 additional)
	No. of countries that have adopted national IP strategies	– Africa (27 cumulative) – Arab region (2 cumulative) – Asia and the Pacific (12 cumulative) – Latin America and the Caribbean (9 cumulative) 23 LDCs included in the above regional breakdown (cumulative end 2018)	– Africa (3 additional) – Arab region (2 additional) – Asia and the Pacific (3 additional) – Latin America and the Caribbean (16 additional)
	No. of countries that are in the process of implementing national IP strategies and IP development plans	– Africa (32 cumulative) – Arab region (2 cumulative) – Asia and the Pacific (12 cumulative) – Latin America and the Caribbean (10 cumulative) 23 LDCs included in the above regional breakdown (cumulative end 2018)	– Africa (10 additional) – Arab region (2 additional) – Asia and the Pacific (2 additional) – Latin America and the Caribbean (14 additional)
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	– Africa (85%) – Arab region (87.5%) – Asia and the Pacific (98%) – Latin America and the Caribbean (93%) – LDCs (85%) (2017)	– Africa (85%) – Arab region (90%) – Asia and the Pacific (90%) – Latin America and the Caribbean (90%) – LDCs (95%)

²⁴ Based on date of entry into force as opposed to the date of deposit of instrument

²⁵ Source: WIPO IP Statistics Data Center, June, 2018.

²⁶ Based on date of entry into force as opposed to the date of deposit of instrument

²⁷ In regions covered by Program 9

Expected Result	Performance Indicators	Baselines	Targets
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	<ul style="list-style-type: none"> - Africa (data only partially available) - Arab region (data only partially available) - Asia and the Pacific (84%) - Latin America and the Caribbean (data only partially available) - LDCs (90%) (2017) 	<ul style="list-style-type: none"> - Africa (80%) - Arab region (70%) - Asia and the Pacific (90%) - Latin America and the Caribbean (80%) - LDCs (85%)
	% of national and regional IP experts used as resource persons in WIPO events	<ul style="list-style-type: none"> - Africa (85%) - Arab region (69%) - Asia and the Pacific (48%) - Latin America and the Caribbean (81%) - LDCs (85%) (2017) 	<ul style="list-style-type: none"> - Africa (80%) - Arab region (70 %) - Asia and the Pacific (50%) - Latin America and the Caribbean (80%) - LDCs (85%)
	No. and % of participants in training and capacity-building activities who obtain a 60% or higher score in a short multiple choice substantive questionnaire	TBD	Asia and the Pacific (80%)
	No. of countries engaged in South-South Cooperation	123 (end 2018)	125 (end 2021)
	No. of countries that have implemented tailored, competency-based IP learning management systems/programs (Asia and the Pacific)	TBD	2 countries (end 2021)
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	No. of arrangements with institutions in developing countries and LDCs to promote the effective use of the IP systems	<ul style="list-style-type: none"> - Africa (2 MOUs cumulative) - Arab region (4 MOUs cumulative) - Asia and the Pacific (9 projects cumulative) - Latin America and the Caribbean (12 projects cumulative; 6 of which ongoing) - LDCs (15 regional/sub regional programs, 3 national programs cumulative) (end 2017) 	<ul style="list-style-type: none"> - Africa (2 additional) - Arab region (2 additional) - Asia and the Pacific (1 additional) - Latin America and the Caribbean (3 additional) - LDCs (5 additional)
	No. of matches catalyzed through WIPO Match	4 matches catalyzed (cumulative end 2018)	20 cumulative (end 2021)
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	No. of academic institutions having developed and/or improved their IP policies	466 academic institutions (cumulative ²⁸ end 2018)	6 additional academic institutions globally ²⁹
	No. of new trademarks, collective/certification marks, GIs and designs registered by SMEs (Asia and the Pacific)	TBD	100 (end 2021)

²⁸ Transition countries are included in the cumulative number in the baseline.

²⁹ In regions covered by Program 9

Expected Result	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 ³⁰ national networks of TISCs	31 sustainable national networks Maturity Level 1: 1 Maturity Level 2: 23 Maturity Level 3, including the provision of value-added services ³¹ : 7 (cumulative end 2018)	– Africa: 1 additional – Arab region: 1 additional – Asia and the Pacific: 1 additional – Latin America and the Caribbean: 2 additional
	No. of organizations, communities, individuals that applied and used the Appropriate Technology as a solution to identified development challenges in LDCs	12 organizations in 6 LDCs (cumulative end 2018)	3 additional organizations in LDCs
	Identified Appropriate Technology in use by local communities in developing countries and LDCs	9 communities: – Africa (8) – Asia and the Pacific (1) (cumulative end 2018)	2 additional projects in 2 additional communities
	Projects replicated in in other local communities in developing countries and LDCs	None (cumulative end 2018)	2 projects in 2 communities (end 2021)
	Institutions established to continue working on Appropriate Technology in developing countries and LDCs	11 institutions (cumulative end 2018)	3 additional institutions
	Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs	19 programs (cumulative end 2018)	3 additional programs
	Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs	None (2017)	2 additional LDCs
	No. of technology transfer projects/programs initiated by developing countries	TBD end 2019	Africa (5) Arab region (1) Asia and the Pacific (1) Latin America and the Caribbean (1)
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 and better outcome of IP Administration	Average Service Level of IP Offices assisted (ranging from 1 to 5)	Overall average: 3.2 – Africa: 3.2 – Arab region: 3.2 – Asia and the Pacific: 3.5 – Latin America and the Caribbean: 3.1	Overall average of 3.3
	No. of Offices that have fully implemented the recommendations of the IP Office Diagnostic Report (Asia and the Pacific)	Implementing: TBD Fully Implemented: none	Implementing: 2 countries Fully Implemented: 1 country

³⁰ Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand. Sustainability is measured through the following levels of maturity:

- **Maturity Level 1-** (a) Signing of a Service Level Agreement (SLA) between WIPO and the National Focal Point; (b) signing of Institutional Agreements between the National Focal Point and TISC Host Institutions; and (c) provision of at least an annual report on national TISC activities; maturity Level 1 fully achieved when a + b + c.
- **Maturity Level 2-** Level 1 standards having been met plus the provision of basic patent information searches, e.g. state of the art patent searches; and
- **Maturity Level 3-** Level 2 standards having been met plus the provision of value added IP services, e.g. drafting of patent landscape reports.

³¹ Support and advice on patent analytical services, on IP asset management and commercialization, Inventors Assistance Program (IAP), using and identifying inventions in the public domain, dispute resolution services, patent drafting.

Resources for Program 9

The overall resources for the Program in the 2020/21 biennium show a decrease of 7 per cent compared to the 2018/19 Approved Budget.

The decrease in personnel resources is primarily due to the redeployment of one post to the External Offices. The decrease also reflects the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018. The decrease in resources for temporary staff is the result of the regularizations of three continuing functions.

Non-personnel resources in 2020/21 remain at the same level as the 2018/19 Approved Budget.

The redistribution of resources across Expected Results are primarily driven by an enhanced focus on: (i) the promotion of the international registrations systems (ERs II.1, II.3 and II.5) and capacity building for technology transfer stakeholders (ER IV.2) in the Asia and the Pacific region; and (ii) collaboration with organizations and institutions in the area of IP and technology development (ER III.4) and the transfer, adaptation and use of appropriate technology (ER IV.2) in LDCs.

Funds in Trust Potentially Available for Programming in 2020/21¹

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 9						
Costa Rica	3	-	-	3	-	-
El Salvador	55	-	10	45	-	45
France (Industrial Property)	134	300	434	-	600	600
Ibero-American Program on Industrial Property	197	60	50	207	-	-
Italy	110	-	110	-	-	-
Japan (Industrial Property) ⁴	3,320	3,830	4,170	2,980	7,660	10,640
Japan (Industrial Property/Africa - LDCs)	1,539	1,600	1,700	1,439	3,200	4,639
Japan (Junior Professional Officers)	136	-	-	136	-	136
Mexico	144	-	70	74	-	74
Republic of Korea (Industrial Property)	1,268	650	550	1,368	1,300	2,668
Spain	208	180	286	103	360	463
Uruguay	102	-	20	82	-	82
The United Arab Emirates	-	100	100	-	-	-
Total	7,215	6,720	7,500	6,436	13,120	19,346

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

⁴ This FIT also includes several activities carried out under Programs 6, 9, 15, 20 and 31.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	20,510	19,194	19,471	(1,039)	-5.1%
<i>Temporary Staff</i>	1,787	1,293	583	(1,204)	-67.4%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	22,297	20,487	20,054	(2,243)	-10.1%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	145	-	-	n/a
Sub-total	-	145	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	2,293	2,318	2,667	373	16.3%
<i>Third-party Travel</i>	3,251	2,609	2,456	(795)	-24.5%
<i>Training & Related Travel Grants</i>	160	212	40	(120)	-75.0%
Sub-total	5,704	5,140	5,162	(542)	-9.5%
Contractual Services					
<i>Conferences</i>	963	759	1,016	53	5.5%
<i>Publishing</i>	55	50	55	-	0.0%
<i>Individual Contractual Services</i>	1,330	1,478	1,938	609	45.8%
<i>Other Contractual Services</i>	409	916	389	(20)	-4.8%
Sub-total	2,756	3,204	3,398	642	23.3%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	15	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	28	54	28	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	28	69	28	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	0	-	-	n/a
Sub-total	-	0	-	-	n/a
Total B	8,488	8,559	8,588	100	1.2%
TOTAL	30,785	29,046	28,642	(2,143)	-7.0%
POSTS	48	47	47	(1)	

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

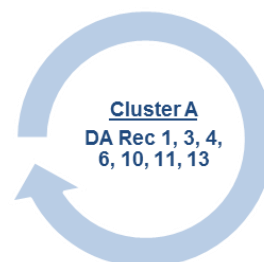
Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	609	587	675
II.1 Wider and more effective use of the PCT system for filing international patent applications	444	473	682
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	395	361	682
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	508	557	969
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	428	218	211
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	-	-	70
III.1 National IP strategies and plans consistent with national development objectives	8,626	7,624	5,865
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	7,960	8,337	8,173
III.3 Mainstreaming of the DA recommendations in the work of WIPO	224	246	303
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	4,576	4,189	3,893
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	1,931	1,861	1,760
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	2,944	2,737	3,997
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 and better outcome of IP administration	2,138	1,855	1,363
Total	30,785	29,046	28,642

PROGRAM 10 Transition and Developed Countries



Implementation Strategies

- Provide demand-driven, balanced, effective and cost-efficient IP legislative and policy assistance to Member States, with a particular focus on sustainability of results and impact at the institutional and country levels;
- Promote the development, implementation and evaluation of tailored, balanced, long-term and results-oriented national IP strategies and country cooperation plans, with a view to further aligning WIPO's technical assistance with countries' strategic needs;
- Intensify the promotion of WIPO products and services in transition and developed countries through the Roving Seminars on WIPO Services and Initiatives, with full interaction of local stakeholders and IP Offices in beneficiary countries; develop tools to improve access to target audiences and enhance visibility of the events on the web, in social media, and among key trade associations; organize institutional visits, exchange programs and other forms of collaboration in partnership with targeted stakeholders;
- Extend the roving seminars on WIPO services, which, since 2013, have been organized in more than 100 locations, to developing countries and countries in transition, furthering the exchange of experiences in the use of WIPO services among stakeholders from other regions;
- Update the Guide on the Main WIPO Services in close coordination with relevant Programs, stakeholders and users concerned, to serve as a textual companion to the roving seminars on WIPO services.
- Strengthen the support to Member States for increasing the use of IP-based platforms and tools, with focused attention to universities and research institutions, enforcement bodies, the judiciary and CMOs. Deepen the understanding of relevant stakeholders of the current challenges of copyright in the digital age, as well as the interaction between IP and emerging technologies;
- Maximize the effectiveness and impact of WIPO's IP teaching initiatives and programs in Member States, including those offered through the WIPO Academy;
- Intensify the use of a two-phased evaluation approach, which provides for further improvement and tailoring of activities to the specific regional and national needs and which facilitates the streamlining of gender perspectives;
- Seek to ensure positive synergies and promote joint efforts to reach common IP objectives through close cooperation with, *inter alia*, the European Union (EU), the European Patent Organization (EPO), Eurasian Patent Organization (EAPO), the Inter-State Council for the Legal Protection and Enforcement of Intellectual Property (ICPIP), the Inter-parliamentary Assembly of the CIS Member States (IPACIS) and the Eurasian Economic Commission (EEC), with a view to maximizing the effectiveness of WIPO's technical assistance;
- Intensify the discussions on gender-related issues in IP through specific events on the subject.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Economic and political changes might hamper or slowdown the implementation of national IP strategies.	Immediate follow-up communication when relevant change in country; advanced planning on all levels; maintaining relations with all stakeholders in the countries; provide flexibility in the cooperation plans.
Decisions taken at the international or national levels result in the loss of stakeholder commitment to actively engage in the implementation of activities that affect long term plans for enhancing human resource capacities in countries in transition.	Working closely with beneficiaries, donors and Members States; planning and coordination of all IP related matters with other international and national organizations and partners.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. of transition countries with updated national laws and regulations	18 countries (cumulative as at end 2018)	7 countries in the biennium
	No. of ratifications by transition countries to WIPO administered treaties	6 ratifications (2018)	8 ratifications in the biennium
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	No. of PCT applications originating from transition and developed countries	173,080 (2017)	3.5% annual increase
	% of participants satisfied with the roving seminars	TBD	80% of survey respondents are satisfied or highly satisfied
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	No. of Hague System applications originating from transition and developed countries	4,092 (2017)	23% increase (2020) 9% increase (2021)
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	No. of Madrid System applications originating from transition and developed countries	48,455 (2017)	4% annual increase

Expected Result	Performance Indicators	Baselines	Targets
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures, by parties from transition and developed countries	571 disputes and 318 bons offices involving parties from transition and developed countries (cumulative as at end 2018)	140 additional disputes and bons offices involving parties from transition and developed countries
	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	12 schemes adopted in transition and developed countries (cumulative as at end 2018)	3 additional schemes adopted
II.9 Wider and more effective use of the Lisbon System, including by developing countries	No. of international registrations from transition and developed countries in force under the Lisbon System	884 out of 1,012 (end 2018)	2% increase per year
III.1 National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national IP strategies	6 countries in the process formulating 1 country in the process of finalizing (end 2018)	4 additional countries
	No. of countries having developed national IP strategies or IP plans, dovetailed with national development goals	28 countries (cumulative end 2018)	4 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	25 programs/courses in 15 countries (cumulative end 2018)	2 new programs and/or courses established in baseline countries 3 additional countries establishing annual IP training programs and/or courses for IP Professionals (2020/21)
	% of trained IP professionals and IP Officials using upgraded skills in their work	83.3% in 2016/17	80%
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	No. of established partnerships	23 IP partnerships established (cumulative end 2018)	8 additional partnerships established

Resources for Program 10

The overall resources in 2020/21 for the Program show a slight decrease of 0.2 per cent as compared to the 2018/19 Approved Budget.

The upward adjustment in non-personnel resources reflects an enhanced focus on capacity building and awareness raising (ER III.2).

The decrease in the number of posts and associated personnel resources primarily reflects the reorganization of administrative support within the Department for Transition and Developed Countries, reducing the overall need for posts in the general service category. The staff in the professional category was reinforced with an additional temporary position.

The estimated resources by Expected Results in the 2020/21 biennium remain stable as compared to the 2018/19 Approved Budget.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	6,781	6,534	6,430	(351)	-5.2%
<i>Temporary Staff</i>	-	172	272	272	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	6,781	6,706	6,702	(79)	-1.2%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	58	36	58	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	58	36	58	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	601	489	611	10	1.7%
<i>Third-party Travel</i>	455	427	545	90	19.8%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	1,056	916	1,156	100	9.5%
Contractual Services					
<i>Conferences</i>	468	459	468	-	0.0%
<i>Publishing</i>	29	28	29	-	0.0%
<i>Individual Contractual Services</i>	217	258	217	-	0.0%
<i>Other Contractual Services</i>	20	76	20	-	0.0%
Sub-total	734	820	734	-	0.0%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	20	20	20	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	20	20	20	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	15	15	15	-	0.0%
<i>Supplies & Materials</i>	15	15	15	-	0.0%
Sub-total	30	30	30	-	0.0%
Total B	1,898	1,822	1,998	100	5.3%
TOTAL	8,679	8,528	8,700	21	0.2%
POSTS	17	17	16	(1)	

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

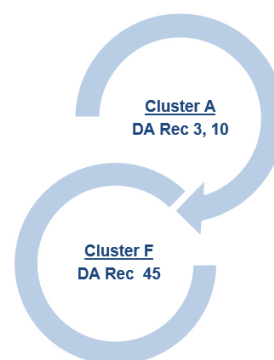
Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	822	874	869
II.1 Wider and more effective use of the PCT system for filing international patent applications	1,556	1,367	1,403
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	670	592	607
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	852	782	803
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	597	527	501
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	-	-	10
III.1 National IP strategies and plans consistent with national development objectives	1,462	1,600	1,601
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	1,726	1,781	1,964
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	993	1,006	942
Total	8,679	8,528	8,700

PROGRAM 11 The WIPO Academy



Implementation Strategies

- Further develop the WIPO Academy as the center of excellence for IP capacity building, specialized training and e-learning;
- Provide affordable access to IP education and specialized training through introductory and advanced distance learning (DL) courses; professional development training for government officials; strategic cooperation with leading universities and national authorities to support IP higher education and jointly conduct IP Masters' programs; the establishment of IP training institutions in Member States; and delivery of a global program of WIPO Summer Schools;
- Ensure that professional development and DL courses are current and relevant to Member States' needs and priorities through regular review of course content and identification of new and topical issues in the area of IP education and training; enhance course assessment methods to help ensure achievement of long-term learning objectives and relevance of the WIPO Academy specialized training courses;
- Ensure gender balance across all courses offered by the WIPO Academy;
- Support Member State requests for customized versions of DL courses, in particular DL-101, tailoring them to specific national requirements both in terms of content and language, enabling the Academy to meet increasing demand in a resource-efficient way;
- Increase access to distance learning courses for the blind, visually impaired, or otherwise print disabled by offering additional DL courses in accessible formats;
- Increase the organization of IP education workshops for teachers and national curricula developers and provide pedagogically designed materials for young people through the DL-101-IP4Youth and Teachers service including through a hub for sharing good practices and material among WIPO Member States;
- Continue to strengthen South-South cooperation by further developing new partnerships with developing countries with knowledge and skills to offer in specific areas of IP education and training for the benefit of other developing countries and LDCs;
- Promote access to IP higher education, in particular for developing countries, LDCs and countries in transition, through continued support to universities, including through a longer-term strategic approach to the WIPO Joint Master's Programs in IP;
- Support countries to build national IP training capacity (IP Academies) through the delivery of national projects, which empower countries to tailor IP training courses that best address national needs;
- Provide a program of WIPO Summer Schools, which responds to increasing requests from Member States to host such schools and ensures appropriate geographical distribution, targeting in particular young professionals from the private sector, junior lawyers, as well as law students, government officials and other interested participants.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
The decrease of contributions from partner institutions may impact the delivery of the training programs and the establishment of new training courses.	Continuous consultations and coordination with current and prospective new partner institutions.
In a fast-changing technological and IP landscape, user expectations and preferences are evolving rapidly. The IT platform of distance learning courses and its graphics interface may become outdated.	Feedback surveys from DL students and tutors. Continued investment in course review and platform modernization.
IP content of the training programs of the Academy could become misaligned with emerging global challenges and developments in the IP system.	Continuous assessment and feedback from stakeholders in Member States as well as training partners, participants, tutors and experts contributing to WIPO Academy activities.

Expected Results and Performance Indicators

Expected Result	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	% of trainees who are satisfied with WIPO Academy's Professional Development Program (PDP) training programs	95% (2018)	75% of respondents
	% of PDP course participants using enhanced IP knowledge and skills in their work	88% (2018)	65% of respondents
	% increase in no. of participants following the Academy's DL courses	65,481 (2017)	10% biennial increase
	Exam pass rate in advanced DL courses	65% (2018)	68%
	No. of national start up academies created which have become sustainable	4 (cumulative)	6 (cumulative)

Resources for Program 11

The overall resources for the Program in the 2020/21 biennium show a decrease of 3.8 per cent compared to the 2018/19 Approved Budget.

The decrease in personnel resources is primarily due to the transfer of one post to other organizational priorities.

The increase in non-personnel resources reflects additional resources for: (i) the administration and enhancement of the competitiveness of the DL courses; (ii) the transfer of responsibilities for the UNESCO/L'Oréal Program on Gender and IP Panorama to the WIPO Academy; and (iii) the enhancement of the Joint Masters' Programs on IP with partner universities.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 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	13,614	12,881	13,094
Total	13,614	12,881	13,094

Funds in Trust Potentially Available for Programming in 2020/21¹ (in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 11						
Republic of Korea (IP Education)	502	350	300	552	700	1,252
TOTAL	502	350	300	552	700	1,252

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

Program 11: Resources by Cost Category

(in thousands of Swiss francs)

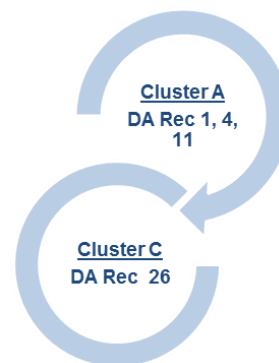
	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	8,064	6,695	6,818	(1,246)	-15.4%
<i>Temporary Staff</i>	228	435	206	(22)	-9.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	8,293	7,130	7,025	(1,268)	-15.3%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	576	598	500	(76)	-13.1%
<i>Third-party Travel</i>	687	699	666	(21)	-3.0%
<i>Training & Related Travel Grants</i>	2,020	1,698	2,020	-	0.0%
Sub-total	3,282	2,996	3,186	(96)	-2.9%
Contractual Services					
<i>Conferences</i>	90	106	90	-	0.0%
<i>Publishing</i>	46	15	-	(46)	-100.0%
<i>Individual Contractual Services</i>	1,377	1,829	2,368	991	72.0%
<i>Other Contractual Services</i>	335	584	256	(79)	-23.6%
Sub-total	1,847	2,533	2,713	866	46.9%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	20	119	20	-	0.0%
<i>Representation & Other Operating Expenses</i>	112	3	110	(2)	-1.8%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	132	122	130	(2)	-1.5%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	60	101	40	(20)	-33.3%
Sub-total	60	101	40	(20)	-33.3%
Total B	5,322	5,751	6,070	748	14.1%
TOTAL	13,614	12,881	13,094	(520)	-3.8%
POSTS	19	17	18	(1)	

PROGRAM 30 SMEs and Entrepreneurship Support



Implementation Strategies

- Facilitate the effective use of the IP system by innovation actors (SMEs, SME intermediaries, universities, academic and research institutions and government agencies and institutions) to accelerate the transition to an innovation-based economy;
- Develop tools and services designed to address IP management issues of relevance to innovation actors;
- Create and strengthen web presence for the sharing of information on IP management for the benefit of innovation actors as well as explore the suitability of new web-based tools to deliver more targeted and cost effective technical assistance;
- Design and deliver customized capacity building programs on IP management, focusing on the IP needs of innovation actors;
- Support governments, universities and academic institutions in enhancing their IP management capacity, including the establishment or strengthening of institutional IP policies and their IP policies for SMEs;
- Support SME intermediaries in the provision of IP-related services to SMEs;
- Improve service delivery and ensure buy-in, accountability and sustainability at the national level by strengthening collaboration with national stakeholders and other international and regional organizations as well as introducing a project-based and gender-balanced delivery approach.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Economic or political changes may affect the delivery of capacity building programs.	Working closely with beneficiaries, donors and Members States; planning and coordination of all IP related matters with other international organizations and partners.

Expected Results and Performance Indicators

Expected Result	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	% of participants in WIPO training and capacity building activities from TMOs in universities or research organizations who apply the enhanced knowledge and upgraded skills in their work	87.5% (2018)	80%
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	Level of satisfaction of participants in WIPO training and capacity building activities	97% – 63% very satisfied – 34% satisfied (2018)	90%
	% of assisted SME support institutions that use WIPO tools and materials in their training programs and/or advisory services on IP asset management	tdb (end 2019)	85%
	No. of unique page views of the university and SME websites	Universities: 41,416 SMEs: 1,072,411 (2018)	10% increase in the biennium
	No. of academic institutions having developed and/or improved their IP policies	465 academic institutions (cumulative end 2018)	20 additional academic institutions

Resources for Program 30

The overall resources for the Program in the 2020/21 biennium remain stable.

The increase in non-personnel resources reflects: (i) an enhanced focus on the delivery of customized capacity building programs on IP management, reflected under ER III.2, subsequently resulting in a decrease of resources under ER III.6; and (ii) the DA project “Increasing the Role of Women in Innovation and Entrepreneurship,” reflected under ER III.6.

The number of posts reflects the addition of one post to further strengthen support activities for SMEs. The overall decrease in personnel resources primarily results from the transfer of a temporary resource from the Program.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 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	1,246	1,293	1,814
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	5,080	5,088	4,518
Total	6,326	6,380	6,333

Program 30: Resources by Cost Category

(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	4,116	4,435	4,407	291	7.1%
<i>Temporary Staff</i>	649	340	185	(464)	-71.5%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	4,765	4,775	4,591	(173)	-3.6%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	60	33	60	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	60	33	60	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	379	272	379	-	0.0%
<i>Third-party Travel</i>	600	501	600	-	0.0%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	979	774	979	-	0.0%
Contractual Services					
<i>Conferences</i>	35	99	35	-	0.0%
<i>Publishing</i>	2	-	2	-	0.0%
<i>Individual Contractual Services</i>	405	423	535	130	32.1%
<i>Other Contractual Services</i>	80	277	130	50	62.5%
Sub-total	522	798	702	180	34.5%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	0	-	-	n/a
Sub-total	-	0	-	-	n/a
Total B	1,561	1,606	1,741	180	11.5%
TOTAL	6,326	6,380	6,333	7	0.1%
POSTS	10	11	11	1	
of which:					
Development Agenda Project			130		

Strategic Goal IV COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE

Expected Result	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 modifications and information files introduced into the Nice Classification	Program 12
	No. of amendments introduced into the IPC	Program 12
	No. of amended or new Standards adopted	Program 12
	Successful preparation of transition to ST.26	Program 12
	No of users accessing the internet publications of international classifications and standards, in particular from the 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 GRs, TK and TCEs databases, inventories, registers, portals and platforms that use the WIPO IP Management Guide	Program 4
	No. of sustainable national networks of TISCs	Program 9 Program 14 Program 20
	No. of organizations, communities, individuals that applied and used the Appropriate Technology as a solution to identified development challenges in LDCs	Program 9
	No. of technology transfer projects/programs initiated by developing countries	Program 9
	Identified Appropriate Technology in use by local communities in developing countries and LDCs	Program 9
	Projects replicated in other local communities in developing countries and LDCs	Program 9
	Institutions established to continue working on Appropriate Technology in developing countries and LDCs	Program 9
	Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs	Program 9
	Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs	Program 9
	Level of satisfaction of users of WIPO Global Databases	Program 13
	No of unique users having performed a patent search per quarter in PATENTSCOPE	Program 13
	No. of users per quarter in Global Databases Systems	Program 13 Program 20
	No. of WIPO meetings supported by the Speech to Text application	Program 13
	No. of WIPO Lex users	Program 13
	Timeliness of data uploading	Program 13
	No. of language pairs available for translation of description and claims	Program 13
	Average no. of users serviced by TISCs per annum	Program 14
	No. of ARDI active user institutions	Program 14
	No. of ASPI active registered users	Program 14
	No. of new users accessing the WIPO Patent Information Specialized Platform	Program 14
	No. of reports viewed on the WIPO Patent Information Specialized Platform	Program 14
	No. of unique page views for the WITT website	Program 14
No. of WITT PDF downloads	Program 14	
No. of national collections in the judgments database	Program 21	
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	No. of records contained in PATENTSCOPE by region	Program 13
	No. of records contained in Global Brand Database by region	Program 13
	No. of records contained in Global Design Database by region	Program 13
	No. of National Collections in PATENTSCOPE	Program 13
	No. of national collections in Global Brand Database	Program 13

Expected Result	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 and better outcome of IP administration	No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO	Program 3
	No. of Offices that have fully implemented the recommendations of the IP Office Diagnostic Report (Asia and the Pacific)	Program 9
	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications.	Program 9 Program 15
	No. of national Offices which have digitalized their Patent collection	Program 13
	Satisfaction of Offices in use of WIPO's system for IPO business solutions with regard to the implementation, maintenance and update of the IPAS suite of applications	Program 15
	No. of Offices using WIPO CASE and DAS	Program 15
	No. of Offices using the IPAS suite of applications	Program 15
	No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO	Program 15

PROGRAM 12 International Classifications and Standards



Implementation Strategies

IPC (International Patent Classification)

- Enhance the IPC within the framework of the IPC Revision Roadmap adopted by the IPC Committee of Experts to respond to technological developments and ensure the maximum coherence internationally for patent classification notably by further promoting and enhancing IPCRMS (IPC Revision Management IT Solution);
- Enhance the international cooperation on reclassification of patent documents through the implementation of a reclassification management IT solution;
- Promote and facilitate a wider use of the IPC system by providing assistance for the maintenance and publication of national translations of the IPC.

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

- Continue enhancing the Nice Classification under the auspices of the Nice Union Committee of Experts with an emphasis on: (i) ensuring that the list of goods and services takes due account of the specificities of emerging markets and the speedier integration in the list of goods and services of new widely-used indications; (ii) aligning the Nice Classification and the Madrid Goods and Services Databases, where appropriate, by incorporating preferred terms into the Nice Classification through the Revision Management IT Solution; and (iii) identify opportunities for increased efficiencies across the system through further alignment of lists of goods and services;
- Facilitate the revision and streamlining of publication processes through the implementation of the Revision Management IT Solution;
- Facilitate the introduction of widely accepted practices into the Nice Classification through WIPO's continued participation in regional and international cooperation initiatives related to trademark classification and the development of enhanced IT tools.



Locarno Classification (list of goods for the registration of industrial designs) and Vienna Classification (figurative elements of trademarks)

- Enhance the Locarno Classification under the auspices of the Locarno Union Committee of Experts to allow for more efficient searching in design databases notably by developing the Revision Management IT Solution;
- Consider future developments in the Vienna Classification under the auspices of the Vienna Union Committee of Experts and develop the Publication Platform and the Revision Management IT Solution in order to streamline the IT support for international classifications.

WIPO Standards

- Coordinate with IP Offices to provide good practices for the processing, transmission, exchange, dissemination and sharing of IP information and documentation through the development and revision of WIPO Standards under the auspices of the Committee on WIPO Standards (CWS);
- Collaborate with IP Offices to publish up-to-date information on their practices related to WIPO Standards and assist the Offices in the implementation of WIPO Standards upon request.

Promotion of International Classifications and WIPO Standards

- Provide demand-driven training for the use of Classifications and Standards, in particular in developing countries;
- Promote the use of international classifications through the development of automatic classification tool(s);

- Support the implementation of WIPO Standards through the implementation of IT support tool(s) such as the software for ST.26 (presentation of nucleotide and amino acid sequence listings).

Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Divergent opinions between groups of countries result in limitation of technical development of standards and classifications.	<p>Discuss and resolve political issues outside of the Committees; strengthen the technical discussions within the Committees; monitor the implementation of long term plans.</p> <p>Undertake training missions in developing countries, in particular at regional level, to increase awareness on classifications and standards; take into account regional needs in the development of classifications and standards</p>

Expected Results and Performance Indicators

Expected Result	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 modifications and information files introduced into the Nice Classification	676 modifications were introduced into NCL11-2019 (2018) 32 information files (2018)	Maintain 2018/19 levels
	No. of amendments introduced into the IPC	1,479 amendments were introduced into the 2019.01 version of the IPC (2018)	Maintain 2018/19 levels
	No. of amended or new Standards adopted	1 new Standard adopted and 4 revisions of Standards (2018)	3 amended or new Standards
	Successful preparation of transition to ST.26	Offices ready to use the ST.26 tool: none	10 Offices ready to use the ST.26 tool
	No. of users accessing the internet publications of international classifications and standards, in particular from the developing countries	IPC home: 364,004 visits of which 52% from developing countries	Maintain baseline levels (annual)
		IPC Pub: 809,896 visits of which 42% from developing countries	Maintain baseline levels (annual)

Expected Result	Performance Indicators	Baselines	Targets
		NICE home: 642,560 visits of which 55% from developing countries	Maintain baseline levels (annual)
		NCLPub: 3,655,808 visits of which 50% from developing countries	Maintain baseline levels (annual)
		LOCARNO home: 78,542 visits of which 52% from developing countries	Maintain baseline levels (annual)
		LOCPub: 279,865 visits of which 35% from developing countries	Maintain baseline levels (annual)
		VIENNA home: 37,451 visits of which 61% from developing countries	Maintain baseline levels (annual)
		WIPO Standards (Handbook): 70,830 visits of which 50% from developing countries (2018)	Maintain baseline levels (annual)

Resources for Program 12

A decrease of 1.9 per cent can be observed in the Program's overall resources in 2020/21 as compared to the 2018/19 Approved Budget.

The decrease in personnel resources reflects the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018. This decrease was partially offset by the reclassification of one position to strengthen the expertise on XML and related key technologies to facilitate the exchange and processing of IP data in a structured format.

Non-personnel resources in 2020/21 remain at the same level as the 2018/19 Approved Budget.

Program 12: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
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	7,215	7,201	7,082
Total	7,215	7,201	7,082

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	5,471	5,296	5,337	(134)	-2.4%
<i>Temporary Staff</i>	-	-	-	-	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	5,471	5,296	5,337	(134)	-2.4%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	110	110	110	-	0.0%
<i>Third-party Travel</i>	36	36	36	-	0.0%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	146	146	146	-	0.0%
Contractual Services					
<i>Conferences</i>	250	260	280	30	12.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	44	69	44	-	0.0%
<i>Other Contractual Services</i>	1,305	1,430	1,275	(30)	-2.3%
Sub-total	1,599	1,759	1,599	-	0.0%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Total B	1,745	1,905	1,745	-	0.0%
TOTAL	7,215	7,201	7,082	(134)	-1.9%
POSTS	14	14	14	-	

PROGRAM 13 Global Databases



Implementation Strategies

- Continue expanding geographical coverage of the WIPO Global Databases (PATENTSCOPE, Global Brand Database, Global Design Database) by increasing the national and regional data collections, as well as improving the quality of data and timeliness of updating;
- Continue exploring an enhanced and optimal architecture and model for geolocations of data servers for speedy access to Global Databases;
- Promote innovation and the worldwide dissemination of IP information for the public good by making data from the WIPO Global IP systems available free of charge to the public through the WIPO Global Databases and the provision of WIPO IP bulk data, for free of charge to IP Offices, and to other parties, for fees set at recovering the cost of providing services; encourage IP Offices to adopt the same policy for their national IP data, including by facilitating access to the data;
- Develop and further refine the WIPO Global Database search tools, including multi-lingual search systems, image similarity search and retrieval systems for trademarks and industrial designs, as well as for complex work units in patent texts using the chemical substructure search and gene and sequences search functions;
- Convert national patent data collections to full text using WIPO's Optical Character Recognition (OCR) conversion processes, notably by inviting participating patent offices that do not yet publish patent applications in full text XML to assess and use WIPO's OCR solution, ensuring quality at source and delivery of the full text front file;
- Make Dossier information available to the public through linkages with WIPO CASE and other public national, regional and global dossier systems;
- Develop a new extension of PATENTSCOPE to facilitate prior art (non-patent literature) searches;
- Expand geographical coverage and content of WIPO Lex with the addition of IP laws, IP jurisprudences, and treaty collections and enhance the system in terms of search functions and user interface;
- Steward the digital transformation of the Organization's work and delivery of services, including through the consolidation of the Organization's expertise on advanced technologies, such as Artificial Intelligence (AI), in the Advanced Technologies Applications Center (ATAC);
- Develop and provide AI-powered services (e.g. WIPO Translate, WIPO Speech-to-Text, WIPO Image Search for trademarks and automatic classification systems for IP applications) and establish a cost-recovery pricing model for the services.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Loss of access to Global Databases owing to localized internet service disruption or technical failure at Geneva HQ.	Service duplication and geographical diversity will be achieved by redundancies at multiple locations, including the use of cloud services, in the case of local disruption in Geneva.
WIPO's Artificial Intelligence (AI) initiative represents a new area of innovation, and as such, there is an inherent risk that the return on investment may not be fully achieved.	Each project begins with an exploration phase, which uses limited resources to gauge potential value in the investment of resources, after which an evidence-based "go/no-go" decision is made. The notion "to fail fast or succeed" guides the innovation work, ensuring lessons are recorded to guide future projects.

Expected Results and Performance Indicators

Expected Result	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	Level of satisfaction of users of WIPO Global Databases	TBD	80%
	No of unique users having performed a patent search per quarter in PATENTSCOPE	408,132 ³² Q4 2018	320,000 Q4 2021
	No. of users per quarter in Global Databases Systems	GBD: 491,206 Q4 2018 GDD: 61,685 Q4 2018	GBD: 565,000 GDD: 71,000
	No. of WIPO meetings supported by the Speech to Text application	1	3 additional
	No. of language pairs available for translation of description and claims	9 language pairs ³³ (cumulative end 2018)	2 additional language pairs
	Timeliness of data uploading	19 days (end 2018)	17 days
	No. of WIPO Lex users	4,367,746 end 2018	20% additional by end 2021

³² The 2018 baseline reflects an inflated number of users due to a high level of bot attacks during Q4 2018 and is, therefore, not indicative of regular usage.

³³ English: Arabic, Chinese, French, German, Japanese, Korean, Portuguese, Russian, Spanish.

Expected Result	Performance Indicators	Baselines	Targets
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	No. of records contained in PATENTSCOPE by region	67,816,988 (cumulative end 2018) - Africa (154,162) - Arab region (38,915) - Asia and the Pacific (22,255,017) - Latin America and the Caribbean (1,320,581) - Transition countries (2,685,330) - Developed countries (41,362,983)	83 million (cumulative end 2021)
	No. of records contained in Global Brand Database by region	36,154,145 (cumulative end 2018) - Arab region (804,388) - Asia and the Pacific (7,953,279) - Latin America and the Caribbean (2,037,283) - Transition countries (142,604) - Developed countries (25,216,591)	43 million (cumulative end 2021)
	No. of records contained in Global Design Database by region	10,229,938 (cumulative end 2018) - Arab region (2,193) - Asia and the Pacific (5,047,446) - Transition countries (13,748) - Developed countries (5,166,551)	12 million (cumulative end 2021)
	No. of National Collections in PATENTSCOPE	59 end 2018	70
	No. of national collections in Global Brand Database	42 end 2018	55 end 2021
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 and better outcome of IP administration	No. of national Offices which have digitalized their Patent collection	5 end 2018	15 end 2021

Resources for Program 13

The overall resources for the Program in 2020/21 show an increase of 19.4 per cent compared to the 2018/19 Approved Budget.

The increase is primarily due to: (i) the reinforcement of artificial intelligence initiatives notably under the Advanced Technology Applications Centre (ATAC) established to promote new, creative and innovative technological solutions at WIPO (reflected under ER IV.2); (ii) increased costs for the development and operation of WIPO Global Databases due to a broader geographical and language coverage; and (iii) investments to maintain the competitiveness of WIPO Global Databases through the development of new search functionalities such as for chemical compounds. The latter two increases are reflected under ER IV.3.

Resources related to WIPO's Optical Character Recognition (OCR) conversion processes for National IP Offices are reflected under ER IV.4.

Program 13: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	6,153	7,734	8,076
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	2,476	2,665	2,296
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 and better outcome of IP administration	211	170	183
Total	8,840	10,569	10,556

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

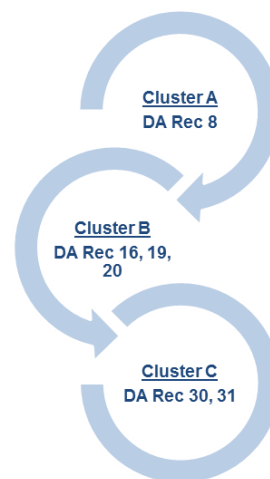
	2018/19	2018/19	2020/21	Difference from 2018/19	
	Approved Budget	Budget after Transfers	Proposed Budget	Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	6,407	6,715	6,963	557	8.7%
<i>Temporary Staff</i>	-	1,143	1,158	1,158	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	6,407	7,858	8,122	1,715	26.8%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	58	-	-	n/a
<i>WIPO Fellowships</i>	120	420	180	60	50.0%
Sub-total	120	478	180	60	50.0%
Travel, Training and Grants					
<i>Staff Missions</i>	100	137	100	-	0.0%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	100	137	100	-	0.0%
Contractual Services					
<i>Conferences</i>	10	10	10	-	0.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	300	80	500	200	66.7%
<i>Other Contractual Services</i>	1,654	1,826	1,394	(260)	-15.7%
Sub-total	1,964	1,916	1,904	(60)	-3.1%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	250	180	250	-	0.0%
<i>Supplies & Materials</i>	-	-	-	-	n/a
Sub-total	250	180	250	-	0.0%
Total B	2,434	2,711	2,434	-	0.0%
TOTAL	8,840	10,569	10,556	1,715	19.4%
POSTS	18	20	20	2	

PROGRAM 14 Services for Access to Information and Knowledge



Implementation Strategies

- Assist Technology and Innovation Support Centers (TISCs) to become effective and sustainable institutional access points offering high-quality technology information services through the provision of learning resources, service support tools, platforms, portals, etc.;
- Support local innovation by promoting and developing TISC capacity to effectively use free-of-charge patent databases, such as PATENTSCOPE, and open-source scientific/technical literature in developing, least developed and transition countries;
- Promote and facilitate user accessibility to commercial patent and subscription-based scientific/technical literature databases through the public-private partnership programs of Access to Specialized Patent Information (ASPI) and Access to Research for Development and Innovation (ARDI) in eligible developing, least developed and transition countries;
- Reinforce long-term sustainability of TISC networks by encouraging knowledge-sharing through effectively administered national, regional and virtual networks (eTISC platform) as well as by sharing and disseminating national project reports and success stories;
- Support the provision of a broad range of enhanced value-added “TISC Clinic” services, such as: (i) patent analytics, which include drafting patent landscape reports and state of the art search reports; (ii) prosecution of patent applications through the Inventor Assistance Program (IAP); (iii) advice on IP asset management, commercialization and dispute resolution services; and (iv) determining “freedom to operate” and product development of inventions in the public domain, which will be carried out by using practical guides, the patent register portal and training materials, so as to ensure the transfer of knowledge to TISC networks;
- Complete the implementation and evaluation of the DA project on “IP Management and Transfer of Technology” on effective technology commercialization and IP management;
- Continue the development and maintenance of the WIPO Index of Specialized Patent Information Reports (WIPO INSPIRE) platform as a fundamental element of the WIPO Knowledge Network through: (i) the integration of learning tools, guides and publications on patent search and analysis and tools for creating content; and (ii) launching discussions on the integration of the eTISC platform, and the development of a web forum on technology transfer;
- Publish the WIPO Technology Trends (WITT) report to provide an in-depth analysis on innovative technologies and highlight current and future trends and developments. The publication will be based on patent analysis, scientific literature and business information, complemented by inputs and perspectives of top experts in a specific technical field to support informed decisions of policy makers, industry and academia.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Inability of the host country to sustain and continue self-supporting operation of TISC network. This could lead to closure of certain TISC centers and a reduction in the number of sustainable national networks.	Support by WIPO in the formal planning, monitoring and evaluation of the national project according to the national TISC project document.

Expected Results and Performance Indicators

Expected Result	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 ³⁴ national networks of TISCs	34 sustainable national networks (cumulative as at end 2018) Maturity Level 1: (2 Total) - Africa (1) - Transition Countries (1) Maturity Level 2: (24 Total) - Africa (10 of which 7 LDCs) - Arab (3) - Asia and the Pacific (4 of which 1 LDC) - Latin America and the Caribbean (6) - Transition Countries (1) Maturity Level 3, including the provision of value-added services ³⁵ : (8 Total) - Africa (1) - Arab (1) - Asia and the Pacific (2) - Latin America and the Caribbean (3) - Transition Countries (1)	42 sustainable national TISC networks (cumulative as at end 2021)

³⁴ Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand. Sustainability is measured through the following levels of maturity:

- **Maturity Level 1**- (a) Signing of a Service Level Agreement (SLA) between WIPO and the National Focal Point; (b) signing of Institutional Agreements between the National Focal Point and TISC Host Institutions; and (c) provision of at least an annual report on national TISC activities; maturity Level 1 fully achieved when a + b + c.
- **Maturity Level 2**- Level 1 standards having been met plus the provision of basic patent information searches, e.g. state of the art patent searches; and
- **Maturity Level 3**- Level 2 standards having been met plus the provision of value added IP services, e.g. drafting of patent landscape reports.

³⁵ Support and advice on patent analytical services, on IP asset management and commercialization, Inventors Assistance Program (IAP), using and identifying inventions in the public domain, dispute resolution services, patent drafting.

Expected Result	Performance Indicators	Baselines	Targets
	Average no. of users serviced by TISCs per annum	3,470 users in 2017	3,700 users per annum
	No. of ARDI active user institutions	1,600 (end 2018)	1,900 per annum
	No. of ASPI active registered users	55 (end 2018)	60 per annum
	No. of new users accessing the WIPO Patent Information Specialized Platform	TBD (end 2019)	TBD (per annum)
	No. of reports viewed on the WIPO Patent Information Specialized Platform	TBD (end 2019)	TBD (per annum)
	No. of unique page views for the WITT website	TBD (end 2019)	5% growth (annual)
	No. of WITT PDF downloads	TBD (end 2019)	5% growth (annual)

Resources for Program 14

The overall resources for the Program in 2020/21 show a decrease of 3.6 per cent compared to the 2018/19 Approved Budget.

The decrease primarily reflects the completion of the DA project “Use of Information in the Public Domain for Economic Development” (ER IV.2) and the near completion of the DA project “IP Management and Transfer of Technology: Promoting the Effective Use of IP in Developing Countries” (ER III.2). This decrease is partially offset by additional resources for: (i) the development of the WIPO Technology Trends report; (ii) the strengthening of regional TISC networks; and (iii) the operating costs related to the WIPO INSPIRE platform.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 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	509	509	75
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	7,341	7,312	7,496
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 and better outcome of IP administration	-	203	-
Total	7,850	8,024	7,571

Program 14: Resources by Cost Category
(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	6,065	6,006	6,121	55	0.9%
<i>Temporary Staff</i>	340	389	30	(310)	-91.2%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	6,405	6,394	6,151	(255)	-4.0%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	640	534	539	(101)	-15.8%
<i>Third-party Travel</i>	349	228	130	(219)	-62.8%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	989	761	669	(320)	-32.3%
Contractual Services					
<i>Conferences</i>	54	74	191	137	253.7%
<i>Publishing</i>	50	30	40	(10)	-20.0%
<i>Individual Contractual Services</i>	247	316	455	208	84.0%
<i>Other Contractual Services</i>	84	436	45	(39)	-46.4%
Sub-total	435	856	731	296	67.9%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	20	12	20	-	0.0%
Sub-total	20	12	20	-	0.0%
Total B	1,444	1,629	1,420	(25)	-1.7%
TOTAL	7,850	8,024	7,571	(279)	-3.6%
POSTS	14	15	15	1	
of which:					
Development Agenda Project			75		

PROGRAM 15 Business Solutions for IP Offices



Implementation Strategies

- Further develop the WIPO IP Office Suite of applications (IPAS, WIPO File, WIPO Publish), ensuring that it meets the needs of IP Offices at different levels of maturity in developing, transition and least developed countries, to enable fully online workflow and data transactions, improved data quality, office workflows, management of IP registration processes and linkages between national IP systems and the global and regional IP Systems (PCT, Madrid and the Hague as well as ARIPO, EPO, EUIPO, OAPI respectively);
- Pilot the redesigned IPAS system in selected Offices, incorporating feedback for improvements to customization options and functionality, and launch the system for general availability to all Offices during the biennium;
- Provide fully online and paperless services to IP Offices through the enhancement of modules for online services (WIPO File and WIPO Publish) and their integration with IPAS;
- Enhance training and knowledge-transfer activities through targeted training workshops and online courses designed to certify experts in the use of WIPO products;
- Increase emphasis on capacity building for IP Office staff to make better use of WIPO-supplied tools with a view to improve examination capacity;
- Optimize the process of deploying and supporting projects in IP Offices, using a combination of WIPO staff, external contractors and local experts;
- Deploy the WIPO Connect solution, on demand, in additional CMOs during the biennium, and further enhance the system with a view to ensuring long-term sustainability;
- Further promote and enhance WIPO CASE based on feedback from users, ensure effective utilization of the system by encouraging more Offices to join as well as providing training and documentation; explore opportunities with IP Offices to further enhance value-added services to users.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Inability of IP Offices to sustain and continue self-supporting operation of WIPO software systems used for their core business.	Ensure training for local IP Office staff; establish formal procedures for software support and maintenance.
Lack of access to technical and proprietary information held by relevant stakeholders, which may be required for the implementation of the WIPO Connect project, leading to being unable to meet the core objectives.	Invite relevant stakeholders to participate in the WIPO Connect project to share relevant information.

Expected Results and Performance Indicators

Expected Result	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 and better outcome of IP Administration	No. of Offices using WIPO CASE and DAS	41 Offices cumulative (end 2018)	10 additional
	No. of Offices using the IPAS suite of applications	84 (end 2018)	6 additional
	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.3 (end 2018)	3.4
	Satisfaction of Offices in use of WIPO's system for IPO business solutions with regard to the implementation, maintenance and update of the IPAS suite of applications	4.1 out of 5 (annual survey) (end 2018)	4.3 out of 5
	No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO	12 (end 2018)	8 additional

Resources for Program 15

The overall resources for the Program in 2020/21 show a decrease of 1.8 per cent compared to the 2018/19 Approved Budget.

The decrease in personnel resources is primarily due to: (i) the retirement of a staff member (post budgeted at a lower cost); and (ii) the reclassification downwards of a post.

The decrease in resources linked to ER VII.1 reflects the transfer of responsibilities from Program 15 to Program 25 for the provision of IT support for the WIPO GREEN and WIPO Re:Search databases.

Program 15: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
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 and better outcome of IP administration	14,422	14,495	14,309
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	152	-	-
Total	14,574	14,495	14,309

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	7,807	7,669	7,551	(257)	-3.3%
<i>Temporary Staff</i>	293	287	285	(8)	-2.7%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	8,100	7,956	7,836	(264)	-3.3%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	30	-	-	n/a
Sub-total	-	30	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	726	575	726	-	0.0%
<i>Third-party Travel</i>	300	295	300	-	0.0%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	1,026	870	1,026	-	0.0%
Contractual Services					
<i>Conferences</i>	-	-	-	-	n/a
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	458	484	458	-	0.0%
<i>Other Contractual Services</i>	4,989	5,153	4,989	-	0.0%
Sub-total	5,447	5,637	5,447	-	0.0%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	3	-	-	n/a
Sub-total	-	3	-	-	n/a
Total B	6,473	6,539	6,473	-	0.0%
TOTAL	14,574	14,495	14,309	(264)	-1.8%
POSTS	17	17	17	-	

Strategic Goal V WORLD REFERENCE SOURCE FOR IP INFORMATION AND ANALYSIS

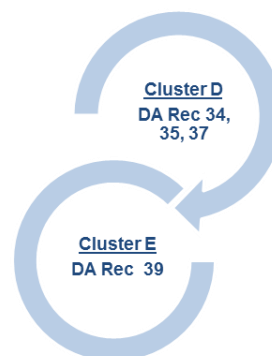
Expected Result	Performance Indicators	Responsible Program(s)
V.1 Wider and better use of WIPO IP statistical information	No. of searches on IP Statistics Data Center	Program 16
	No. of downloads of annual statistics reports within 5 months of their publication	Program 16
	Difference between January forecast and actual numbers of PCT, Madrid, and Hague filings are within threshold ranges	Program 16
V.2 Wider and better use of WIPO economic analysis in policy formulation	Annual no. of visitors to Global Innovation Index websites	Program 16
	No. of downloads of World IP Report within 5 months of publication	Program 16
	No. of downloads of economic studies	Program 16
	No. of downloads of creative economy studies	Program 16

PROGRAM 16 Economics and Statistics



Implementation Strategies

- Continue to expand the geographical and thematic coverage of IP statistics collected through WIPO's annual statistics survey, including statistics on the creative economy;
- Report IP statistics through statistical publications and web tools, seeking to satisfy the needs of different user communities, including policymakers, IP Offices, users of WIPO's filing systems, researchers, and the general public;
- Develop databases enabling statistical reporting and economic analysis using big data techniques, notably on IP activity in relation to gender, geography, technology, industry affiliation, and other dimensions;
- Continue to benchmark innovation performance by enriching and co-publishing the Global Innovation Index (GII);
- Provide in-depth analysis on the role the IP system plays in the global economy by publishing thematic World Intellectual Property Reports;
- Continue to provide evidence on the socio-economic effects of IP protection in developing countries, seeking to inform relevant DA Recommendations, especially Recommendations 34, 35, 37 and 39;
- Generate empirical insight into the evolving face of the creative economy and provide analysis on how policy choices affect the performance in the creative industries;
- Maximize institutional synergies and promote research quality by continuing to coordinate the global network of IP Office economists.



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Publication of incomplete statistical information (WIPI).	Provide sufficient time for response, and contribute to building statistical capacity at the national level.
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.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
V.1 Wider and better use of WIPO IP statistical information	No. of searches on IP Statistics Data Center	188,137 (end 2018)	5% growth (annual)
	No. of downloads ³⁶ of annual statistics reports within 5 months of their publication	World IP Indicators 2017: 30,658 ³⁷ PCT Yearly Review 2018: 6,883 ³⁸ Madrid Yearly Review 2018: 1,030 ³⁹ Hague Yearly Review 2018: 690 ⁴⁰	5% growth for World IP Indicators (annual) 5% growth for Yearly Reviews (annual)
	Difference between January forecast and actual numbers of PCT, Madrid, and Hague filings are within threshold ranges	2018 Actual values were within the 80% confidence intervals (CIs) for PCT, Madrid and the Hague	Actual values are within 80% confidence interval of forecast
V.2 Wider and better use of WIPO economic analysis in policy formulation	Annual no. of visitors to Global Innovation Index websites	WIPO Global Innovation Index (GII) webpage: 86,889 (2018) GII-dedicated website : 236,876 (2018)	10% growth (annual)
	No. of downloads ⁴¹ of World IP Report within 5 months of publication	World IP Report 2017: 13,758	10% growth (biennium)
	No. of downloads of economic studies	Not available	TBD
	No. of downloads of creative economy studies	Not available	TBD

Resources for Program 16

The overall resources for the Program in 2020/21 show an increase of 6.1 per cent compared to the 2018/19 Approved Budget.

The increase in non-personnel resources reflects the investments to enhance statistical reporting and economic research in relation to the creative economy and the GII.

The increase in personnel resources is primarily due to: (i) the assignment of one additional post to the Program for the reinforcement of capacities on composite indicator research; and (ii) the reclassification of three posts.

³⁶ Data are not comparable to previous reporting due to further refinements to the web analytics tool tracking filters at the end of 2018 following the enhancements done in 2017.

³⁷ December 6, 2017 to May 6, 2018

³⁸ August 6, 2018 to 6 January, 2019

³⁹ September 14, 2018 to February 14, 2019

⁴⁰ July 10, 2018 to December 10, 2018

⁴¹ Data are not comparable to previous reporting due to further refinements to the web analytics tool tracking filters at the end of 2018 following the enhancements done in 2017.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
V.1 Wider and better use of WIPO IP statistical information	2,659	2,985	2,979
V.2 Wider and better use of WIPO economic analysis in policy formulation	4,259	4,309	4,361
Total	6,918	7,294	7,340

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	5,748	5,862	6,140	392	6.8%
<i>Temporary Staff</i>	-	129	-	-	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	5,748	5,991	6,140	392	6.8%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	60	75	60	-	0.0%
Sub-total	60	75	60	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	230	210	230	-	0.0%
<i>Third-party Travel</i>	25	20	25	-	0.0%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	255	230	255	-	0.0%
Contractual Services					
<i>Conferences</i>	50	50	50	-	0.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	625	768	655	30	4.8%
<i>Other Contractual Services</i>	180	180	180	-	0.0%
Sub-total	855	998	885	30	3.5%
Finance Costs	-	-	-	-	-
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Total B	1,170	1,303	1,200	30	2.6%
TOTAL	6,918	7,294	7,340	422	6.1%
POSTS	14	15	15	1	

Strategic Goal VI INTERNATIONAL COOPERATION ON BUILDING RESPECT FOR IP

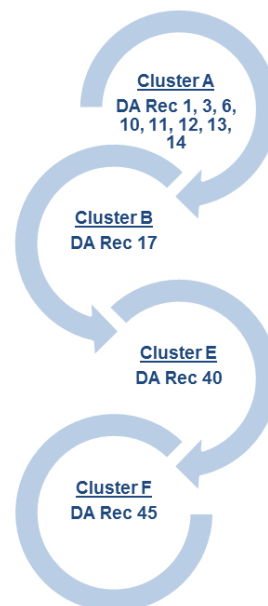
Expected Result	Performance Indicators	Responsible Program(s)
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	Continued agreement by Member States on the substantive work of the Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns	Program 17
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	No. of strategic collaborations with partner organizations on building respect for IP	Program 17

PROGRAM 17 Building Respect for IP



Implementation Strategies

- Organize sessions of the Advisory Committee on Enforcement (ACE), fostering the sharing of national experiences on legal and regulatory enforcement frameworks as well as prevention activities that take into account the socio-economic interests in building respect for IP;
- Continue the cooperation on building respect for IP with international actors, including by facilitating coordination among national, regional and international IP enforcement agencies that aim to address enforcement challenges brought by developments in technology and globalization;
- Support the convening of a high-level conference on building respect for IP led by a partner IGO with the aim of promoting information exchange among Member States, intergovernmental and non-governmental organizations, industry associations and academic institutions;
- Provide, upon request, legislative advice to Member States relating to the enforcement of IP in line with Part III of the TRIPS Agreement;
- Support and assist Member States with a view to enhancing the capacities of law enforcement officials, prosecutors and judges for the enforcement of IP rights, with a focus on building institutional training capacities in beneficiary countries as well as making available accessible and reliable tools and materials on IP enforcement and for public awareness;
- Assist Member States in building respect for IP as part of their national IP policy frameworks, as well as in developing awareness-raising strategies, products and activities that aim to address consumer attitudes and build a sustainable environment of respect for IP;
- Be guided by Development Agenda Recommendation 45 in all its activities.



Cross-Program Collaboration



Risk(s)	Mitigation Action(s)
Lack of agreement among 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.	Engage 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.
Countries/stakeholders turning away from WIPO to look towards other international or regional organizations developing activities in the area of building respect for IP.	Leverage partnerships, identify and build synergies with clear, delineated roles between the partners. Integrate activities and strategies on building respect for IP into IP national policies in cooperation with WIPO regional bureaus and the Department for Transition and Developed Countries. Focus on policy-oriented activities where WIPO can offer a distinct role and competitive advantage.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. of countries/regional organizations having adopted or amended relevant frameworks towards effective IP enforcement in the light of Part III TRIPS & DA Rec. 45, or being in the process of doing so, further to WIPO assistance	3 countries (cumulative end 2018)	6 countries/regional organizations having adopted and/or amended relevant frameworks towards effective IP enforcement further to WIPO assistance
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	Level of satisfaction of participants in WIPO training and capacity-building activities	Average rate of usefulness: 95% Average rate of satisfaction: 95% (2018)	Relevance: > 85% Usefulness: > 85%
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders 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 Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns	Agreement by Member States on the ACE work program was reached during the twelfth and thirteenth sessions of the ACE (WIPO/ACE/11/11 and (WIPO/ACE/12/25) (status as of December, 31, 2018)	Agreement by the Member States on the work program for the sixteenth (2021) and seventeenth (2022) ACE sessions
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	No. of strategic collaborations with partner organizations on building respect for IP	7 strategic collaborations (end 2018)	7 active strategic collaborations

Resources for Program 17

The overall resources for Program 17 in 2020/21 show an increase of 12 per cent as compared to the 2018/19 Approved Budget, reflecting the strengthening of capacity building and technical assistance, as reflected under ER III.2.

The redistribution of resources across Expected Results is primarily due to the shift from an organizing to a supporting role in the convening of a high-level conference on building respect for IP in 2020/21, resulting in a reduction of resources under ER VI.1 and an increase in resources dedicated to: (i) the provision of legislative advice offered in the area of building respect for IP under ER I.2; and (ii) strategic collaborations with partner organizations under ER VI.2.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	3,261	3,636	3,653	392	12.0%
<i>Temporary Staff</i>	-	61	-	-	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	3,261	3,697	3,653	392	12.0%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	49	18	49	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	49	18	49	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	248	272	248	-	0.0%
<i>Third-party Travel</i>	315	352	415	100	31.7%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	563	623	663	100	17.8%
Contractual Services					
<i>Conferences</i>	121	148	121	-	0.0%
<i>Publishing</i>	8	6	8	-	0.0%
<i>Individual Contractual Services</i>	75	56	75	-	0.0%
<i>Other Contractual Services</i>	-	6	-	-	n/a
Sub-total	204	216	204	-	0.0%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	0	-	-	n/a
<i>Communication</i>	-	4	-	-	n/a
<i>Representation & Other Operating Expenses</i>	10	10	10	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	10	15	10	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	5	5	5	-	0.0%
<i>Supplies & Materials</i>	10	8	10	-	0.0%
Sub-total	15	12	15	-	0.0%
Total B	841	885	941	100	11.9%
TOTAL	4,102	4,582	4,594	492	12.0%
POSTS	8	9	9	1	

Program 17: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	319	451	453
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	1,519	1,822	2,041
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	1,514	1,432	1,211
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	749	877	889
Total	4,102	4,582	4,594

Funds in Trust Potentially Available for Programming in 2020/21¹

(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 17						
Republic of Korea (Building Respect for Copyright and Related Rights)	446	170	315	301	350	651
Republic of Korea (Ministry of Justice - HR)	-	224	207	17	456	473
TOTAL	446	394	522	318	806	1,123

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

Strategic Goal VII ADDRESSING IP IN RELATION TO GLOBAL POLICY ISSUES

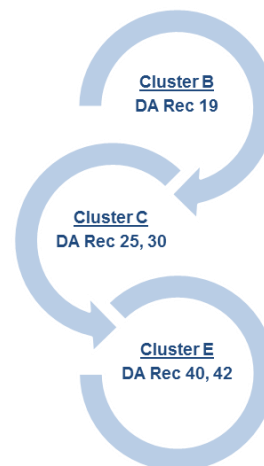
Expected Result	Performance Indicators	Responsible Program(s)
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	No. of books in accessible format downloaded from the ABC Book Service by Authorized Entities	Program 3
	No. of books in accessible format loaned to library patrons through ABC participating Authorized Entities	Program 3
	Increased membership in WIPO Re:Search, including from developing countries and LDCs	Program 18
	No. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, malaria, and TB	Program 18
	Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re:Search	Program 20
	No. of records in the WIPO GREEN database	Program 18
	Increased no. of WIPO GREEN Members	Program 18
	No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion	Program 18
	Increased integration of food security into WIPO GREEN	Program 18

PROGRAM 18 IP and Global Challenges



Implementation Strategies

- Further develop and sustain the two multi-stakeholder platforms (WIPO Re:Search and WIPO GREEN) that facilitate effective collaborative networks and technology and knowledge transfer relevant to global health and climate change, with a particular emphasis on increasing collaborations and partnerships that facilitate the global connectivity of developing country innovators;
- Continue implementing the 2017-2021 WIPO Re:Search Strategic Plan by more effectively collaborating with key stakeholders, mobilizing additional resources for capacity-building activities, and supporting the advancement of promising research collaborations, particularly with institutions based in developing countries;
- Pursue the possibility of implementing a third round of WIPO Re:Search fellowships, a capacity-building sabbatical program focused on knowledge transfer;
- Implement the WIPO GREEN Strategic Plan (2019-2023). Increase the functionality and capabilities of the WIPO GREEN database, and grow the number of green technologies listed. Expand, in a targeted manner, the WIPO GREEN Network. Enhance services and resources, aimed at wider diffusion of environmentally sound technologies;
- Organize WIPO GREEN Acceleration Events aimed at expanding technology listings in the WIPO GREEN database and generating concrete outcomes in specific thematic areas (air, water, energy, agriculture, etc.), giving due consideration to the specific needs of different regions;
- Pursue strategies to address IP and food security that build upon WIPO's ongoing activities, with a particular focus on enhancing the agricultural component of WIPO GREEN;
- Contribute to policy dialogues on IP and global challenges. Ensure that WIPO, as a part of the UN System, responds in a timely and quality manner to requests from Member States, the UN, and international organizations, as guided by the DA and the UN SDGs;
- Develop substantive analyses, in the form of Global Challenges Reports and Briefs, to facilitate a better understanding of the policy and strategic drivers of the innovation and access continuum, and highlight the value of IP and IP management as a development tool, including the sharing of experiences from the two platforms;
- Provide input, as appropriate, in response to requests from Member States, IGOs, civil society, and other stakeholders, in fora related to global health, environment and food security, confirming WIPO as the forum and reference point on IP and global public policy issues. In this context, continue the trilateral cooperation with the World Health Organization (WHO) and the World Trade Organization (WTO).



Cross-Program Collaboration



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Lack of commitment of members or partners of WIPO Re:Search and WIPO GREEN could result in insufficient collaborations and technology uploads and thus reduced credibility of the platforms.	<p>WIPO Re:Search: Increase efforts to enhance member engagement and Partnership Hub resources and activities.</p> <p>WIPO GREEN: Ensure that the services offered are aligned with customers' needs, and that effective communications and marketing help to maintain close collaboration with existing partners/stakeholders.</p>

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. of countries requesting WIPO's specific contribution on IP in relation to competition policy-related issues	4 (end 2018)	3 countries per year
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 for developing country scientists	14 cumulative (end 2018)	11 additional hosting arrangements
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	Increased membership in WIPO Re:Search, including from developing countries and LDCs	140 Members, of which 57 from developing countries and LDCs (cumulative as at end 2018)	12 new Members, of which 4 from developing countries and LDCs
	No. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, malaria, and TB	140 agreements, of which 8 follow-on agreements (cumulative end 2018)	20 new agreements, of which 10 are follow-on agreements
	Increased no. of WIPO GREEN Members	86 Partners and 1,223 users (cumulative end 2018)	8 additional Partners; 350 additional users
	No. of records in the WIPO GREEN database	3,909 records (cumulative end 2018)	1,200 additional records

Expected Result	Performance Indicators	Baselines	Targets
	No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion	<ul style="list-style-type: none"> - Data sharing agreements: 10 - Formalized Connections 27 (26 Signed Letters of Intent, 1 Memorandum of Understanding) - Agreements catalyzed: 5 (cumulative end 2018) 	<ul style="list-style-type: none"> - Data sharing agreements: 2 additional - Formalized Connections: 8 additional - Agreements catalyzed: 4 additional (biennium)
	Increased integration of food security into WIPO GREEN	18 food security technologies (cumulative end 2018)	30 additional food security technologies (biennium)

Resources for Program 18

The overall resources for Program 18 in 2020/21 shows a net decrease of 14.3 per cent compared to the 2018/19 Approved Budget.

The upward adjustment in non-personnel resources reflects the strengthening of cooperation activities under WIPO Re:Search.

The shift in resources from VII.1 to ER III.2 reflects a greater focus in 2020/21 on building capacity and outreach in the areas IP and climate change and IP and global health, in line with the WIPO GREEN Strategy 2019-2023 and the WIPO Re:Search Strategic Plan 2017-2021, respectively.

The decrease in the number of posts and associated personnel resources reflects: (i) the redeployment of one post from the Office of the Assistant Director General to Program 21 to support WIPO's work related to the SDGs; and (ii) the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018.

Resources linked to Expected Results I.1, VI.1, VI.2, and VIII.5 under this Program reflect efforts dedicated by the Office of the Assistant Director General of the Global Issues Sector to the activities of Programs 4, 17 and 20, respectively.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	386	323	290
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	10	10	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	27	150	1,498
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	566	466	422
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	192	158	144
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	4,260	3,773	2,314
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	206	171	159
Total	5,648	5,052	4,837

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	4,276	3,313	3,447	(830)	-19.4%
<i>Temporary Staff</i>	584	827	553	(31)	-5.3%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	4,860	4,140	4,000	(860)	-17.7%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	48	10	48	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	48	10	48	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	239	172	239	-	0.0%
<i>Third-party Travel</i>	200	10	200	-	0.0%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	439	182	439	-	0.0%
Contractual Services					
<i>Conferences</i>	2	23	2	-	0.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	182	135	182	-	0.0%
<i>Other Contractual Services</i>	110	559	160	50	45.5%
Sub-total	294	716	344	50	17.0%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	5	4	5	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	5	4	5	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	-	-	-	n/a
<i>Supplies & Materials</i>	2	1	2	-	0.0%
Sub-total	2	1	2	-	0.0%
Total B	788	913	838	50	6.3%
TOTAL	5,648	5,052	4,837	(810)	-14.3%
POSTS	10	10	9	(1)	

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

Expected Result	Performance Indicators	Responsible Program(s)
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	Brand/Reputation: Stakeholders have a positive perception of WIPO's reputation	Program 19
	Brand/Reputation: E-newsletter readership of communications content about major WIPO events, products, activities	Program 19
	Engagement: Global participation in World IP Day Campaign	Program 19
	Engagement: Interaction with WIPO publications and promotional materials in different languages and formats, including for under-served audiences	Program 19
	Engagement: Broad use and overall satisfaction with the WIPO website	Program 19
	Brand/Reputation: Positive coverage of major WIPO activities/achievements in media outlets around the world	Program 19
	Engagement: Positive interaction with WIPO on social and digital media	Program 19
	Engagement with WIPO multi-media content	Program 19
	Engagement: eReadership of WIPO Magazine	Program 19
	Increased traffic to the website of WIPO External Offices	Program 20
	No. of Member States participating in the WIPO Awards Program	Program 21
VIII.2 Improved service orientation and responsiveness to inquiries	Service: Overall customer satisfaction with WIPO services	Program 19
	Service: User satisfaction with Library services	Program 19
	Processing time of 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 official documentation prepared by OLC that is published on time	Program 21
	Timeliness of publication of Assemblies documents	Program 21
	Satisfaction rate of Member States and stakeholders with the organization of events	Program 21
	Delegates' satisfaction levels with the organization of the Assemblies	Program 21
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	No. of permanent observer NGOs engaging in WIPO's work and vice versa	Program 20
	No. of records and sources of patent information in the Pat-INFORMED database	Program 20
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	WIPO's contributions reflected in relevant UN and IGO reports and documents from targeted processes	Program 20
	No. of WIPO initiatives in partnership with UN and other IGOs for the implementation of the SDGs	Program 20
	New joint initiatives with other UN agencies/IGOs	Program 21
	% of spend through UN cooperation	Program 24
	% of locally sourced goods and services compared to total amount procured for development activity	Program 24

PROGRAM 19 Communications

Implementation Strategies

- Spread an enduring, positive narrative about WIPO's Programs, activities, flagship publications, public-private initiatives, and services through integrated marketing, communications and press strategies and accompanying multi-media content resources;
- Extend reach to target audiences worldwide and build engagement with WIPO by optimizing and expanding the channels, tools and activities used to communicate key messages via WIPO's owned channels (e.g. the WIPO website and social media channels, WIPO Wire, WIPO Magazine, Newsletters) and via third party platforms;
- Enable WIPO Programs and external stakeholders to amplify and share WIPO's key messages and content more effectively through new communication resources and activities;
- Enhance WIPO's reputation and brand value by ensuring the consistent use of WIPO's messaging narrative, visual identity, brand values and customer experience standards across the Organization;
- Improve the brand experience of WIPO stakeholders and customers by modernizing the infrastructure that delivers WIPO content and services (website and other digital channels, Library, Magazine, customer relationship management tools).

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Reputational damage through negative publicity can cause significant harm to the credibility of the Organization and the WIPO brand and could adversely affect business and staff morale.	Public disclosure, proactive provision of information, media awareness and openness in responding to queries. Continuous monitoring of press and social media coverage to enable timely reaction if required.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	Brand/Reputation: Stakeholders have a positive perception of WIPO's reputation.	85% of survey respondents agree/strongly agree, "WIPO has a good overall reputation." (2016 Perception Survey)	Positive reputation remains stable
	Brand/Reputation: Positive coverage of major WIPO activities/achievements in media outlets around the world	99% of all articles about WIPO were positive or neutral (2018)	At least 95% of all articles about WIPO are positive or neutral
	Engagement: Positive interaction with WIPO on social and digital media	28,064 "likes"; 21,136 retweets (2018)	15% biennial increase in the number of both "likes" and retweets of WIPO Twitter content
	Brand/Reputation: E-newsletter readership of communications content about major WIPO events, products, activities	16,622 subscribers to WIPO Wire in all languages (2018)	5% increase in WIPO Wire newsletter subscriptions over the biennium (all languages)
	Engagement with WIPO multi-media content	297,535 views on the WIPO YouTube channel (excluding pre-school) (2018)	5% increase in total video views on the WIPO YouTube channel (excluding pre-school)
	Engagement: Global participation in World IP Day Campaign	135 countries (2018)	Global participation is steady at 130 countries
	Engagement: Interaction with WIPO publications and promotional materials in different languages and formats, including for under-served audiences	Total downloads of WIPO publications (all languages: 2,559,063 (2018)	5% annual increase in total downloads of WIPO publication
Engagement: Broad use and overall satisfaction with the WIPO website	62,410,512 unique page views (2018)	(i) 10% annual increase in unique page views	

Expected Result	Performance Indicators	Baselines	Targets
	Engagement: eReadership of WIPO Magazine	1,157,116 unique views of the WIPO Magazine site (2018)	10% annual increase in unique page views
VIII.2. Improved service orientation and responsiveness to inquiries	Service: Overall customer satisfaction with WIPO services	Customer Satisfaction Index : TBD	80% satisfied and highly satisfied across WIPO services ⁴²
	Service: User satisfaction with Library services	81% of clients were highly satisfied ("excellent") (2018)	At least 80% of respondents are satisfied with Library services

Resources for Program 19

The overall resources for the Program in 2020/21 show a slight decrease of 0.7 per cent compared to the 2018/19 Approved Budget.

The slight decrease in personnel resources reflects the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018.

The increase in non-personnel resources is due to: (i) the implementation of the second phase of the virtual library; and (ii) the development of interactive displays for visitors, both reflected under ER VIII.1.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	10,693	10,610	10,816
VIII.2 Improved service orientation and responsiveness to inquiries	5,719	5,481	5,488
Total	16,412	16,090	16,304

⁴² PCT, Madrid System, the Hague System, and the corresponding Finance-related services

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

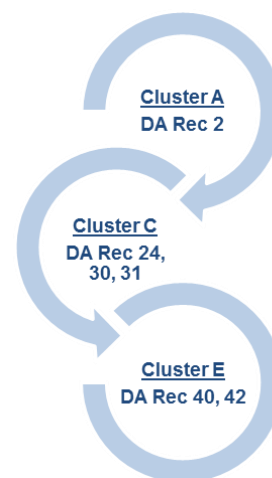
	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	13,492	12,774	13,190	(302)	-2.2%
<i>Temporary Staff</i>	432	569	451	19	4.4%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	13,923	13,343	13,641	(283)	-2.0%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	48	49	75	27	54.7%
<i>WIPO Fellowships</i>	-	48	-	-	n/a
Sub-total	48	97	75	27	54.7%
Travel, Training and Grants					
<i>Staff Missions</i>	176	120	176	-	0.0%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training & Related Travel Grants</i>	39	10	-	(39)	-100.0%
Sub-total	215	129	176	(39)	-18.2%
Contractual Services					
<i>Conferences</i>	4	5	-	(4)	-100.0%
<i>Publishing</i>	20	15	-	(20)	-100.0%
<i>Individual Contractual Services</i>	146	319	74	(73)	-49.7%
<i>Other Contractual Services</i>	1,852	1,986	2,132	279	15.1%
Sub-total	2,022	2,325	2,205	183	9.0%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	16	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	6	12	-	(6)	-100.0%
<i>UN Joint Services</i>	80	84	84	4	5.0%
Sub-total	86	112	84	(2)	-2.3%
Equipment and Supplies					
<i>Furniture & Equipment</i>	37	40	51	14	36.8%
<i>Supplies & Materials</i>	81	43	74	(7)	-8.8%
Sub-total	118	83	124	6	5.5%
Total B	2,489	2,747	2,664	175	7.0%
TOTAL	16,412	16,090	16,304	(108)	-0.7%
POSTS	37	37	37	-	

PROGRAM 20 External Relations, Partnerships and External Offices



Implementation Strategies – External Relations and Partnerships

- Strengthen partnerships, including through the WIPO Coordination Office to the United Nations in New York, with UN Organizations and IGOs to support the implementation of the 2030 Agenda for Sustainable Development (SDGs), the Addis Ababa Action Agenda (AAAA) and other shared global goals;
- Liaise closely with other Programs to facilitate timely provision of WIPO's technical contribution and information to relevant multilateral processes and initiatives, and to ensure that such initiatives fully benefit from WIPO's knowledge and expertise;
- Support the United Nations Framework Convention on Climate Change (UNFCCC) process, in particular, the UNFCCC Technology Mechanism, and facilitate practical collaboration between WIPO GREEN and the UNFCCC Climate Technology Center and Network (CTCN);
- Support the implementation of the Technology Facilitation Mechanism, in particular through the WIPO Coordination Office to the United Nations in New York, as a member of the Inter-Agency Team on Science, Technology and Innovation for the SDGs.
- Engage in the WIPO-WTO-WHO trilateral work on public health, innovation and IP, the UN Inter-agency Task Force on Non-Communicable Diseases, the World Summit on the Information Society (WSIS) and the Internet Governance Forum on bridging the digital divide;
- Create greater awareness of WIPO's programs and services amongst existing and potential partners so that the services are effectively utilized for achievement of shared objectives;
- Develop new strategic cooperation possibilities with existing and new partners and support WIPO's Programs in their efforts to mobilize resources;
- Participate in relevant meetings, including through the WIPO Coordination Office to the United Nations in New York, of major UN organs, ECOSOC and the General Assembly and engage with UN inter-agency processes and other IGOs, including, *inter alia*, IRENA, ISO, ITU, UNCTAD and WTO, on issues relevant to IP and innovation;
- Lead strategic and effective engagement with a wide-range of non-governmental stakeholders, including non-governmental organizations (NGOs), private enterprises and civil society, to foster policy dialogue and engagement in specific projects and events that contribute to the use of IP as a tool for development through international and multi-stakeholder cooperation.



Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Multilateral negotiations and meetings do not adequately consider WIPO's role and lead to duplication of IP related activities within the UN system.	Active engagement in major intergovernmental processes and ensuring an effective network of contacts within relevant Secretariats and stakeholders. Supporting balanced and inclusive IP discussions by providing space for all WIPO stakeholders to share their perspectives.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	No. of permanent observer NGOs engaging in WIPO's work and vice versa	Representatives of 229 permanently accredited NGOs attended 12 WIPO committee meetings in 2018	10 additional (end 2021)
	No. of records and sources of patent information in the Pat-INFORMED database	196 records from 20 industry sources (end 2018)	12% biennial increase
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	WIPO's contributions reflected in relevant UN and IGO reports and documents from targeted processes	85% of WIPO's contributions (9 out of 11 submissions) were reflected (2018)	85%
	No. of WIPO initiatives in partnership with UN and other IGOs for the implementation of the SDGs	6 initiatives (in 2018)	7 initiatives

Implementation Strategies – External Offices

- Ensure that the five long-established External Offices (the WIPO Brazil Office, the WIPO Office in China, the WIPO Japan Office, the WIPO Singapore Office and the WIPO Office in the Russian Federation) and the newly established External Office in Algeria form a seamless extension of the Organization in the field and are fully integrated into the Organization's functioning;
- Facilitate the establishment of the new WIPO Office in Nigeria (WNO), and any additional new External Offices, in accordance with the decision of the Member States;
- Ensure that WIPO's network of External Offices continue to operate on the basis of the core principles: adding value to what the Organization does; operating effectively and efficiently; contributing to mandate implementation in a complementary manner and avoiding duplication; functioning as work units which are fully integrated into the Organization's Results Framework; and operating on a sustainable basis;
- Focus the activities of the External Offices on those Expected Results to which they can bring a comparative advantage by virtue of their breadth of geographic coverage, strong relationships with a wide variety of stakeholders, unique position to gauge developments on the ground and quickly respond to them, and intimate knowledge of local needs, requirements and languages:
 - Strategic Goal I (Balanced Evolution of the International Normative Framework), Strategic Goal II (Provision of Premier Global IP Services), Strategic Goal IV (Coordination and Development of Global IP Infrastructure) and Strategic Goal VII (Addressing IP in Relation to Global Policy Issues);
 - Strategic Goal III (Facilitation of the use of IP for Development);
 - Strategic Goal VIII (A responsive communications interface);
- Support the evaluation of the WIPO External Office network, to be conducted by the Program and Budget Committee, during 2021.

WIPO Algeria Office (WAO)

- Facilitate the use of IP for development by organizing and contributing to activities aimed at enhancing human resource capabilities in the area of IP in Algeria, through engagement with the Government of Algeria and targeted activities, promoting and providing tailored information and advice on the use of these services in Arabic;
- Develop and implement strategic communications and outreach activities aimed at building awareness of the new WIPO External Office and aimed at building awareness of IP and of WIPO's role;
- Provide services (Service Centre) to users of WIPO's Global IP Services, providing information and feedback, including to questions in Arabic;

- Promote the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services, including in Arabic;
- Support and further strengthen the existing network of 52 TISCs established in Algeria, to broaden their impact in promoting access to and use of IP information by a broad range of stakeholders, both public and private.

WIPO Brazil Office (WBO)

- Provide advice and assistance to the Government of Brazil, on request, to facilitate Brazil's accession to the Madrid System;
- Provide services (Service Centre) to users of WIPO's Global IP Services, providing information and feedback to questions in Portuguese;
- Expand the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services in Portuguese;
- Facilitate the use of IP for development by organizing and contributing to activities aimed at enhancing human resource capabilities in the area of IP in Brazil and in other developing countries having cooperation programs with Brazil;
- Enhance efforts, particularly with respect to the Global IP Services, through close engagement with government institutions, universities, industry and other stakeholders which the Office has developed strong ties with; expand the network of stakeholder contacts through new partnerships for the promotion of IP.

WIPO Office in China (WOC)

- Provide services (Service Centre) to users of WIPO's Global IP Services, providing information and feedback to questions in Chinese.
- Expand the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services in Chinese;
- Respond to rising demand for alternative dispute resolution (ADR) services in China through tailored promotional activities and institutionalized partnerships with a view to encouraging enhanced use of the WIPO's Arbitration and Mediation Center (AMC) services;
- Promote and facilitate implementation of China's accession to WIPO treaties, in particular the Geneva Act (1999) of the Hague Agreement and the Marrakesh Treaty;
- Conduct targeted outreach to regions within China, in particular the Central and Western provinces, and communicate to a broad range of stakeholders, including government, the private sector, and academic and research institutions, about IP and WIPO's role;
- Further strengthen cooperation through joint activities with the Government of China, particularly the IP-related and judicial authorities, building upon the strong foundation of relations that has been established.

WIPO Office in Japan (WJO)

- Provide services (Service Centre) to users of WIPO's Global IP Services by providing information and feedback to questions in Japanese;
- Expand the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services in Japanese;
- Promote wider use of WIPO GREEN and WIPO Re:Search among Japanese companies focused on environmentally-friendly and public health technologies building on the strong relationships developed with a broad range of stakeholders, including IP associations;
- Manage aspects of the Japan Funds-in-Trust aimed at building capacity and enhancing the use of IP in businesses in developing and least developed countries largely in the Asia Pacific region by leveraging the WJO's close proximity to and constructive relationships with the Government of Japan, particularly the JPO. This will involve the

implementation of projects, such as the further development of the IP Advantage database and practical training courses for IP office officials and users of WIPO's services and IP infrastructure in target countries.

WIPO Office in the Russian Federation (WRO)

- Provide services (Service Centre) to users of WIPO's Global IP Services by providing information and feedback to questions in Russian;
- Promote the use of WIPO's Global IP Services in a strategic manner by reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services in Russian;
- Further extend the existing network of 170 TISCs established in the Russian Federation to broaden their impact in promoting access to and use of IP information by a broad range of stakeholders, both public and private;
- Interact with the Russian academic and scientific institutions in order to deliver targeted capacity building programs and enhance the capacities to deal with a broad range of IP issues;
- Reinforce and enhance engagement and communication with governmental bodies, inventors' societies and other stakeholders with which the Office has developed strong and productive relationships; create new partnerships, raise awareness and build capacity in the field of IP.

WIPO Office in Singapore (WSO)

- Support ASEAN efforts in the implementation of the ASEAN IPR Action Plan 2016 to 2025, in particular with respect to Strategic Goal 3 ('An expanded and inclusive ASEAN IP Ecosystem is developed') by drawing on the extensive working relationships with the private sector developed by the WSO.
- Provide services (Service Centre) to users of WIPO's Global IP Services in the region by providing information and feedback to questions;
- Promote the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users from the private sector in the region, as well as relevant IP authorities, through targeted activities;
- Promote WIPO's ADR services offered through the Arbitration and Mediation Center in Singapore;
- Promote WIPO's platforms, tools and publications in response to the increasing importance of IP in the ASEAN Region;
- Reinforce and enhance promotional efforts through strategic and targeted communications in collaboration with various stakeholder groups with which the WSO has established strong relationships;
- Continue to organize and conduct joint activities in cooperation with the Government of Singapore under the WIPO-Singapore MoU to promote IP awareness and build capacities in countries in the Asia and Pacific region.
- Represent the organization at events and fora in the region as a cost and time effective approach to increase the awareness of WIPO and its work amongst stakeholders in the region.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
The geographical separation of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	Maintain continuous and structured engagement to ensure that the work of the External Offices, particularly the work of those Offices recently established, is fully integrated into the work of the Organization, in a coherent and coordinated manner and in line with the Results Framework, workplans and day-to-day functioning of the Organization. ⁴³

⁴³ Managed by Program 21 (Executive Management)

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. of countries that have ratified or acceded to the Berne Convention, WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty	– Berne Convention (176) – WCT (99) – WPPT (99) – Beijing Treaty (23) – Marrakesh Treaty (48 covering 75 Member States) (end 2018)	– Berne Convention 181 (cumulative) – WCT: 105 (cumulative) – WPPT: 105 (cumulative) – Beijing Treaty: 40 (cumulative) – Marrakesh Treaty: 70 covering 97 Member States (cumulative)
	No. of ratifications/accessions to the Singapore Treaty	47 Contracting Parties (end 2018)	5 new accessions/ratifications
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of PCT and related topics	87% (WBO) 80% (WOC) 90% (WJO) 89% (WRO) 85% (WSO) (2018)	85% (all Offices)
II.3 Wider and more effective use of the Hague System, including by developing countries and LDCs	Membership of the Geneva (1999) Act	58 members (end 2018)	70 members (cumulative)
	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System	no events (WBO) 80% (WOC) 81% (WJO) 75% (WSO) (2018)	75%
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	Total Membership of the Madrid System	103 members (end 2018)	109 members (cumulative)
	% of policy makers, government officials, IP practitioners and participants in targeted workshop with enhanced understanding of the Madrid System	94% (WJO) 100% (WRO) 90% (WSO) (2018)	90%
II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs	No. of international registrations from developing countries and LDCs in force under the Lisbon System	128 out of 1,012 (end 2018)	141 out of 1,062
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, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development	91% (WBO) 80% (WOC) 95% (WJO) 91% (WRO) 85% (WSO) (2018)	85%
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of users per quarter in Global Databases Systems	PATENTSCOPE searches: 408,132 ⁴⁴ GBD: 491,206 GDD: 61,685 (Q4 2018)	320,000 565,000 71,000
	No. of sustainable ⁴⁵ national networks of TISCs	34 sustainable national networks (cumulative end 2018)	40 sustainable national TISC networks (cumulative)
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re: Search	WIPO Re:Search: 18 WIPO GREEN: 340 (end 2018)	20% increase both WIPO GREEN and Re:Search (end 2021)

⁴⁴ The 2018 baseline reflects an inflated number of users due to a high-level of bot attacks during Q4 2018 and is, therefore, not indicative of regular usage.

⁴⁵ Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand

Expected Result	Performance Indicators	Baselines	Targets
VIII.1. More effective communication to a broad and diverse public about intellectual property and WIPO's role	Increased traffic to the website of WIPO External Offices ⁴⁶	7,553 (WOC) 8,341 (WBO) 16,272 (WJO) 7,359 (WRO) 3,985 (WSO) (2018)	5% annual increase (all Offices)
VIII.2 Improved service orientation and responsiveness to inquiries	Processing time of inquiries	% of responses prepared within: WBO: 90% within 24h WOC: 95% within 24h WJO: 97% within 24h WRO: 95% within 24h WSO: 100% within 24h (2018)	24h all offices

Resources for Program 20

The overall resources for Program 20 in 2020/21 shows an increase of 13 per cent compared to the 2018/19 Approved Budget, including an upward adjustment in non-personnel resources to further strengthen the network of External Offices.

The increase in the number of posts and personnel resources reflects: (i) the redeployment of two posts for the WAO and the WNO (ER III.2); (ii) the regularization of one post in the WOC, reflected across Expected Results; (iii) one temporary position to support the demands of the WRO, reflected across Expected Results; and (iv) one additional post to support engagement with NGOs (ER VIII.4).

Variations in resources across Expected Results as compared to the 2018/19 Approved Budget are largely the result of more accurately aligning resources to the results for all WIPO External Offices for the 2020/21 biennium.

Program 20: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,022	1,066	699
II.1 Wider and more effective use of the PCT system for filing international patent applications	471	406	512
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	611	485	692
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	293	466	555
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	-	97	161
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	-	-	25
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	2,070	2,654	3,527
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	451	330	391
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 and better outcome of IP administration	53	40	53
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	615	535	585
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	1,283	1,188	1,165
VIII.2 Improved service orientation and responsiveness to inquiries	1,409	1,396	1,422
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	786	1,184	1,285
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	4,190	4,430	3,903
Total	13,255	14,278	14,975

⁴⁶ The data reflect the traffic to External Offices' homepages for all available languages.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	8,855	9,798	10,001	1,146	12.9%
<i>Temporary Staff</i>	706	509	505	(201)	-28.5%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	9,561	10,306	10,506	945	9.9%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	149	81	149	-	0.0%
<i>WIPO Fellowships</i>	50	25	50	-	0.0%
Sub-total	199	106	199	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	767	821	1,009	242	31.6%
<i>Third-party Travel</i>	615	717	493	(122)	-19.9%
<i>Training & Related Travel Grants</i>	15	20	211	196	1306.7%
Sub-total	1,397	1,558	1,713	316	22.6%
Contractual Services					
<i>Conferences</i>	298	247	376	78	26.2%
<i>Publishing</i>	15	15	25	10	66.7%
<i>Individual Contractual Services</i>	345	481	666	321	93.0%
<i>Other Contractual Services</i>	100	310	58	(42)	-42.0%
Sub-total	758	1,052	1,125	367	48.4%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	1,041	1,057	950	(91)	-8.7%
<i>Communication</i>	65	72	36	(29)	-45.0%
<i>Representation & Other Operating Expenses</i>	139	65	337	198	142.4%
<i>UN Joint Services</i>	1	1	-	(1)	-100.0%
Sub-total	1,246	1,195	1,323	77	6.1%
Equipment and Supplies					
<i>Furniture & Equipment</i>	26	11	48	22	86.2%
<i>Supplies & Materials</i>	67	50	60	(7)	-10.4%
Sub-total	93	60	108	15	16.6%
Total B	3,693	3,972	4,468	775	21.0%
TOTAL	13,255	14,278	14,975	1,720	13.0%
POSTS	24	29	28	4	

Strategic Goal IX EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT

Expected Result	Performance Indicators	Responsible Program(s)
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of queries for legal advice and services that receive prompt responses from OLC	Program 21
	Timely provision of financial and management reports and analysis required by senior management, Program Managers and Member States	Program 22
	% of PBC documents published on time	Program 22
	WIPO's ERP system (AIMS) is operating efficiently and being managed according to best practices	Program 22
	Ongoing enhancements to AIMS are introduced efficiently and respond to business needs	Program 22
	Enhanced and new automated processes in the HR Operations Service	Program 23
	Collective Medical Insurance Protection rate	Program 23
	Cost savings for goods and services procured by WIPO	Program 24
	% of expenditure with corporate entities through use of Long Term Agreements (LTAs)	Program 24
	% of user satisfaction with the tendering process	Program 24
	Processing time of TaM requests	Program 24
	Processing time Visa	Program 24
	Average air ticket fare	Program 24
	Average service fee	Program 24
	% compliance with the advance purchase rule	Program 24
	WIPO premises and installations remain fit for purpose	Program 24
	WIPO premises are effectively used and occupied	Program 24
	ICT systems are designed, developed and implemented against WIPO agreed standards for data, applications and technology	Program 25
	Increase in the number of common ICT components used in the implementation of IP Platforms	Program 25
	ICT platforms are cost-effectively hosted and managed in line with business demands	Program 25
	Customer satisfaction	Program 25
	ICT projects are managed in accordance with the WIPO project management and service transition guidelines	Program 25
	% of internal and external participants satisfied with WIPO Conference Services	Program 27
	% of Committees and Working Group documents published on time (i.e two months before the relevant meeting)	Program 27
	Cost per word of translation	Program 27
	Cost effective printing	Program 27
	Compliance with records and archives management principles and good practices	Program 27
% of staff aware of their information security responsibilities, security policies and best practices	Program 28	
IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results	Improved Organizational Resilience and Preparedness	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 Advisory Committee Investments (ACI) or by the investment policy	Program 22
	Enhanced maturity of managing for results (RBM) (including Risk Management)	Program 22
	% of WIPO operational units that have substantively completed the gender marker coding in the annual workplans	Program 22
	Payments to commercial suppliers made on time	Program 22
	Increased participation from receiving Offices (ROs) and increased volume of search fees in the PCT-Fee netting pilot program	Program 22
	Reduction in the no. of claims related to rule 16.1(e) from International Searching Authority (ISAs)	Program 22
	Geographical diversity: % of staff per region	Program 23
	Recruitment lead time	Program 23

Expected Result	Performance Indicators	Responsible Program(s)
	% of staff whose performance is evaluated against their individual objectives and competencies	Program 23
	No. of days to: (i) notify staff of decisions on grievances (ii) notify staff of decisions on rebuttals (iii) provide responses to requests for advice	Program 23
	Gender balance: % of women from P4 to D2 levels	Program 23
	Enhanced maturity of HR Planning	Program 23
	% of staff who have completed the mandatory training programs	Program 23
	Increase in applications from unrepresented Member States	Program 23
IX.3		
An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	% of WIPO staff being aware of WIPO ethics principles and policies	Program 21
	% of staff members that have signed a statement attesting that they have read and intend to abide by the WIPO Code of Ethics	Program 21
	% of relevant staff members who comply with WIPO's Financial Disclosure Policy	Program 21
	Enhanced management awareness and accountability for the application of the regulatory framework	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 activities on the environment	Program 24
	WIPO Offices meet standards derived from security risk assessments	Program 28
	% of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances	Program 28
	Information Security vulnerabilities are remediated within agreed timelines	Program 28
	Compliance with the UN Security Management Framework of Accountability	Program 28
	Increased compliance with Information Security policies	Program 28
	Enhanced capability to detect and respond to information security threats ensuring minimal business disruption	Program 28
IX.5		
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
	% of Oversight work completed and reported in a timely manner	Program 26
	% of internal stakeholders who perceive that IOD recommendations are SMART	Program 26
	% of internal stakeholders who perceive that Oversight work is relevant	Program 26
	No. of Oversight recommendations accepted	Program 26

PROGRAM 21 Executive Management

Implementation Strategies

- **Strengthen engagement with Member States:** Undertake regular, targeted communications with Member States to disseminate information and garner feedback on program implementation to further reinforce transparency;
- **Strengthen internal coherence:** Champion and support decisive, integrated and accountable management focused on the delivery of results while fostering ethical conduct and governance responsibility. Ensure the effective coordination of WIPO's activities contributing to the UN Sustainable Development Goals (SDGs). Coordinate the functioning of WIPO's External Offices aiming at ensuring that the network adds value, efficiency and effectiveness to program delivery in a coordinated and complimentary manner and ensuring the smooth expansion of the network in line with the decisions of the Member States;
- **Deliver prompt and reliable legal advice and services:** Provide effective support and advice to the Director General, the Secretariat, and Member States on a wide range of constitutional, contract, treaty, and administrative law matters, consistent with statutory requirements and applicable law with a view to ensuring the effective administration and performance of the Organization and its overall body of laws, including the smooth functioning of the meetings of its constituent organs;
- **Develop WIPO's systematic approach in the area of the judicial administration of IP through the WIPO Judicial Institute:** Support the efficient and effective judicial administration of IP in Member States, aligned with national legal traditions, and economic and social circumstances. Provide online and offline platforms for the exchange of IP information and practices of common concern among national and regional judiciaries. Support Member States in strengthening the human and institutional capacities of the judiciary for IP adjudication. Conduct and coordinate research and studies on judicial systems and decisions on IP. Maximize institutional synergies by building formal and informal cooperation mechanisms with and among national and regional judicial and quasi-judicial bodies working in IP;
- **Enhance the organization of the WIPO Assemblies:** Ensure efficient and timely internal and external coordination, planning and preparation of the Assemblies to facilitate the work of Member States and observers in WIPO's governing bodies;
- **Further develop WIPO's comprehensive ethics and integrity system:** Further develop standards and principles that meet best practices in the United Nations System, building on WIPO's ethics and integrity principles as laid down in its Code of Ethics. Undertake awareness raising and sensitization activities to further enhance the Organization's ethical culture and strengthen ethical conduct by all staff at all levels of the Organization. Provide advisory services to WIPO managers; further develop follow-up procedures and other related services;
- **Improve WIPO's overall operational resilience:** Continue to develop policy, plans and guidance, to further strengthen the capabilities required to ensure operational processes when exposed to a broad range of risks. Organize targeted training exercises for the Crisis Management Team and critical staff teams. Conduct key awareness raising activities along with continued collaboration on security training and disaster recovery exercises;
- **Build WIPO's contribution to the United Nations Chief Executive Board (CEB):** Strengthen WIPO's active role in the CEB to facilitate coordination and cooperation within the United Nations System, including through its contribution to the system-wide-strategy for the realization of the SDGs. Engage in UN-wide initiatives to promote innovation and creativity including sharing of good practices and lessons learned;
- **Provide event-related services to Member States and other stakeholders:** Support Member States and other stakeholders in organizing high-level events to increase the visibility and raise awareness of the role of IP in fostering economic, social and cultural development;
- **Improve the prevention and handling of grievances and conflict:** Conduct targeted outreach to staff, including through bilateral talks, staff meetings, training courses, round table discussions through a peer-support group ('Relays' network), to build awareness and encourage recourse to conflict resolution mechanisms, notably mediation, when appropriate, with a view to fostering a harmonious and effective work environment.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
<p>The geographical separation of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.</p> <p>WIPO's effective engagement with Member States is of paramount importance to the achievement of 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 related Programs. As the international rule-making body for IP, such a situation would negatively impact WIPO's credibility.</p>	<p>Maintain continuous and structured engagement to ensure that the work of the External Offices, particularly the work of those offices recently established, is fully integrated into the work of the Organization in a coherent and coordinated manner and in line with the Results Framework, workplans and day-to-day functioning of the Organization.⁴⁷</p> <p>Continued close, trusted and transparent coordination between the Secretariat and Member States.</p>

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	% of treaty notifications that are promptly processed by OLC	92% of treaty notifications are processed by OLC within 3 days (2018)	95%
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	Level of sustained engagement by Member State judiciaries	64 countries represented in the Judges Forum (2018)	65 countries represented per Judges Forum
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	Level of satisfaction of participants in judicial training	89%	> 85%
IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of national collections in the judgments database	n/a	8
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	No. of Member States participating in the WIPO Awards Program	42 (2018)	45 per year
VIII.3 Effective engagement with Member States	% of Committee Meetings for which pre-Committee information meetings for Member States are held	87%	90%
	Satisfaction rate of Member States and stakeholders with the organization of events	90% (2018)	85%
	% of official documentation prepared by OLC that is published on time	– 95% on time – 5% within 1 week after the due date (2018)	95% on time
	Timeliness of publication of Assemblies documents	89% on time (2018)	90% on time
	Delegates' satisfaction levels with the organization of the Assemblies	93% overall satisfaction (2018)	80% overall satisfaction

⁴⁷ See Program 20 (External Relations, Partnerships and External Offices)

Expected Result	Performance Indicators	Baselines	Targets
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	New joint initiatives with other UN agencies/IGOs	1 additional (2018)	2 additional in 2020/21
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of queries for legal advice and services that receive prompt responses from OLC	95% of requests for legal advice are responded to within the timeframe requested, or within 3 days when no deadline is specified (2018)	95%
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	Improved Organizational Resilience and Preparedness	Draft Business Continuity Plans (BCPs) drawn up and shared with: (i) Critical business functions: - Procurement and travel - Communications - DPPF, HRMD, ICTD, OLC, PID, SIAD (ii) and critical applications / data sources were covered in the draft BCPs for: - Global Brands Databases, IPOBS, UPOV (2018)	100% of organizational BCPs for critical business and support functions are updated annually
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	% of WIPO staff being aware of WIPO ethics principles and policies	86% (2016 Ethics Office Survey)	Maintain
	% of staff members that have signed a statement attesting that they have read and intend to abide by the WIPO Code of Ethics	TBD (end 2019)	75%
	% of relevant staff members who comply with WIPO's Financial Disclosure Policy	100% of relevant staff: -38% female -62% male	95%

Resources for Program 21

The overall resources for Program 21 in 2020/21 show an increase of 30.3 per cent compared to the 2018/19 Approved Budget, reflecting: (i) WIPO's increased engagement related to the SDGs (ER VIII.5), resulting in a shift in resources from ER IX.2; (ii) the centralization of WIPO events and protocol-related activities (ER VIII.3); (iii) an increased demand for legal services (ER IX.1); (iv) the creation of a program dedicated to the judicial administration of IP (ERs I.2, III.2 and IV.2); and (v) the transfer of messenger and driver services from Program 24 (ER IX.1).

In addition, the increased resources dedicated to ER IX.3 address the needs for the WIPO ethics function, including provisions for the Financial Disclosure and Declaration of Interests (FDDI) and the Protection against Retaliation (PaR).

The shift in resources from ER I.1 to ER IX.1 is due to more accurately aligning personnel resources with the demands of the Office of the Legal Counsel.

The decrease of temporary staff resources reflects the regularization of two continuing functions.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	607	565	547
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	-	587	1,211
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	-	420	921
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	-	195	328
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	194	144	129
VIII.3 Effective engagement with Member States	7,342	8,242	7,974
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	141	686	1,074
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	3,854	6,144	6,557
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	6,969	5,420	6,039
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	941	1,115	1,342
Total	20,047	23,518	26,123

Funds in Trust Potentially Available for Programming in 2020/21¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 21						
Australia ⁴	650	-	650	-	-	-
Total	650	-	650	-	-	-

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

⁴ This FIT includes several activities carried out under Programs 1, 3, 5, 9, 15, 16, 18 and 30. The Government of Australia is currently considering a possible FIT III.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	15,034	17,546	19,605	4,571	30.4%
<i>Temporary Staff</i>	1,745	1,443	1,412	(333)	-19.1%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	16,780	18,988	21,017	4,238	25.3%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	51	-	-	n/a
<i>WIPO Fellowships</i>	-	-	24	24	n/a
Sub-total	-	51	24	24	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	822	902	957	135	16.4%
<i>Third-party Travel</i>	10	81	610	600	6000.0%
<i>Training & Related Travel Grants</i>	5	5	128	123	2460.0%
Sub-total	837	988	1,695	858	102.5%
Contractual Services					
<i>Conferences</i>	60	198	100	40	66.7%
<i>Publishing</i>	7	8	7	-	0.0%
<i>Individual Contractual Services</i>	855	637	1,110	255	29.8%
<i>Other Contractual Services</i>	85	961	542	457	537.6%
Sub-total	1,007	1,803	1,759	752	74.7%
Finance Costs	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	10	220	220	n/a
<i>Communication</i>	-	-	30	30	n/a
<i>Representation & Other Operating Expenses</i>	800	912	830	30	3.8%
<i>UN Joint Services</i>	80	105	-	(80)	-100.0%
Sub-total	880	1,027	1,080	200	22.7%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	189	20	20	n/a
<i>Supplies & Materials</i>	544	472	528	(16)	-3.0%
Sub-total	544	661	548	4	0.6%
Total B	3,268	4,530	5,105	1,838	56.2%
TOTAL	20,047	23,518	26,123	6,075	30.3%
POSTS	35	47	51	16	

PROGRAM 22 Program and Resource Management

Implementation Strategies

- Manage investments, under the oversight of the Advisory Committee on Investments (ACI). With the assistance of investment advisors, the Organization will manage its core and strategic cash in accordance with the Organization's investment policy as well as carefully monitor and manage the Organization's operating cash within the context of persistent negative interest rates for the Swiss franc;
- Strengthen management of foreign exchange risks by gradually extending the netting solution for foreign exchange flows between IP Offices and the IB to include additional Offices beyond those included in the pilot in 2018/19. Examine the feasibility of extending the solution to include flows beyond those related to PCT, such as those relating to Madrid and the Hague Systems;
- Provide efficient and quality services to fee-paying customers of WIPO's Global IP systems through modernised payment systems, customer-driven account management tools, a strengthened finance service desk and the deployment of a Contracting Party e-portal for distribution reporting. Expand the integration and implementation of the global payment platform (adopted as part of the Global IP Platform Project) to all revenue-generating sectors;
- Continue to operate the results-based system to enhance performance and cost-effectiveness of WIPO operations and strengthen management accountability. Mainstream gender perspectives in WIPO policies and programs, including the identification and monitoring of applicable gender-sensitive performance indicators. Identify opportunities for the simplification of processes and systems;
- Continue to advance the maturity of risk management and internal controls through: (i) progress on the activities set out in the anti-fraud roadmap; (ii) enhancing the use of data analytics/ICT systems to monitor and strengthen controls; (iii) systematic follow-up of audit and oversight recommendations; and (iv) the facilitation of the work of the Risk Management Group;
- Provide robust support and services to users of the Enterprise Resource Planning (ERP) and Enterprise Performance Management (EPM) Systems that are being mainstreamed in 2018/19. The expanded footprint and high dependence of multiple critical business processes on the ERP systems will necessitate a further increase in maturity to ensure the effective operation of the ERP system and its ongoing evolution to respond to business needs. This will require the completion of the transformation of structure, processes and skill sets as well as establishment of a resource model that provides for quality and sustainability. Planning and preparations for the shift of the ERP systems to the cloud will also be undertaken in the biennium.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
There is a risk that the value of some or all of the investments made under the investment strategies that were approved by Member States for operating, core and strategic cash pools could decrease, either temporarily or permanently, which could result in a reduction in net assets (reserves). The potential for a greater loss will be higher as the cash holdings in each of these cash pools increase over time.	Investments held for operating, core and strategic cash will be diversified in accordance with the guidelines permitted by the policy on investments, following its revision in 2017. Each cash pool's investment performance will be closely monitored by the ACI and by the Organization's investment advisors regularly, with adjusting action taken when necessary.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IX.1. Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	Timely provision of financial and management reports and analysis required by senior management, Program Managers and Member States	Monthly closure completed 10 working days after month end for 9 out of 10 months ⁴⁸ (2018)	Monthly closure completed 10 working days after month end except for January and December

⁴⁸ January and December are excluded due to the financial closure process.

Expected Result	Performance Indicators	Baselines	Targets
	WIPO's ERP system (AIMS) is operating efficiently and being managed according to best practices	<ul style="list-style-type: none"> - uptime: 99.9% - average time to close high priority incidents: 2.49 days (2018) - ITIL compliant processes: 3 - average cost per incident: 2,461 CHF (2018) 	<ul style="list-style-type: none"> - uptime: 99.90% - average time to close high priority incidents: 2 days - ITIL compliant processes: 6 - average cost per incident: 2,000 CHF
	Ongoing enhancements to AIMS are introduced efficiently and respond to business needs	<ul style="list-style-type: none"> - Average cost per change request: 3,682 CHF (2018) - Level of user satisfaction: 72% (2018) 	<ul style="list-style-type: none"> - Average cost per change request: 3,250 CHF - Level of user satisfaction: 80%
	% of PBC documents published on time	<ul style="list-style-type: none"> - 43% on time - 14% within 1 week after the due date - 29% within 4 weeks after the due date (2018) 	60% on time
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	Clean audit report received for 2017 and answers provided to all financial audit recommendations	Clean audit report for both years of the biennium
	Return on invested funds in line with benchmarks established by the Advisory Committee Investments (ACI) or by the investment policy	Investments are held in accordance with the investment policy and are in line with benchmarks established by the policy/ACI	Return on invested funds is in line with the benchmark established by the investment policy/ACI
	Increased participation from Receiving Offices (ROs) and increased volume of search fees in the PCT-Fee netting pilot program	30 ROs, representing approximately 65.8% of PCT search fee volume in relation to 3 ISAs (end 2018)	Participating ROs represent all of PCT search fee volume in relation to participating ISAs (end 2021)
	Reduction in the no. of claims related to rule 16.1(e) from International Searching Authority (ISAs).	5 ISAs submitted claims related to rule 16.1(e) in 2018, of which three ISAs were participants in the netting pilot program (2018)	Claims related to rule 16.1(e) from participating ISAs will be eliminated by end 2021
	Payments to commercial suppliers made on time	<ul style="list-style-type: none"> - Net 30-day payments: 94% paid on time based on the invoice date indicated by the supplier - Immediate payments: 94% paid within 1 week of the receipt date (2017) 	<ul style="list-style-type: none"> - 90% of net 30-day payments are paid on time based on the invoice date indicated by the supplier - 90% of immediate payments are paid within 1 week of the receipt date
	Enhanced maturity of managing for results (RBM) (including Risk Management) ⁴⁹	Maturity Level 4 (2016/17)	Maturity level 4.5 (end 2021)
	% of WIPO operational units that have substantively completed the gender marker coding in the annual workplans	46 operational units (47%) out of 97 units substantively completed the gender marker coding in the 2018 workplan (end 2018)	At least 60% of WIPO's operational units have substantively completed the gender marker
IX.3. An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	Enhanced management awareness and accountability for the application of the regulatory framework	TBD	TBD

⁴⁹ The scale and ratings are based on the Joint Inspection Unit System-wide Review of RBM in the UN System. The rating scale: Stage 1-Not started; Stage 2- Exploration for mainstreaming; Stage 3- In the process of mainstreaming; Stage 4- Fully mainstreamed and continuous learning for refinement/adjustment; Stage 5- Evaluation and renewal.

Resources for Program 22

The overall resources for the Program in 2020/21 show an increase of 4 per cent compared to the 2018/19 Approved Budget.

The number of posts remain stable in the 2020/21 biennium. The decrease in personnel resources reflects the personnel costing for 2020/21, which takes into account the reduction of the PAM for Geneva, effective on June 1, 2018, as well as costing adjustments due to differences in the occupancy of posts. The slight increase in temporary resources primarily reflects additional temporary administrative support within the Finance Division.

The increase in non-personnel resources reflects additional resources to cover: (i) ongoing operations, user support and enhancements of WIPO's ERP systems (AIMS), reflected under ER IX.1; (ii) the provision for anticipated negative interest rates on Swiss franc deposits, reflected under ER IX.2; and (iii) the possible extension of the netting solution, reflected under ER IX.2.

The resources dedicated to ER IX.3 reflect the increased emphasis on advancing the maturity of risk management and internal controls.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	17,561	17,112	18,323
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	17,615	18,177	18,077
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	1,165	1,407	1,513
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	1,862	1,789	1,813
Total	38,203	38,485	39,726

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	24,237	23,013	23,732	(505)	-2.1%
<i>Temporary Staff</i>	883	902	980	97	11.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	25,120	23,915	24,711	(409)	-1.6%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	3	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	-	3	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	90	126	118	29	31.8%
<i>Third-party Travel</i>	407	389	407	-	0.0%
<i>Training & Related Travel Grants</i>	23	20	110	87	378.3%
Sub-total	519	535	635	116	22.3%
Contractual Services					
<i>Conferences</i>	41	70	51	11	25.9%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	815	821	1,377	562	69.0%
<i>Other Contractual Services</i>	9,398	10,579	11,240	1,842	19.6%
Sub-total	10,254	11,471	12,668	2,415	23.6%
Finance Costs	1,702	1,851	1,066		
Sub-total	1,702	1,851	1,066	(636)	-37.4%
Operating Expenses					
<i>Premises & Maintenance</i>	9	107	9	-	0.0%
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	401	439	435	34	8.4%
<i>UN Joint Services</i>	190	163	198	8	4.2%
Sub-total	600	709	642	42	6.9%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	1	-	-	n/a
<i>Supplies & Materials</i>	9	1	4	(5)	-52.9%
Sub-total	9	3	4	(5)	-52.9%
Total B	13,083	14,570	15,015	1,931	14.8%
TOTAL	38,203	38,485	39,726	1,523	4.0%
POSTS	72	72	72	-	

PROGRAM 23 Human Resources Management and Development

Implementation Strategies

- Continue to develop an enabling environment for a more agile workforce through skills realignment and career support, in line with the strategic goals of the Organization; streamline HR processes;
- Reinforce WIPO as an employer of choice through competitive conditions of employment, a harmonious and respectful workplace, opportunities for professional growth, promotion of staff well-being and work-life balance;
- Strengthen HRMD's role as a business partner, providing support and advice to managers and staff;
- Build a culture of commitment and accountability towards effective people management by providing relevant guidance and training to managers;
- Maintain a sound, modern and up-to-date regulatory framework for human resources management that supports operational efficiency and meets the evolving needs of the Organization and its staff;
- Continue to work towards a more equitable geographical representation and gender balance through broader and enhanced recruitment outreach programs and initiatives in partnership with engaged Member States;
- Ensure effective and responsive communication of HR initiatives to staff and managers; optimize channels of communication to staff, the staff representative body and other bodies that have a mandate relating to personnel administration and staff welfare;
- Continue the modernization and integration of ERP systems related to HR processes to gain further operational efficiencies and provide high-quality data for decision-making purposes while, at the same time, fostering the proficiency of staff and managers in the use of such systems.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
WIPO's business needs and operations continue to evolve, reflecting a change in required job profiles, especially for language and technology related skills and expertise. Competitiveness in recruitment capabilities is critical in these areas of global skill shortages, and the UN common system's approach can represent hindrances to securing the right skills within the timeframes required. A further constraint may be posed by the Organization's inability to address profile changes at the pace required as a result of the implementation of the new retirement policy.	<p>HRMD, in partnership with the business areas involved, will pursue more proactive and flexible recruitment practices and will look to fully utilize the mechanisms available (e.g. recruitment incentive) in this respect.</p> <p>HRMD will dynamically manage workforce realignment to reflect the Organization's needs, utilizing the mechanisms provided under the SRRs.</p>

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	<p>Collective Medical Insurance Protection rate⁵⁰</p> <p>Enhanced and new automated processes in the HR Operations Service</p>	<p>87.8% (2018)</p> <p>16 out of 18 (88.8%) (cumulative end 2018)</p>	<p>Maintain</p> <p>All documents processed through the Knowledge and Information Central (KIC) as part of Electronic Content Management (ECM)</p>

⁵⁰ The Collective Medical Insurance rate does not take into account the costs of insurance.

Expected Result	Performance Indicators	Baselines	Targets
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	Geographical diversity: % of staff ⁵¹ per region	Africa: 10.9% Asia & the Pacific: 18.5% Eastern & Central Europe & Central Asia: 8.3% Latin America & the Caribbean: 7.9% Middle East: 1.3% North America: 9.4% Western Europe: 43.8% (as at December 2017)	Agreement among Member States on WIPO's policy on geographical distribution
	Gender balance: % of women from P4 to D2 levels	P4 - 45.7% P5 - 35.1% D1 - 31.4% D2 - 18.2% (end 2017)	P4 - 50% P5 - 43% D1 - 37% D2 - 24%
	Recruitment lead time	18.55 weeks ⁵² (2017)	18 weeks
	Enhanced maturity of HR Planning ⁵³	Stage 3 (end 2017)	Stage 4
	Increase in applications from unrepresented Member States	6.9%	8%
	% of staff whose performance is evaluated against their individual objectives and competencies	2017: 97.1% (as of April 30 in every following year)	95%
	% of staff who have completed the mandatory training programs	TBD end 2019	80%
	No. of days to: (i) notify staff of decisions on grievances (ii) notify staff of decisions on rebuttals (iii) provide responses to requests for advice	(i) 60 days from receipt of response to grievance (ii) 30 days from receipt of response to rebuttal (iii) Out of 392 requests for advice received in 2018, a response was provided within: - 1 day in 83.7% of cases, - 2 to 5 days in 15.3% of cases, and - more than 5 working days in 1% of the cases. (2018)	(i) 60 days from receipt of response to grievance (ii) 30 days from receipt of response to rebuttal (iii) 5 working days from receipt of request for advice

Resources for Program 23

The overall resources for the Program in 2020/21 show an increase of 13.4 per cent compared to the 2018/19 Approved Budget.

The net increase in non-personnel resources is due to a combination of reduced costs as a result of insourcing medical services and additional resources for: (i) the promotion of gender equality; and (ii) an organization-wide training on staff well-being.

The increase in personnel resources reflects: (i) the enhancement of the WIPO Rewards and Recognition Program, including the WIPO Performance Reward⁵⁴; (ii) the assignment of additional posts to support the WIPO Medical Unit as well as the human resources operations, planning and classification functions; and (iii) the reclassification of three posts.

⁵¹ Only posts in the Professional and higher categories are subject to geographical distribution.

⁵² Corrigendum: The 2017 figure for recruitment lead time reflects the final calculation of all competitions completed in 2017.

⁵³ The scale and ratings are based on the Joint Inspection Unit System-wide Review of RBM in the UN System (see Program 22).

⁵⁴ In line with ICSC document A/72/30.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	12,006	12,781	12,571
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	12,624	12,938	15,369
Total	24,630	25,719	27,940

Funds In Trust Potentially Available for Programming in 2020/21¹
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 23						
Republic of Korea (Professional Officers) ⁴	1,079	173	728	524	776	1,300
TOTAL	1,079	173	728	524	776	1,300

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

⁴ Includes Professional Officers hired under Programs 5, 9 and 11.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	16,274	16,374	16,989	715	4.4%
<i>Temporary Staff</i>	637	1,102	529	(107)	-16.9%
<i>Other Staff Costs</i>	2,120	2,120	4,808	2,688	126.8%
Total A	19,030	19,596	22,326	3,296	17.3%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	49	685	49	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	49	685	49	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	247	231	247	-	0.0%
<i>Third-party Travel</i>	65	63	95	30	46.2%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	312	293	342	30	9.6%
Contractual Services					
<i>Conferences</i>	25	23	25	-	0.0%
<i>Publishing</i>	23	36	23	-	0.0%
<i>Individual Contractual Services</i>	831	777	831	-	0.0%
<i>Other Contractual Services</i>	3,410	3,310	3,270	(140)	-4.1%
Sub-total	4,289	4,146	4,149	(140)	-3.3%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	74	126	150	76	101.6%
<i>UN Joint Services</i>	791	796	791	-	0.0%
Sub-total	865	922	941	76	8.7%
Equipment and Supplies					
<i>Furniture & Equipment</i>	30	30	30	-	0.0%
<i>Supplies & Materials</i>	55	48	103	48	87.3%
Sub-total	85	78	133	48	56.5%
Total B	5,600	6,123	5,614	14	0.2%
TOTAL	24,630	25,719	27,940	3,309	13.4%
POSTS	44	48	48	4	

PROGRAM 24 General Support Services

Implementation Strategies

Procurement and Travel

- Implement a strategic and proactive approach to WIPO's sourcing of activities to ensure efficient, customer-oriented and compliant processes for procuring goods, services, individual contractors, travel and meeting-associated requirements, using additional IT tools or enhanced ERP functionalities, as appropriate;
- Consolidate the monitoring of the use of Long Term Agreements and enhance cooperation with other international organizations to reduce the time to procure and maximize savings through economies of scale and negotiations;
- Adapt the regulatory framework to enable the Organization to better address the need for innovation technologies;
- Enhance maturity of vendor performance management, working closely with contract managers in the Programs, with a view to obtain the best value for money during the contract duration;
- Further reduce the costs of travel and meetings through integration of IT tools, compliance monitoring and airline fare negotiations;
- Develop outreach capabilities for the identification of individual contractors worldwide through the extended use of social networks, while ensuring monitoring and compliance controls.

Premises and Environment and Social Responsibility

- Carry out regular quality maintenance of the premises and technical installations on the WIPO Campus, with a view to preserve optimal working conditions and reduce the need for delayed, emergency and costly repairs and interventions;
- Ensure organizational resilience and continuity of critical facilities and installations, in case of unexpected and unforeseen interruption, incident or accident, and examine feasibility for further upgrading the extent and types of redundancies, in line with potential future needs or expectations;
- Update and monitor capital investments under a long-term capital master plan for renovations, transformations and major upgrading or replacement of facilities and installations;
- Integrate environmental considerations in all building and technical maintenance and renovation projects to reduce WIPO's environmental footprint in accordance with the Host Country regulatory framework and the UN-wide context. Foster and implement initiatives and measures aimed at, *inter alia*, reducing carbon emissions caused by WIPO's activities within the framework of the climate neutrality goal established in 2014/15 for the Organization for the period 2014-2020; prepare for implementation of the new UN-wide context as of 2021 expected to be announced in 2020;
- Integrate social responsibility considerations, *inter alia*, in all building maintenance and renovation projects, in order to continue to improve physical accessibility to and on the WIPO Campus;
- Manage workspace and other types of spaces with a view to ensuring that the WIPO Campus remains fit for purpose with WIPO's evolving business needs.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Targeted efficiencies in the area of travel are not achieved due to under-optimized travel processes and/or external political factors.	Close monitoring of travel trends and conditions, alongside implementation of new technology tools, to enhance administrative efficiency.
Procurement and contract management processes underperform with relation to transparency, provision of value, or compliance.	Enhance the ability of contract managers to effectively manage supplier performance through the expansion of a contract manager training program.
Loss of safe access to, or inability to occupy, one or more buildings for a period of at least 7 days due to major building infrastructure breakdown.	Periodic verification of all key technical installations according to the established schedule and standard operating procedures, in line with organizational resilience plans; continued assessment of the need to undertake major preventive maintenance or renovation of key technical installations; regular review of adequacy of established standard operating procedures in place for periodical technical verifications of key installations, vis-à-vis the Organization's evolving resilience plans.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	% of spend through UN cooperation	6.6% (2017)	10% per year ⁵⁵
	% of locally sourced goods and services compared to total amount procured for development activity	84% (2018)	70% per year
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	4,018,798 CHF (2018) (preliminary)	6,000,000 CHF (biennium)
	% of expenditure with corporate entities through use of Long Term Agreements (LTAs)	42% (preliminary 2018)	10% biennial increase
	% of user satisfaction with the tendering process	70% (preliminary 2018)	75%
	Processing time of TaM ⁵⁶ requests	95% less than 4 hours (end 2018)	95% less than 4 hours
	Processing time Visa	95% less than 24 hours (end 2018)	95% less than 24 hours
	Average air ticket fare	1,269 CHF (end 2018)	3% biennial decrease
	Average service fee	71 CHF (end 2018)	3% biennial decrease
	% compliance with the advance purchase rule	83% (end 2018)	85%
	WIPO premises and installations remain fit for purpose	Maximum of 1 working day per year with a breakdown of a technical installation (electricity, water, heating, cooling, ventilation) affecting WIPO core activities (2018)	Maintain maximum of 1 working day per year with a breakdown of a technical installation (electricity, water, heating, cooling, ventilation) affecting WIPO core activities
	WIPO premises are effectively used and occupied	80 rented workplaces 2 offsite storage/archiving areas (2018)	Maintain 80 rented workplaces

⁵⁵ Includes UNICC-related expenditure as from 2020.

⁵⁶ Travel and Meeting requests

Expected Result	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	Improved physical access to the WIPO Campus	Implementation of the recommendations in accordance with the defined Roadmap to be finalized in 2019	Implementation of the recommendations in accordance with the defined Roadmap
	Reduced impact of WIPO activities on the environment	Energy consumption for all HQ buildings and rented buildings in Geneva : – electricity (7,511,018 kWh) water (32,824 m ³) – natural gas for heating (2,828 kWh/HDD ⁵⁷) – Geneva Lake Water system for cooling (8,319 kWh/CDD ⁵⁸) (end 2018) Carbon emissions: 7,445 tons CO ₂ , of which 100% was offset ⁵⁹ (end 2018)	Maintain energy consumption at end 2017 levels: (+/- 2% for electricity and water) (+/- 5% for heating and cooling energy sources) Maintain carbon emissions at 2017 ⁶⁰ levels (+/- 2%)

Resources for Program 24

The overall resources for the Program in 2020/21 show an increase of 2.7 per cent compared to the 2018/19 Approved Budget.

The increase in non-personnel resources is primarily due to: (i) an anticipated increase in the rental costs for the CAM building as reflected under ER IX.1; (ii) enhancement of procurement processes, in particular, the automation of the RFP process, reflected under ER IX.1; and (iii) strengthened representation at UN high-level meetings, reflected under ER VIII.5.

The decrease in personnel resources is the result of the reassignment of one post from the Program to support priorities in other areas of the Organization, reflected under both ER IX.1 and ER IX.4.

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

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	1,820	1,788	2,009
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	35,899	36,268	36,822
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	914	791	862
Total	38,634	38,847	39,694

⁵⁷ Heating Degree-Days Unified (HDD) is the technical performance indicator recognized by and utilized in the industry context.

⁵⁸ Cooling Degree-Days Unified (CDD) is the technical performance indicator recognized by and utilized in the industry context.

⁵⁹ The emissions declared and the offsetting done relate to emissions caused by WIPO facilities (approximately 25 per cent of total emissions) and financed travel (staff and third party) (approximately 75 per cent of total emissions).

⁶⁰ WIPO receives the final validated count of annual emissions from the United Nations Environment Programme (UNEP) in October of the following year.

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

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	16,879	16,734	16,716	(164)	-1.0%
<i>Temporary Staff</i>	228	402	195	(33)	-14.5%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	17,108	17,136	16,911	(197)	-1.2%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	24	-	24	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	24	-	24	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	188	165	186	(2)	-1.1%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training & Related Travel Grants</i>	-	10	2	2	n/a
Sub-total	188	175	188	-	0.0%
Contractual Services					
<i>Conferences</i>	-	2	-	-	n/a
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	110	65	190	80	72.7%
<i>Other Contractual Services</i>	1,838	2,211	2,600	762	41.4%
Sub-total	1,948	2,277	2,790	842	43.2%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	18,078	18,551	18,648	570	3.2%
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	14	20	14	-	0.0%
<i>UN Joint Services</i>	60	58	69	9	14.3%
Sub-total	18,152	18,628	18,731	579	3.2%
Equipment and Supplies					
<i>Furniture & Equipment</i>	704	208	704	-	0.0%
<i>Supplies & Materials</i>	511	422	347	(164)	-32.1%
Sub-total	1,214	630	1,051	(164)	-13.5%
Total B	21,526	21,711	22,783	1,257	5.8%
TOTAL	38,634	38,847	39,694	1,060	2.7%
POSTS	50	50	49	(1)	

PROGRAM 25 Information and Communication Technology

Implementation Strategies

- Provide reliable, secure and cost-effective ICTD infrastructure services to WIPO's key business sectors and users at WIPO Headquarters in Geneva and in External Offices in compliance with WIPO's security and risk management framework; review and re-align ICTD processes, structure and service delivery models to enhance responsiveness to business needs;
- Ensure cost-effectiveness of ICTD operations and services through optimization of existing infrastructure and services, including through migration to the cloud; strategic sourcing of new ICT services, including the incorporation of cloud services; and strengthened vendor and service provider management;
- Support business systems and projects through: (i) Identity and Access Management (IAM) capabilities to strengthen the security of access to WIPO information systems and assets in a uniform manner across the Organization; and (ii) Enterprise Content Management (ECM) capabilities, to improve Organization-wide knowledge-sharing and information;
- Continue the delivery of Enterprise Architecture services to key ongoing initiatives related to WIPO's IP systems including the Global IP Platform, the Hague Platform, the common payment platform and the Madrid Platform initiatives;
- Continue to ensure state-of-the-art end-user computing facilities through hardware refresh and software upgrades; enhance end-user mobility; maintain reliable and modern conference technologies and audio visual services;
- Continue to enhance ICT service continuity and resilience.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Critical information systems experience unacceptable levels of interruption, resulting in a negative impact on the key activities of the Organization, including, <i>inter alia</i> , loss of vital records, filing data and reputational damage for the Organization.	Maintain, develop and annually test the ICT service continuity measures put in place as part of WIPO's organizational resilience strategy and ensure continued alignment between ICT capabilities and business continuity plans.
With the migration of WIPO's IT business applications to the cloud, there is a potential overlap of service provision and related costs between the UN International Computing Centre (UNICC) and WIPO's cloud service provider.	Maintain close collaboration between WIPO and UNICC to ensure that, as applications are migrated to the cloud, the corresponding service is decommissioned in a timely manner by UNICC.

Expected Results and Performance Indicators

Expected Result	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 designed, developed and implemented against WIPO agreed standards for data, applications and technology	5 (end 2018)	10 (cumulative)
	Increase in the number of common ICT components used in the implementation of IP Platforms	4 (end 2018)	10 (cumulative)
	ICT platforms are cost-effectively hosted and managed in line with business demands	TBD end 2019	TBD
		1.75 service incidents with medium or high impact per month (2017)	No increase in service incidents of medium or high impact in spite of planned major ICT transformation projects
	Customer satisfaction	75% of Business Sectors satisfied with ICTD services (2017)	Maintain level of user satisfaction
	97% satisfied with Service Desk services (2017)	Maintain level of user satisfaction	

Expected Result	Performance Indicators	Baselines	Targets
	ICT projects are managed in accordance with the WIPO project management and service transition guidelines	<ul style="list-style-type: none"> – 100% (5 out of 5) of ICTD projects applied PRINCE2 methodology – 100% (3 out of 3) of ICTD projects follow agreed Service Transition guidelines (2017) 	<ul style="list-style-type: none"> – 100% of ICTD projects apply PRINCE2 methodology – 100% of ICTD projects follow agreed Service Transition guidelines No exceptions

Resources for Program 25

The overall resources for the Program in 2020/21 show a decrease of 4.1 per cent compared to the 2018/19 Approved Budget.

The number of posts remain stable in 2020/21. The slight increase in personnel resources reflects the difference in costing due to a higher occupancy of posts and statutory personnel cost increases for staff in the General Service category.

The decrease in non-personnel resources primarily reflects a downward adjustment for the hosting of major business systems, following the implementation of the cloud first strategy and progress in the migration of existing WIPO applications to the cloud.

Program 25: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	52,088	52,251	49,938
Total	52,088	52,251	49,938

Program 25: Resources by Cost Category
(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
Posts	13,631	13,690	13,764	133	1.0%
Temporary Staff	-	74	-	-	n/a
Other Staff Costs	-	-	-	-	n/a
Total A	13,631	13,764	13,764	133	1.0%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
Internships	-	-	-	-	n/a
WIPO Fellowships	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Travel, Training and Grants					
Staff Missions	74	74	74	(0)	-0.7%
Third-party Travel	-	-	-	-	n/a
Training & Related Travel Grants	-	-	-	-	n/a
Sub-total	74	74	74	(0)	-0.7%
Contractual Services					
Conferences	50	50	-	(50)	-100.0%
Publishing	-	-	-	-	n/a
Individual Contractual Services	-	35	-	-	n/a
Other Contractual Services	31,477	31,435	28,558	(2,919)	-9.3%
Sub-total	31,527	31,520	28,558	(2,969)	-9.4%
Finance Costs					
Sub-total	-	-	-	-	n/a
Operating Expenses					
Premises & Maintenance	4,273	4,273	4,914	640	15.0%
Communication	1,570	1,570	1,839	269	17.1%
Representation & Other Operating Expenses	-	-	-	-	n/a
UN Joint Services	-	-	-	-	n/a
Sub-total	5,844	5,844	6,753	909	15.6%
Equipment and Supplies					
Furniture & Equipment	450	487	-	(450)	-100.0%
Supplies & Materials	563	563	790	227	40.4%
Sub-total	1,013	1,050	790	(223)	-22.0%
Total B	38,457	38,488	36,174	(2,283)	-5.9%
TOTAL	52,088	52,251	49,938	(2,150)	-4.1%
POSTS	35	35	35	-	

PROGRAM 26 Internal Oversight

Implementation Strategies

- Strengthen accountability, value for money, stewardship, internal control and corporate governance in WIPO to assist Management in the effective discharge of their responsibilities and achievement of WIPO's mission, goals and objectives;
- Enhance and protect organizational value by providing, in an independent manner, risk-based and objective assurance, advice and insight as to whether WIPO's operations are in conformity with its governing regulations through assessing the adequacy and effectiveness of internal controls, risk management and governance processes;
- Foster institutional learning and accountability through transparent and participatory oversight processes;
- Continue to support management in the development and implementation of an efficient and effective Integrity Framework within which duties, roles, responsibilities and rights of all WIPO staff are clearly defined, through internal audits, evaluations and investigations conducted in a timely manner and in accordance with established rules, guidelines and good practices;
- Improve internal oversight service delivery by building on the results and recommendations of the external quality assessments of the audit, evaluation and investigation functions, strengthening their synergies through common planning, training and follow-up activities; continue developing and updating appropriate oversight tools, such as manuals, policies and guidelines;
- Continue to provide professional support and advice through continuous auditing, consulting and advisory services to all relevant Program Managers;
- Contribute to effective oversight coverage in close cooperation with the organizational units, which have a role as a second line of defense function;
- Identify unreported instances of fraud or abuse and propose controls to mitigate the consequences of such actions through audit activities and/or proactive investigations and continue to administer a "hot line" for reporting wrongdoing and possible misconduct in WIPO;
- Ensure that internal oversight at WIPO contributes to, and benefits from, the latest developments in the area of oversight by continuing to cooperate and coordinate with the External Auditor, other oversight assurance providers, the UN internal oversight community and international and professional associations;
- Monitor and report on progress in implementation of oversight recommendations to the Director General, the Independent Advisory Oversight Committee (IAOC) and the WIPO Assemblies.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Internal oversight activity is perceived to be or is not wholly objective and independent; impartiality and credibility of the work and trust in the oversight function is diminished.	Adherence to the Internal Oversight Charter and professional code of ethics and conduct, as well as strict adherence to Institute of Internal Auditors (IIA) standards, including guidance on consulting and advisory services; regularly scheduled reports to the IAOC and General Assembly on independence; periodic external quality assessments of oversight functions.

Expected Results and Performance Indicators

Expected Results	Performance Indicators	Baselines	Targets
IX.5 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	No interference
	% of Oversight work completed and reported in a timely manner	60% of audit reports issued in less than 4 months 83% of evaluation reports issued in less than 6 months	80% of planned audits completed and reported within 4 months 80% of planned evaluations completed and reported within 6 months
		80% of investigation reports issued by Investigation Policy deadline of 6 months	80% of full-fledged investigations closed within 6 months
	% of internal stakeholders who perceive that IOD recommendations are SMART	84% of managers perceived that IOD recommendations were SMART	85% of managers perceive that IOD recommendations are SMART
	% of internal stakeholders who perceive that Oversight work is relevant	80% of respondents perceived that Oversight work is relevant	80% of surveyed internal stakeholders
	No. of oversight recommendations accepted	100% of IOD recommendations accepted	90% of IOD recommendations accepted

Resources for Program 26

The overall resources for the Program in the 2020/21 biennium show a decrease of 10.3 per cent as compared to the 2018/19 Approved Budget.

The increase in non-personnel resources reflects two external quality assessments (EQAs) planned for the audit and investigation functions in the biennium 2020/21 and the need for external IT audit expertise.

The number of posts remain stable in 2020/21. The overall decrease in personnel resources is the result of a change in the staff composition in the Program. The decrease in resources for temporary staff is the result of the regularization of two continuing functions to strengthen the audit and administrative capacity within the Program.

Program 26: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	5,550	5,072	4,978
Total	5,550	5,072	4,978

Program 26: Resources by Cost Category
(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	4,072	3,655	3,912	(159)	-3.9%
<i>Temporary Staff</i>	777	430	230	(547)	-70.4%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	4,849	4,085	4,142	(707)	-14.6%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	25	0	25	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	25	0	25	-	0.0%
Travel, Training and Grants					
<i>Staff Missions</i>	140	133	150	10	7.1%
<i>Third-party Travel</i>	10	8	10	-	0.0%
<i>Training & Related Travel Grants</i>	-	-	-	-	n/a
Sub-total	150	141	160	10	6.7%
Contractual Services					
<i>Conferences</i>	60	27	60	-	0.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	260	312	345	85	32.7%
<i>Other Contractual Services</i>	150	459	180	30	20.0%
Sub-total	470	797	585	115	24.5%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation & Other Operating Expenses</i>	5	1	5	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	5	1	5	-	0.0%
Equipment and Supplies					
<i>Furniture & Equipment</i>	24	48	34	10	40.9%
<i>Supplies & Materials</i>	26	-	26	-	0.0%
Sub-total	50	48	60	10	19.8%
Total B	700	987	835	135	19.3%
TOTAL	5,550	5,072	4,978	(572)	-10.3%
POSTS	10	10	10	-	

PROGRAM 27 Conference and Language Services

Implementation Strategies

- Provide high-quality translation and interpretation services in a timely and cost-effective manner, in line with the WIPO Language Policy and treaty obligations; continue to promote and implement the policy of multilingualism within the Secretariat;
- Adopt new translation technologies and best practices with a view to optimizing the use of internal and external resources and ensuring consistent quality and legal certainty of translations. This will consist of further developing Computer-Assisted-Translation (CAT) tools and the multilingual IP terminology database;
- Improve the planning and forecasting of translation needs and contain translation volumes through the rigorous application of rationalization and control measures; improve the efficiency of translation workflows and strengthen quality control measures for both in-house and outsourced translations;
- Enhance forecasting of interpretation needs and the engagement of freelance interpreters by improving the interpretation management database;
- Enhance the efficiency of conference management through an Integrated Conference Services Platform to automate internal workflows and replace stand-alone applications, including for conference document management, contact-data management and room bookings;
- Implement a new online registration system for delegates attending WIPO meetings to improve customer experience and process-efficiency;
- Facilitate access to the outputs of WIPO meetings through indexed and searchable video, audio and text content, and user-friendly, external interfaces;
- Maintain cost-efficient mailing services;
- Improve efficiency and quality of printing services, and reduce paper documentation by encouraging 'print-on demand';
- Improve the management of digital records, information and knowledge throughout the Organization through the implementation of upgraded policies, procedures and best practices; and through the roll-out of the Enterprise Content Management (ECM) platform.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Provision of interpretation services is compromised resulting in meeting disruption due to reliance on external interpreters and a scarcity of such skills and services in Geneva.	Appropriate planning and strategies to provide potential interpretation surge capacity in line with meeting needs.
The migration to the new conference management system causes unanticipated issues for meeting participants, affecting service delivery.	The legacy services will run in parallel for some months until the new platform is fully deployed and tested; communications and feedback mechanisms regarding the usage of the new system will be in place and pilot testing will ensure technical robustness.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of internal and external participants satisfied with WIPO Conference Services	98% of participants satisfied with services (end 2018)	95% or higher
	% of Committees and Working Group documents published on time (i.e. two months before the relevant meeting)	– 36% by the due date – 41% within 1 week after the due date – 65% within 4 weeks after the due date (2018)	65% by the due date
	Cost per word of translation	0.46 CHF per word (2018 preliminary)	Maintain cost per word
	Cost effective printing	0.16 CHF per page (2017)	Maintain rate
	Compliance with records and archives management principles and good practices	Level 2 (In Development) ⁶¹ (2018)	Level 3 (Essential) ⁶²

Resources for Program 27

The overall resources for the Program in 2020/21 show a decrease of 8.6 per cent compared to the 2018/19 Approved Budget.

The decrease is primarily driven by the reduction in the number of posts and associated personnel resources resulting from: (i) the transfer of the responsibility for messenger and driver services to Program 21; (ii) streamlining and increased productivity in the delivery of printing services; (iii) adjustment of mailroom personnel in line with lower mailing volumes, and (iv) the transfer of translation technology support services to the PCT.

The slight decrease in non-personnel resources is due to the transfer of the responsibility for messenger and driver services to Program 21, partially offset by increased print production costs and the replacement of some posts in printing services by agency contracts.

Program 27: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	39,136	36,212	35,775
Total	39,136	36,212	35,775

⁶¹ Levels 1 – 5 indicate the maturity level of the records management program, assessed against criteria for integrity, availability and retention of records as defined by ARMA International (“Generally Accepted Recordkeeping Principles”)

⁶² Ibid.

Program 27: Resources by Cost Category
(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	27,737	23,648	24,651	(3,086)	-11.1%
<i>Temporary Staff</i>	1,650	2,161	1,468	(182)	-11.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	29,386	25,809	26,118	(3,268)	-11.1%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	-	-	-	-	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	43	39	80	37	86.0%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training & Related Travel Grants</i>	10	7	15	5	50.0%
Sub-total	53	45	95	42	79.2%
Contractual Services					
<i>Conferences</i>	551	590	551	-	0.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	6,399	6,544	6,289	(110)	-1.7%
<i>Other Contractual Services</i>	384	815	644	260	67.7%
Sub-total	7,335	7,949	7,485	150	2.0%
Finance Costs	-	-	-	-	
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	956	1,292	904	(52)	-5.4%
<i>Communication</i>	733	761	733	-	0.0%
<i>Representation & Other Operating Expenses</i>	-	2	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub-total	1,689	2,055	1,637	(52)	-3.1%
Equipment and Supplies					
<i>Furniture & Equipment</i>	309	58	135	(174)	-56.2%
<i>Supplies & Materials</i>	365	295	305	(60)	-16.5%
Sub-total	673	353	440	(234)	-34.7%
Total B	9,750	10,403	9,656	(94)	-1.0%
TOTAL	39,136	36,212	35,775	(3,362)	-8.6%
POSTS	82	72	70	(12)	

PROGRAM 28 Information Assurance, Safety, and Security

Implementation Strategies

- Continue to progress the implementation of information assurance (IA) strategies focusing on strengthening current IA capabilities. Develop a next generation 3-5 year IA strategy considering new business requirements and the evolving threat environment;
- Operate a security-focused culture through the continued enactment of strengthened Security and Information Assurance (SIA) governance, security/safety awareness and training of staff, and actionable SIA metrics to inform decisions on information risk management;
- Limit exposure and protect areas of highest risks to WIPO's business by enhancing organizational capabilities to proactively identify threats and vulnerabilities to WIPO's information assets allowing for prioritized remediation efforts;
- Provide greater assurance of internal control effectiveness in protecting WIPO's information assets and ensure continuous compliance to IA policies and mandates by maintaining certification to industry standards like ISO 27001;
- Protect WIPO's sensitive information assets by continuing to enforce the information classification and handling policy. Implement risk-based protection mechanisms enhancing resilience of PCT and other sensitive business systems;
- Provide a WIPO Digital Time-Stamp Service for users of the Global IP Systems and other innovation actors to establish digital records of the possession and integrity of IP-related data;
- Improve WIPO's cyber-security operations by continually expanding knowledge of actionable internal and external threat intelligence and 24/7 security monitoring. Enhance WIPO's response capability to ensure rapid containment and minimal business disruption following information security incidents. Expand coverage to include WIPO's cloud presence and new business environments;
- Continue the implementation of plans for safety and security aiming at optimizing existing investments in physical security and safety systems and building new capabilities focusing on prevention, preparedness and resilience. Enhance protection of staff, visitors and delegates from likely threat scenarios by enhancing security capabilities such as continuous threat monitoring, risk analysis and risk-based protection mechanisms. Align these plans with the mandatory requirements of the UN Security Management System (UNSMS) and commercial security standards;
- Support organizational resilience and ensure alignment and integration of safety and security risks and scenarios into WIPO's Crisis Management and Enterprise Risk Management capabilities. Reduce operational risks by mainstreaming safety, security and risk management into business processes of the Organization.

Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
<p>Like other organizations, WIPO is exposed to the risk of cyber-attacks and the risk of malicious or accidental breach of data leading to unauthorized disclosure or misuse of WIPO's confidential information, or disruption of business operations. Such an event can potentially impact WIPO's reputation as a trusted advisor and service provider to its membership and clients.</p> <p>WIPO is accountable to protect the information assets and entrusted to it, as well as its own. With the move to the cloud, there is an increased reliance on external service providers and with that, a resultant increase in the risk of an unauthorized access, modification, or loss of data.</p>	<p>Phased implementation of fit-for-purpose information assurance strategies will allow WIPO to continue to strengthen its information security posture and its organizational resilience in the areas of IA governance, people, process and technology.</p> <p>The service provider security policies and processes provide the basis for external service provider information risk management throughout the lifecycle of the engagement. External service providers are required to maintain and continuously demonstrate appropriate levels of security for WIPO data entrusted to them. Embedding security testing into the certification and accreditation process further mitigates the risk associated with outsourcing services to third parties, including those providing cloud-base services.</p>

Risk(s)	Mitigation Action(s)
Risk of a terrorist attack against WIPO.	Development of regular, timely and accurate operational security and risk information reports in regard to relevant country locations or threat types. Provide security threat information briefings and updates on developing global, regional, national or local threats, which could affect or impact WIPO personnel, operations, facilities, travel and assets.

Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of staff aware of their information security responsibilities, security policies and best practices	38% of WIPO staff report simulated phishing attacks (2018)	50% of WIPO staff report simulated phishing attacks
		95% of WIPO users with a WIPO email address have completed the computer-based training (CBT) within 30 days of engagement (2018)	95% of WIPO users with a WIPO email address to have completed the computer-based training within 30 days of engagement
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	WIPO Offices meet standards derived from security risk assessments	50% of WIPO Offices were assessed to be compliant with applicable measures outlined in the United Nations country security risk management assessments (2018)	Greater than 90% of WIPO Offices (end 2021)
	Compliance with the UN Security Management Framework of Accountability	WIPO is 70% compliant with the UN Security Management Framework of Accountability (2018)	Greater than 90% compliance with the UN Security Management Framework of Accountability by end 2021
	% of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances	All relevant contracts (100%) with external service providers were assessed for third party risks in 2018.	All new relevant contracts with external service providers are assessed for third party risks
	Information Security vulnerabilities are remediated within agreed timelines	90% of critical and high risk vulnerabilities on sensitive systems were remediated (2018)	90% of critical and high risk vulnerabilities on sensitive systems are remediated
	Increased compliance with Information Security policies	ISO 27001 compliance and certification extended to PCT, the Hague, Madrid and the Arbitration and Mediation Center, the "Hire to Retire" and the "Procure to Pay" processes in 2018.	2 additional business process areas become ISO 27001 certified
	Enhanced capability to detect and respond to information security threats ensuring minimal business disruption	Mean time to detect a potential security incident 24/7: 2 hours or less (2018)	Mean time to detect a potential security incident 24/7: 2 hours or less

Resources for Program 28

The total resources for the Program in 2018/19 represent an increase of 6.4 per cent as compared to the 2018/19 Approved Budget.

The decrease in personnel resources is the result of the redeployment of one temporary resource to support other organizational priorities. The increase in the number of posts results from the conversion of four temporary positions due to the continuous nature of their roles in the implementation of information assurance strategies.

The increase in non-personnel resources as compared to the 2018/19 Approved Budget reflects an increased focus on: (i) the implementation of a WIPO Digital Time-Stamp Service; (ii) the enhancement of capabilities to detect and respond to information security threats; (iii) the optimization of governance risk and compliance processes; and (iv) the strengthening of duty of care safety and security services to WIPO personnel worldwide, including at WIPO headquarters. These increases are reflected under ER IX.4.

The slight increase in resources dedicated to ER IX.1 is due to the redistribution of personnel resources from ER IX.4 and reflects the emphasis in the biennium 2020/21 on enhancing staff awareness on information security responsibilities, policies and best practices.

Program 28: Resources by Result
(in thousands of Swiss francs)

Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	2,129	2,349	2,275
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	20,976	20,372	22,310
Total	23,104	22,722	24,584

Program 28: Resources by Cost Category
(in thousands of Swiss francs)

	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget	Difference from 2018/19 Approved Budget	
				Amount	%
A. Personnel Resources					
<i>Posts</i>	4,084	4,423	5,111	1,027	25.2%
<i>Temporary Staff</i>	1,671	628	285	(1,385)	-82.9%
<i>Other Staff Costs</i>	-	-	-	-	n/a
Total A	5,754	5,051	5,396	(358)	-6.2%
B. Non-personnel Resources					
Internships and WIPO Fellowships					
<i>Internships</i>	-	9	9	9	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub-total	-	9	9	9	n/a
Travel, Training and Grants					
<i>Staff Missions</i>	-	33	130	130	n/a
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training & Related Travel Grants</i>	-	13	28	28	n/a
Sub-total	-	46	158	158	n/a
Contractual Services					
<i>Conferences</i>	-	-	-	-	n/a
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	1,878	1,404	400	(1,478)	-78.7%
<i>Other Contractual Services</i>	12,986	9,173	4,601	(8,385)	-64.6%
Sub-total	14,864	10,577	5,001	(9,863)	-66.4%
Finance Costs					
Sub-total	-	-	-	-	n/a
Operating Expenses					
<i>Premises & Maintenance</i>	1,466	5,809	13,273	11,806	805.2%
<i>Communication</i>	-	51	54	54	n/a
<i>Representation & Other Operating Expenses</i>	-	87	178	178	n/a
<i>UN Joint Services</i>	-	46	46	46	n/a
Sub-total	1,466	5,994	13,550	12,084	824.1%
Equipment and Supplies					
<i>Furniture & Equipment</i>	-	2	5	5	n/a
<i>Supplies & Materials</i>	1,019	1,043	464	(555)	-54.5%
Sub-total	1,019	1,045	469	(550)	-54.0%
Total B	17,350	17,671	19,188	1,838	10.6%
TOTAL	23,104	22,722	24,584	1,480	6.4%
POSTS	11	13	15	4	

III. ANNEXES

ANNEX I Table 8: 2018/19 Budget after Transfers by Program*(in thousands of Swiss francs)*

Program (2018/19 structure)	2018/19 Approved Budget	Transfers*		Total Net Transfers	Transfers as % of Approved Budget of a Program	Transfers as % of Total Approved Budget	2018/19 Budget after Transfers
		Transfers In	Transfers Out				
1 Patent Law	4,965	459	(66)	393	7.9%	0.1%	5,358
2 Trademarks, Industrial Designs and Geographical Indications	4,925	240	(518)	(278)	-5.6%	0.0%	4,647
3 Copyright and Related Rights	16,680	1,596	(1,676)	(81)	-0.5%	0.0%	16,599
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,057	154	(341)	(188)	-2.7%	0.0%	6,869
5 The PCT System	213,107	2,102	(5,839)	(3,737)	-1.8%	-0.5%	209,370
6 Madrid System	58,839	1,895	(3,426)	(1,531)	-2.6%	-0.2%	57,308
7 WIPO Arbitration and Mediation Center	11,322	81	(134)	(53)	-0.5%	0.0%	11,269
8 Development Agenda Coordination	3,455	415	(212)	203	5.9%	0.0%	3,658
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	30,785	425	(2,164)	(1,739)	-5.6%	-0.2%	29,046
10 Transition and Developed Countries	8,679	1,036	(1,186)	(151)	-1.7%	0.0%	8,528
11 The WIPO Academy	13,614	539	(1,272)	(733)	-5.4%	-0.1%	12,881
12 International Classifications and Standards	7,215	151	(166)	(15)	-0.2%	0.0%	7,201
13 Global Databases	8,840	2,344	(615)	1,729	19.6%	0.2%	10,569
14 Services for Access to Information and Knowledge	7,850	280	(106)	174	2.2%	0.0%	8,024
15 Business Solutions for IP Offices	14,574	1,561	(1,640)	(79)	-0.5%	0.0%	14,495
16 Economics and Statistics	6,918	1,111	(735)	376	5.4%	0.1%	7,294
17 Building Respect for IP	4,102	565	(85)	480	11.7%	0.1%	4,582
18 IP and Global Challenges	5,648	41	(637)	(595)	-10.5%	-0.1%	5,052
19 Communications	16,412	16	(338)	(322)	-2.0%	0.0%	16,090
20 External Relations, Partnerships and External Offices	13,255	2,032	(1,008)	1,024	7.7%	0.1%	14,278
21 Executive Management	20,047	5,267	(1,796)	3,471	17.3%	0.5%	23,518
22 Program and Resource Management	38,203	1,145	(864)	282	0.7%	0.0%	38,485
23 Human Resources Management and Development	24,630	2,150	(1,060)	1,089	4.4%	0.2%	25,719
24 General Support Services	38,634	2,046	(1,832)	214	0.6%	0.0%	38,847
25 Information and Communication Technology	52,088	377	(214)	163	0.3%	0.0%	52,251
26 Internal Oversight	5,550	286	(763)	(478)	-8.6%	-0.1%	5,072
27 Conference and Language Services	39,136	1,140	(4,064)	(2,924)	-7.5%	-0.4%	36,212
28 Information Assurance, Safety and Security	23,104	108	(491)	(382)	-1.7%	-0.1%	22,722
30 SMEs and Entrepreneurship Support	6,326	1,208	(1,154)	54	0.9%	0.0%	6,380
31 The Hague System	11,193	5,377	(1,155)	4,221	37.7%	0.6%	15,414
32 Lisbon System	1,347	-	(9)	(9)	-0.7%	0.0%	1,339
Unallocated	7,357	13,369	(13,947)	(578)	-7.9%	-0.1%	6,778
GRAND TOTAL	725,857	49,514	(49,514)	-	0.0%	0.0%	725,857

* WIPO Financial Regulations and Rules provide for the possibility of transfer of resources under Regulation 5.5: "The Director General may make transfers from one program of the program and budget to another for any given financial period, up to the limit of five per cent of the amount corresponding to the biennial appropriation of the receiving program, or to one per cent of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the services."

ANNEX II 2020/21 Proposed Resources by Program

Table 9: 2020/21 Budget by Program
(in thousands of Swiss francs)

Program (2020/21 structure)	2018/19 Approved Budget			2018/19 Budget after Transfers			2020/21 Proposed Budget			Difference from 2018/19 Approved Budget		Difference from 2018/19 Budget after Transfers	
	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Amount	%	Amount	%
1 Patent Law	3,567	1,398	4,965	3,950	1,408	5,358	4,157	1,825	5,982	1,017	20.5%	624	11.6%
2 Trademarks, Industrial Designs and Geographical Indications	4,053	872	4,925	3,567	1,080	4,647	3,812	1,430	5,242	317	6.4%	595	12.8%
3 Copyright and Related Rights	10,135	6,545	16,680	9,793	6,807	16,599	9,467	7,410	16,877	197	1.2%	278	1.7%
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	4,524	2,534	7,057	4,366	2,503	6,869	4,504	2,594	7,098	41	0.6%	229	3.3%
5 The PCT System	132,025	81,082	213,107	128,063	81,307	209,370	128,803	89,253	218,056	4,950	2.3%	8,687	4.1%
6 Madrid System	42,521	16,319	58,839	40,949	16,359	57,308	41,933	19,701	61,635	2,795	4.8%	4,326	7.5%
7 WIPO Arbitration and Mediation Center	8,140	3,182	11,322	8,058	3,211	11,269	8,900	3,640	12,540	1,218	10.8%	1,271	11.3%
8 Development Agenda Coordination	2,246	1,209	3,455	2,456	1,203	3,658	2,199	1,470	3,669	214	6.2%	11	0.3%
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	22,297	8,488	30,785	20,487	8,559	29,046	20,054	8,588	28,642	(2,143)	-7.0%	(404)	-1.4%
10 Transition and Developed Countries	6,781	1,898	8,679	6,706	1,822	8,528	6,702	1,998	8,700	21	0.2%	172	2.0%
11 The WIPO Academy	8,293	5,322	13,614	7,130	5,751	12,881	7,025	6,070	13,094	(520)	-3.8%	213	1.7%
12 International Classifications and Standards	5,471	1,745	7,215	5,296	1,905	7,201	5,337	1,745	7,082	(134)	-1.9%	(119)	-1.7%
13 Global Databases	6,407	2,434	8,840	7,858	2,711	10,569	8,122	2,434	10,556	1,715	19.4%	(14)	-0.1%
14 Services for Access to Information and Knowledge	6,405	1,444	7,850	6,394	1,629	8,024	6,151	1,420	7,571	(279)	-3.6%	(453)	-5.6%
15 Business Solutions for IP Offices	8,100	6,473	14,574	7,956	6,539	14,495	7,836	6,473	14,309	(264)	-1.8%	(185)	-1.3%
16 Economics and Statistics	5,748	1,170	6,918	5,991	1,303	7,294	6,140	1,200	7,340	422	6.1%	46	0.6%
17 Building Respect for IP	3,261	841	4,102	3,697	885	4,582	3,653	941	4,594	492	12.0%	12	0.3%
18 IP and Global Challenges	4,860	788	5,648	4,140	913	5,052	4,000	838	4,837	(810)	-14.3%	(215)	-4.3%
19 Communications	13,923	2,489	16,412	13,343	2,747	16,090	13,641	2,664	16,304	(108)	-0.7%	214	1.3%
20 External Relations, Partnerships and External Offices	9,561	3,693	13,255	10,306	3,972	14,278	10,506	4,468	14,975	1,720	13.0%	697	4.9%
21 Executive Management	16,780	3,268	20,047	18,988	4,530	23,518	21,017	5,105	26,123	6,075	30.3%	2,604	11.1%
22 Program and Resource Management	25,120	13,083	38,203	23,915	14,570	38,485	24,711	15,015	39,726	1,523	4.0%	1,241	3.2%
23 Human Resources Management and Development	19,030	5,600	24,630	19,596	6,123	25,719	22,326	5,614	27,940	3,309	13.4%	2,220	8.6%
24 General Support Services	17,108	21,526	38,634	17,136	21,711	38,847	16,911	22,783	39,694	1,060	2.7%	846	2.2%
25 Information and Communication Technology	13,631	38,457	52,088	13,764	38,488	52,251	13,764	36,174	49,938	(2,150)	-4.1%	(2,314)	-4.4%
26 Internal Oversight	4,849	700	5,550	4,085	987	5,072	4,142	835	4,978	(572)	-10.3%	(94)	-1.9%
27 Conference and Language Services	29,386	9,750	39,136	25,809	10,403	36,212	26,118	9,656	35,775	(3,362)	-8.6%	(437)	-1.2%
28 Information Assurance, Safety and Security	5,754	17,350	23,104	5,051	17,671	22,722	5,396	19,188	24,584	1,480	6.4%	1,863	8.2%
30 SMEs and Entrepreneurship Support	4,765	1,561	6,326	4,775	1,606	6,380	4,591	1,741	6,333	7	0.1%	(48)	-0.7%
31 The Hague System	8,767	2,426	11,193	9,223	6,191	15,414	10,222	2,598	12,820	1,627	14.5%	(2,594)	-16.8%
32 Lisbon System	1,136	211	1,347	1,128	211	1,339	1,149	211	1,360	13	1.0%	22	1.6%
Unallocated	5,357	2,000	7,357	6,100	678	6,778	8,074	6,600	14,674	7,317	99.5%	7,895	116.5%
GRAND TOTAL	460,000	265,857	725,857	450,075	275,781	725,857	461,362	291,682	753,044	27,188	3.7%	27,188	3.7%

Table 10: 2020/21 Posts by Program

	2018/19 Approved Budget					2018/19 Budget after Transfers					2020/21 Proposed Budget					Difference btw 2020/21 and 2018/19 Approved Budget				
	DG/DDG /ADG	D	P	G	Total	DG/DDG /ADG	D	P	G	Total	DG/DDG /ADG	D	P	G	Total	DG/DDG /ADG	D	P	G	Total
1 Patent Law	-	1	5	3	9	-	1	5	3	9	-	1	5	3	9	-	-	-	-	-
2 Trademarks, Industrial Designs and Geographical Indications	-	1	6	2	9	-	1	6	2	9	-	1	6	2	9	-	-	-	-	-
3 Copyright and Related Rights	1	4	12	5	22	1	3	12	5	21	1	3	13	5	22	-	(1)	1	-	-
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	-	2	5	3	10	-	2	5	3	10	-	2	5	3	10	-	-	-	-	-
5 The PCT System	1	8	153	212	374	1	8	159	206	374	1	8	159	205	373	-	-	6	(7)	(1)
6 Madrid System	1	5	47	63	116	1	6	46	62	115	1	6	46	66	119	-	1	(1)	3	3
7 WIPO Arbitration and Mediation Center	-	1	12	6	19	-	1	12	6	19	-	1	13	7	21	-	-	1	1	2
8 Development Agenda Coordination	-	1	2	3	6	-	1	4	2	7	-	1	3	2	6	-	-	1	(1)	-
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	1	6	26	15	48	1	6	26	14	47	1	6	26	14	47	-	-	-	(1)	(1)
10 Transition and Developed Countries	-	1	11	5	17	-	2	11	4	17	-	2	10	4	16	-	1	(1)	(1)	(1)
11 The WIPO Academy	-	3	10	6	19	-	2	9	6	17	-	2	10	6	18	-	(1)	-	-	(1)
12 International Classifications and Standards	-	1	10	3	14	-	1	10	3	14	-	1	10	3	14	-	-	-	-	-
13 Global Databases	-	1	12	5	18	-	1	15	4	20	-	1	15	4	20	-	-	3	(1)	2
14 Services for Access to Information and Knowledge	1	1	8	4	14	1	2	8	4	15	1	2	8	4	15	-	1	-	-	1
15 Business Solutions for IP Offices	-	1	14	2	17	-	1	14	2	17	-	1	14	2	17	-	-	-	-	-
16 Economics and Statistics	-	1	11	2	14	-	2	11	2	15	-	2	11	2	15	-	1	-	-	1
17 Building Respect for IP	-	1	5	2	8	-	1	6	2	9	-	1	6	2	9	-	-	1	-	1
18 IP and Global Challenges	1	1	4	4	10	1	1	4	4	10	1	1	3	4	9	-	-	(1)	-	(1)
19 Communications	-	1	21	15	37	-	1	21	15	37	-	1	21	15	37	-	-	-	-	-
20 External Relations, Partnerships and External Offices	-	6	13	5	24	-	8	17	4	29	-	8	16	4	28	-	2	3	(1)	4
21 Executive Management	2	3	16	14	35	2	7	15	23	47	2	7	19	23	51	-	4	3	9	16
22 Program and Resource Management	-	4	34	34	72	-	5	33	34	72	-	5	33	34	72	-	1	(1)	-	-
23 Human Resources Management and Development	-	2	18	24	44	-	2	21	25	48	-	2	21	25	48	-	-	3	1	4
24 General Support Services	1	2	17	30	50	1	2	18	29	50	1	2	18	28	49	-	-	1	(2)	(1)
25 Information and Communication Technology	-	3	17	15	35	-	3	18	14	35	-	3	18	14	35	-	-	1	(1)	-
26 Internal Oversight	-	1	8	1	10	-	1	7	2	10	-	1	7	2	10	-	-	(1)	1	-
27 Conference and Language Services	-	2	32	48	82	-	2	33	37	72	-	2	33	35	70	-	-	1	(13)	(12)
28 Information Assurance, Safety and Security	-	1	6	4	11	-	1	8	4	13	-	1	10	4	15	-	-	4	-	4
30 SMEs and Entrepreneurship Support	-	-	8	2	10	-	1	8	2	11	-	1	8	2	11	-	1	-	-	1
31 The Hague System	-	1	9	10	20	-	2	11	11	24	-	2	11	11	24	-	1	2	1	4
32 Lisbon System	-	1	1	-	2	-	1	1	1	3	-	1	1	1	3	-	-	-	1	1
Unallocated	-	-	3	26	29	-	-	3	6	9	-	-	3	4	7	-	-	-	(22)	(22)
Total Posts	9	67	556	573	1,205	9	78	577	541	1,205	9	78	582	540	1,209	-	11	26	(33)	4

ANNEX III 2020/21 Allocation of Income and Expenditure by Unions

Introduction

In accordance with WIPO's Financial Regulations and Rules (Regulation 2.3), this Annex presents the Organization's Program and Budget 2020/21 for each Union. The Unions include the contribution-financed (CF) Unions (Paris, Berne, International Patent Classification (IPC), Nice, Locarno, and Vienna) and the WIPO Convention, and the four Unions of the international registration systems (PCT, Madrid, the Hague and Lisbon). Strictly applying the methodology for the allocation of income and expenditure to the Unions in the context of the Program and Budget 2020/21 as per the methodology used for the Program and Budget 2018/19, in particular the capacity to pay principle, would result in the majority of the Unions, i.e. the CF, the Hague and Lisbon Unions, not being able to bear any indirect Union or indirect administrative expenses. In order to ensure a minimum contribution of all Unions towards common expenses, an allocation principle has been applied whereby the CF, the Hague and Lisbon Unions would contribute a nominal one per cent of their revenue towards common expenses. As regards the allocation of direct and indirect Union expenses, as per past practice, the calculations have been refined to better reflect the evolution of the work of the Organization enabled by the ERP/EPM systems. Tables 11, 12 and 13 provide an overview of the 2020/21 Allocation of Income and Expenditure by Union, the 2020/21 Income Estimates by Union and the 2020/21 Budget by Program and Union.

Allocation of Income by Union

The allocation of income to the Unions is based on the following allocation methodology:

- Income from Member States' contributions is allocated to the CF Unions;
- Fee income from the PCT, Madrid, the Hague and Lisbon registration systems is allocated to the respective Unions;
- Income from publications is allocated to the CF, PCT and Madrid Unions on the basis of the estimated publications revenue for each of the Unions;
- Income from the Arbitration and Mediation Center is allocated to the Unions based on estimations by the Program Manager;
- Miscellaneous income is allocated equally across all Unions; and
- IPSAS adjustments to income on a budgetary basis are allocated equally across all Unions.

Allocation of Expenditure by Union

Allocation Principles

Expenditure is allocated to the Unions under the following four categories:

- (i) "direct Union expenses" (e.g. the expenditure incurred by Program 5 - the PCT System - is a "direct Union" expenditure of the PCT Union);
- (ii) "indirect Union expenses" (e.g. the part of the expenditure of Program 9 - Regional Bureaus and LDCs that is borne by the PCT Union is an "indirect Union" expenditure);
- (iii) "direct administrative expenses" (e.g. the expenditure of Program 23 – HRMD – that is incurred for human resources related support provided to Program 5 – is a "direct administrative" expenditure of the PCT Union); and
- (iv) "indirect administrative expenses" (e.g. the part of the expenditure of Program 23 that is incurred for human resources related support provided to Program 9 borne by the PCT Union is an "indirect administrative" expenditure).

Direct Union expenses are allocated to Unions either fully or on the basis of estimates by Program Manager. Direct administrative expenses are allocated to the Unions based on relative headcount shares.

Indirect Union expenses and indirect administrative expenses are allocated to the Unions based on the "capacity-to-pay" principle. If the Union has a reserve level above its reserve target, it is deemed to be able to support indirect activities. The "capacity to pay" is calculated as the difference between a Union's projected biennial income and its Direct Union

and Direct Admin expenses. The extent to which this support can be provided by each Union is calculated by considering the relative extent to which the Union's income exceeds its direct expenditure. Those Unions which do not have a "capacity-to-pay" contribute a nominal one per cent of their revenue towards common expenses (see Introduction).

Allocation of 2020/21 Expenditure by Allocation Category

The table below summarizes the allocation of the 2020/21 expenditure to the Unions based on the four allocation categories. Indirect expenditure is allocated to the PCT and Madrid Unions based on their "capacity-to-pay".

CF Unions	PCT Union	Madrid Union	The Hague Union	Lisbon Union
Direct Union	Direct Union	Direct Union	Direct Union	Direct Union
Direct Admin	Direct Admin	Direct Admin	Direct Admin	Direct Admin
Indirect Union	Indirect Union	Indirect Union	Indirect Union	Indirect Union
Indirect Admin	Indirect Admin	Indirect Admin	Indirect Admin	Indirect Admin
IPSAS adjustments to expenditure				

Allocation of Expenditure by Expected Results (ER)

WIPO's activities are implemented in accordance with a Program-based structure. Programs undertake activities that contribute to the Organization's Expected Results (ERs).

Expenditure related to activities contributing to ER I.1 "Enhanced cooperation among Member States on development of balanced international normative frameworks for IP" implemented by the following Programs:

- Program 1 (Patent Law)
- Program 2 (Trademarks, Industrial Designs and Geographical Indications)
- Program 3 (Copyright and Related Rights)
- Program 4 (TK, TCEs and GRs)
- Program 18 (IP and Global Challenges)

is allocated as "direct Union" and "indirect Union" expenses as shown below.

CF Unions	PCT Union	Madrid Union	The Hague Union
Direct Union Expense	Direct Union Expense	Direct Union Expense	Direct Union Expense
Program 1 - SCP (10% - estimate by PM)	Program 1 - SCP (90% - estimate by PM)	Program 2 - SCT (65% - estimate by PM)	Program 2 - SCT (15% - estimate by PM)
Program 2 - SCT (20% - estimate by PM)			
Program 3 - SCCR			
Program 4 - IGC			
Indirect Union expenses: Program 1 (capacity building) and Program 18			

Expenditure related to activities contributing to ER I.2 "Tailored and balanced IP legislative, regulatory and policy frameworks" implemented by the following Programs:

- Program 1 (Patent Law)
- Program 2 (Trademarks, Industrial Designs and Geographical Indications)
- Program 3 (Copyright and Related Rights)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 17 (Building Respect for IP)
- Program 18 (IP and Global Challenges)
- Program 20 (External Relations, Partnerships and External Offices)

is allocated as "direct Union" and "indirect Union" expenses as shown below.

CF Unions Direct Union Expense	PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense
Program 1 - promotion of PLT & Budapest treaty (10% - estimate by PM)	Program 1 - promotion of PLT & Budapest treaty (90% - estimate by PM)	Program 2 – promotion of Singapore treaty (65% - estimate by PM)	Program 2 – promotion of Singapore treaty (15% - estimate by PM)
Program 2 – promotion of Singapore treaty (20% - estimate by PM)			
Program 3 - promotion of treaties (Beijing, Marrakesh, WCT, WPPT, etc.)			
Indirect Union expenses: Programs 1 (legislative advice), 9, 10, 17, 18 and 20			

Expenditure related to activities contributing to ER I.3 “Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations” implemented by Program 2 (Trademarks, Industrial Designs and Geographical Indications) is allocated as “direct Union” expenses as shown below.

CF Unions Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense
Program 2 – Article 6ter (20% - estimate by PM)	Program 2 - Article 6ter (65% - estimate by PM)	Program 2 - Article 6ter (15% - estimate by PM)

Expenditure related to activities contributing to ER I.4 “Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information” implemented by Program 1 (Patent Law) is allocated as “direct Union” expenses as shown below.

CF Unions Direct Union Expense	PCT Union Direct Union Expense
Program 1 – confidential information (10% - estimate by PM)	Program 1 - confidential information (90% - estimate by PM)

Expenditure related to activities contributing to ER II.1 “Wider and more effective use of the PCT system for filing international patent applications” implemented by the following Programs:

- Program 5 (PCT)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 20 (External Relations, Partnerships and External Offices)

is allocated as “direct Union” expenses as shown below.

PCT Union Direct Union Expense
Program 5 – PCT Assembly, PCT Working Group, PCT legal and promotion activities
Program 9 – Promotion of the PCT
Program 10 – Promotion of the PCT
Program 20 – Promotion of the PCT

Expenditure related to activities contributing to ER II.2 “Improved productivity and service quality of PCT operations” implemented by Program 5 (PCT) is allocated as “direct Union” expenses to the PCT Union.

PCT Union
Direct Union Expense
Program 5 – PCT processing, translation and information system services

Expenditure related to activities contributing to ER II.3 “Wider and more effective use of the Hague System, including by developing countries and LDCs” implemented by the following programs:

- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 20 (External Relations and External Offices)
- Program 31 (The Hague System)

is allocated as “direct Union” expenses as shown below.

The Hague Union
Direct Union Expense
Program 31 – The Hague Working Group, the Hague legal and promotion activities
Program 9 – Promotion of the Hague
Program 10 – Promotion of the Hague
Program 20 – Promotion of the Hague

Expenditure related to activities contributing to ER II.4 “Improved productivity and service quality of the Hague operations” implemented by Program 31 (The Hague System) is allocated as “direct Union” expenses to the Hague Union.

The Hague Union
Direct Union Expense
Program 31 – The Hague system processing and information system services

Expenditure related to activities contributing to ER II.5 “Wider and more effective use of the Madrid System, including by developing countries and LDCs” implemented by the following Programs:

- Program 6 (Madrid System)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” expenses as shown below.

Madrid Union
Direct Union Expense
Program 6 – Madrid Assembly, Madrid Working Group, Madrid legal and promotion activities
Program 9 – Promotion of Madrid
Program 10 – Promotion of Madrid
Program 20 – Promotion of Madrid

Expenditure related to activities contributing to ER II.6 “Improved productivity and service quality of Madrid operations” implemented by Program 6 (Madrid System) is allocated as “direct Union” expenses to the Madrid Union.

Madrid Union
Direct Union Expense
Program 6 – Madrid System processing, translation and information system services ⁶³

Expenditure related to activities contributing to ER II.7 “International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods” and ER II.8 “Effective intellectual property protection in the gTLDs and the ccTLDs” implemented by the following Programs:

- Program 7 (WIPO Arbitration and Mediation Center)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions	PCT Union	Madrid Union	The Hague Union
Direct Union Expense	Direct Union Expense	Direct Union Expense	Direct Union Expense
Program 7 – alternative dispute resolution (ADR) services <i>(18% - estimate by PM)</i>	Program 7 – alternative dispute resolution (ADR) services <i>(17% - estimate by PM)</i>	Program 7 – alternative dispute resolution (ADR) services <i>(46% - estimate by PM)</i>	Program 7 – alternative dispute resolution (ADR) services <i>(19% - estimate by PM)</i>
Indirect Union expenses: Programs 9, 10 and 20			

Expenditure related to activities contributing to ER II.9 “Wider and more effective use of the Lisbon System, including by developing countries and LDCs” implemented by Program 32 (Lisbon System) is allocated as “direct Union” expenses to the Lisbon Union implemented by the following Programs:

- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 20 (External Relations and External Offices)
- Program 32 (The Lisbon Registry)

is allocated as “direct Union” expenses as shown below.

Lisbon Union
Direct Union Expense
Program 32 – Lisbon System processing and IT development, Lisbon Working Group, promotion Program 9 – Promotion of Lisbon Program 10 – Promotion of Lisbon Program 20 – Promotion of Lisbon

⁶³ The share of resources in Program 6 supporting the operations of the Hague system is allocated to the Hague Union

Expenditure related to activities contributing to ER II.10 “Improved productivity and service quality of Lisbon operations” implemented by Program 32 (Lisbon System) is allocated as “direct Union” expenses to the Lisbon Union.

Lisbon Union
Direct Union Expense
Program 32 – Lisbon System processing and IT development, Lisbon Working Group, promotion

Expenditure related to activities contributing to ER 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” implemented by the following Programs:

- Program 2 (Trademarks, Industrial Designs and Geographical Indications)
- Program 3 (Copyright and Related Rights)
- Program 4 (Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources)
- Program 8 (Development Agenda Coordination)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 11 (The WIPO Academy)
- Program 14 (Information and Knowledge)
- Program 17 (Building Respect for IP)
- Program 18 (IP and Global Challenges)
- Program 20 (External Relations and External Offices)
- Program 30 (SMEs)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions	Madrid Union	The Hague Union
Direct Union Expense	Direct Union Expense	Direct Union Expense
Program 2 – TM, ID, GI capacity building (20% - estimate by PM)	Program 2 - TM, ID, GI capacity building (65% - estimate by PM)	Program 2 - TM, ID, GI capacity building (15% - estimate by PM)
Program 3 – ABC		
Program 4 – TK, TCEs & GRs capacity building		
Indirect Union expenses: Program 3 (copyright development), 8, 9, 10, 11, 14, 17, 18, 20 and 30		

Expenditure related to activities contributing to ER III.4 “Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs” implemented by the following Programs:

- Program 3 (Copyright and Related Rights)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions
Direct Union Expense
Program 3 – capacity building CMOs
Indirect Union expenses: Program 3 (copyright development), 9, 10

Expenditure related to activities contributing to ER 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” implemented by Program 12 (International Classifications and Standards) is allocated as “direct Union” expenses as shown below.

CF Unions	PCT Union	Madrid Union	The Hague Union
Direct Union Expense	Direct Union Expense	Direct Union Expense	Direct Union Expense
Program 12 – int. classifications & WIPO standards <i>(9% - estimate by PM)</i>	Program 12 – int. classifications & WIPO standards <i>(70% - estimate by PM)</i>	Program 12 – int. classifications & WIPO standards <i>(20% - estimate by PM)</i>	Program 12 – int. classifications & WIPO standards <i>(1% - estimate by PM)</i>

Expenditure related to activities contributing to ER IV.2 “Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity” implemented by the following Programs:

- Program 4 (Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources)
- Program 9 (Regional Bureaus and LDCs)
- Program 13 (Global Databases)
- Program 14 (Information and Knowledge)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions	PCT Union	Madrid Union	The Hague Union
Direct Union Expense	Direct Union Expense	Direct Union Expense	Direct Union Expense
Program 4 –TK, TCEs & GRs databases	Program 13 – Global database infrastructure, search tools & machine translation <i>(59.4% - estimate by PM)</i>	Program 13 – Global database infrastructure, search tools & machine translation <i>(31.7% - estimate by PM)</i>	Program 13 – Global database infrastructure, search tools & machine translation <i>(8.9% - estimate by PM)</i>
	Program 14 – Global IP data dissemination <i>(59.4% - income share)</i>	Program 14 – Global IP data dissemination <i>(31.7% - income share)</i>	Program 14 – Global IP data dissemination <i>(8.9% - income share)</i>
Indirect Union expenses: Programs 9, 13 (WIPO Lex), 14 and 20			

Expenditure related to activities contributing to ER IV.3 “Broad geographical coverage of the content and use of WIPO Global IP Databases” implemented by Program 13 (Global Databases) is allocated as “direct Union” expenses as shown below.

PCT Union	Madrid Union	The Hague Union
Direct Union Expense	Direct Union Expense	Direct Union Expense
Program 13 – Global databases expansion of coverage <i>(59.4% - estimate by PM)</i>	Program 13 – Global databases expansion of coverage <i>(31.7% - estimate by PM)</i>	Program 13 – Global databases expansion of coverage <i>(8.9% - estimate by PM)</i>

Expenditure related to activities contributing to ER 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 and better outcome of IP administration” implemented by the following Programs:

- Program 3 (Copyright and Related Rights)
- Program 9 (Regional Bureaus and LDCs)
- Program 13 (Global Databases)
- Program 15 (Business Solutions for IP Offices)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions	PCT Union	Madrid Union	The Hague Union
Direct Union Expense	Direct Union Expense	Direct Union Expense	Direct Union Expense
Program 3 - digital data management systems	Program 13 – OCR systems in national offices <i>(59.4% - estimate by PM)</i>	Program 13 – OCR systems in national offices <i>(31.7% - estimate by PM)</i>	Program 13 – OCR systems in national offices <i>(8.9% - estimate by PM)</i>
Indirect Union expenses: Programs 9, 15 and 20			

Expenditure related to activities contributing to ER VII.1 “IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges” implemented by the following Programs:

- Program 3 (Copyright and Related Rights)
- Program 4 (Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources)
- Program 18 (IP and Global Challenges)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions
Direct Union Expense
Program 3 – ABC Book Service, ABC inclusive publishing
Program 4 - support for WIPO Re:Search, WIPO GREEN
Indirect Union expenses: Programs 18 and 20

Expenditure related to activities contributing to ERs III.1, III.3, III.6, V.1, V.2, VI.1, VI.2, VIII.1, VIII.2, VIII.4 and VIII.5 is allocated as “Indirect Union” expenses based on the “capacity to pay” principle.

Expenses for ERs I.1, I.2, III.2, IV.2, VIII.1, VIII.3 implemented by Program 21 and for ER VIII.5 implemented by Programs 21 and 24 are allocated in the same way as the expenses for administrative and management-related activities.

Expenditure related to activities contributing to Strategic Goal IX “Efficient Administrative and Financial Support Structure to enable WIPO to Deliver its Programs” (ERs IX.1-IX.5), implemented by the Programs shown below, is allocated as “Direct Admin” expenses to all Unions as follows: (a) direct attribution to the Unions of administrative costs such as the share of cost of server hosting at UNICC and share of cost of the Income Section in Finance; and (b) attribution to the Unions of the remaining “direct administrative” costs based on relative headcount shares. The administration related expenses that are not allocated as “Direct Admin” expenses are allocated as “Indirect Admin” expenses based on the “capacity-to-pay” principle.

Direct Admin/Indirect Admin
Program 21 (Executive Management)
Program 22 (Program and Resource Management)
Program 23 (HRMD)
Program 24 (General Support Services)
Program 25 (ICTD)
Program 26 (Internal Oversight)
Program 27 (Conference and Language Services)
Program 28 (Information Assurance, Safety and Security)

Allocation of IPSAS Adjustments by Union

IPSAS adjustments to expenditure are allocated pro-rata among the Unions based on relative expenditure shares. IPSAS adjustments include after-service employee benefits, buildings and equipment depreciation, software and land surface rights amortization and capitalization.

Table 11: Overall Scenario by Union
(in thousands of Swiss francs)

	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
2020/21 Income	36,084		674,122		164,491		13,319		779		888,795	
2020/21 Expenditure												
<i>Direct Union</i>	25,132		237,998		77,736		19,342		1,531		361,739	
<i>Direct Admin</i>	12,562		115,941		55,432		11,617		834		196,386	
Sub-total, Direct	37,694		353,939		133,168		30,959		2,364		558,124	
<i>Indirect Union</i>	237		116,181		11,366		87		5		127,876	
<i>Indirect Admin</i>	124		60,913		5,959		46		3		67,044	
Sub-total, Indirect	361		177,094		17,325		133		8		194,920	
Total, 2020/21 Expenditure	38,055		531,032		150,493		31,092		2,372		753,044	
Estimated IPSAS adjustment to budget	1,000		13,956		3,955		817		62		19,790	
Total Expenditure after IPSAS adjustments	39,055		544,988		154,448		31,909		2,435		772,834	
Operating Result	(2,971)		129,135		10,043		(18,591)		(1,656)		115,961	
RWCF Target*	19,027	50.0%	132,758	25.0%	37,623	25.0%	4,664	15.0%	-	n/a	194,072	25.8%

*RWCF targets are calculated by applying the PBE factors, as per the Revised Policy on Reserves (WO/PBC/23/8), to the biennial expenditure for each Union

Table 12: Income Estimates 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 on accrual basis												
<i>Fees</i>	-	-	672,132	99.7%	162,184	98.6%	11,963	89.8%	50	6.4%	846,329	95.2%
Income on a cash basis												
<i>Contributions (unitary)</i>	34,754	96.3%	-	-	-	-	-	-	-	-	34,754	3.9%
<i>Arbitration</i>	594	1.6%	561	0.1%	1,518	0.9%	627	4.7%	-	-	3,300	0.4%
<i>Publications</i>	7	0.0%	700	0.1%	60	0.0%	-	-	-	-	767	0.1%
<i>Miscellaneous Income</i>	676	1.9%	676	0.1%	676	0.4%	676	5.1%	676	87%	3,380	0.4%
Sub-total	36,031	99.9%	1,937	0.3%	2,254	1.4%	1,303	9.8%	676	87%	42,201	4.7%
IPSAS adj. to income on a cash basis	53	0.1%	53	0.0%	53	0.0%	53	0.4%	53	7%	264	0.0%
TOTAL	36,084	100%	674,122	100%	164,491	100%	13,319	100%	779	100%	888,795	100%

Table 13: Budget by Program and Union
(in thousands of Swiss francs)

	CF Union	PCT Union	Madrid Union	Hague Union	Lisbon Union	Total
1 Patent Law	404,061	5,400,339	175,769	1,351	79	5,981,600
2 Trademarks, Industrial Designs and Geographical Indications	1,048,340	-	3,407,105	786,255	-	5,241,700
3 Copyright and Related Rights	13,696,105	2,895,171	283,225	2,177	127	16,876,806
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,098,170	-	-	-	-	7,098,170
5 The PCT System	-	218,056,289	-	-	-	218,056,289
6 Madrid System	-	-	61,271,009	297,854	65,728	61,634,590
7 WIPO Arbitration and Mediation Center	2,257,197	2,131,797	5,768,391	2,382,596	-	12,539,981
8 Development Agenda Coordination	6,793	3,333,675	326,123	2,507	147	3,669,244
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	48,576	24,521,886	3,300,847	700,196	70,639	28,642,144
10 Transition and Developed Countries	10,878	6,742,094	1,325,293	611,180	10,235	8,699,680
11 The WIPO Academy	24,241	11,896,914	1,163,837	8,947	523	13,094,462
12 International Classifications and Standards	637,355	4,957,208	1,416,345	70,817	-	7,081,726
13 Global Databases	3,479	6,859,768	2,913,753	778,475	75	10,555,550
14 Services for Access to Information and Knowledge	9,338	6,083,236	1,248,068	229,728	202	7,570,572
15 Business Solutions for IP Offices	26,490	13,000,740	1,271,821	9,777	572	14,309,400
16 Economics and Statistics	13,587	6,668,360	652,344	5,015	293	7,339,600
17 Building Respect for IP	8,504	4,173,567	408,287	3,139	184	4,593,680
18 IP and Global Challenges	8,955	4,394,905	429,939	3,305	193	4,837,298
19 Communications	30,183	14,813,316	1,449,139	11,141	652	16,304,430
20 External Relations, Partnerships and External Offices	24,419	12,496,356	1,727,784	700,618	25,527	14,974,704
21 Executive Management	1,290,138	17,712,209	5,913,785	1,121,292	85,079	26,122,502
22 Program and Resource Management	1,791,631	25,357,284	10,524,318	1,934,585	118,150	39,725,968
23 Human Resources Management and Development	1,379,882	18,944,303	6,325,159	1,199,292	90,997	27,939,633
24 General Support Services	1,960,387	26,914,012	8,986,100	1,703,823	129,278	39,693,601
25 Information and Communication Technology	2,312,741	33,674,726	11,528,378	2,269,472	152,515	49,937,831
26 Internal Oversight	245,845	3,375,182	1,126,912	213,670	16,212	4,977,821
27 Conference and Language Services	1,766,831	24,256,690	8,098,868	1,535,599	116,514	35,774,502
28 Information Assurance, Safety and Security	1,214,171	16,669,265	5,565,565	1,055,268	80,069	24,584,338
30 SMEs and Entrepreneurship Support	11,723	5,753,557	562,852	4,327	253	6,332,712
31 The Hague System	-	-	-	12,819,900	-	12,819,900
32 Lisbon System	-	-	-	-	1,360,200	1,360,200
Unallocated	724,704	9,949,416	3,321,929	629,860	47,791	14,673,700
TOTAL	38,054,724	531,032,266	150,492,944	31,092,167	2,372,233	753,044,334

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.

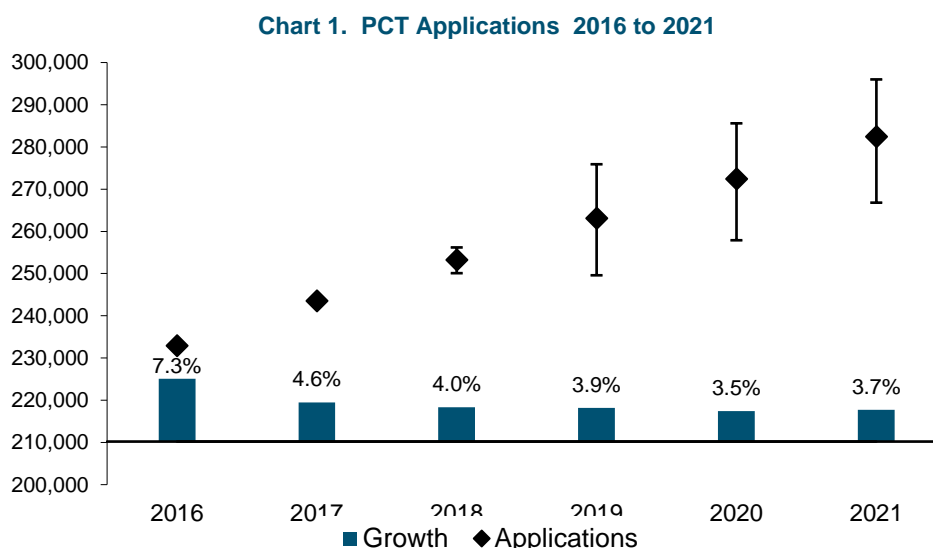
2. Applicants' behavior influences PCT income as follows:

- (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/RO.⁶⁴

PCT Filing Forecast (Demand)

4. PCT filings grew strongly in recent years. Chart 1 shows the forecasted number of PCT applications for the years 2018 to 2021 (based on data at the end of December 2018).



⁶⁴ All statistics are based on the date of filing of PCT applications or Chapter II demands.

	2016	2017	2018	2019	2020	2021
Applications	232,908	243,510	253,200	263,100	272,400	282,400
Growth	7.3%	4.6%	4.0%	3.9%	3.5%	3.7%
Low bound			-3,100	-13,500	-14,500	-15,600
High bound			+3,000	+12,800	+13,200	+13,600

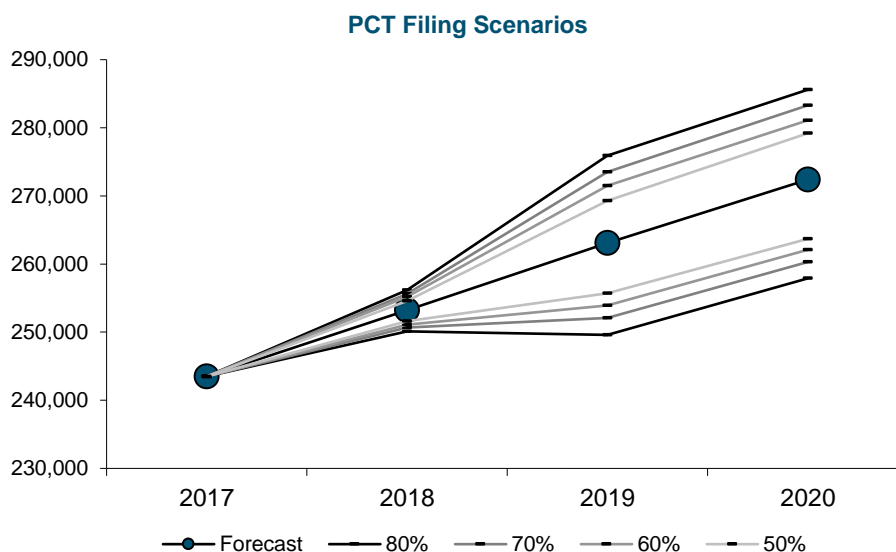
5. The table below shows the forecasted numbers of files by the country of origin.

PCT Fillings for Selected Countries 2016 to 2021

	2016	2017	2018	2019	2020	2021
AT	1,422	1,397	1,457	1,492	1,525	1,553
AU	1,835	1,852	1,828	1,860	1,889	1,911
BE	1,219	1,354	1,273	1,293	1,316	1,338
BR	567	589	620	654	675	694
CA	2,336	2,400	2,471	2,506	2,474	2,447
CH	4,369	4,487	4,496	4,625	4,712	4,796
CN	43,091	48,904	53,370	58,087	62,530	67,691
DE	18,307	18,951	19,839	19,994	20,250	20,546
DK	1,356	1,430	1,425	1,444	1,472	1,495
ES	1,507	1,418	1,412	1,418	1,399	1,378
FI	1,525	1,601	1,826	1,787	1,756	1,740
FR	8,210	8,014	7,943	8,352	8,510	8,660
G1	3,761	4,073	4,266	4,492	4,616	4,803
G2	3,012	3,066	3,781	3,809	3,857	3,992
GB	5,504	5,568	5,649	5,751	5,868	5,972
IL	1,838	1,816	1,895	1,921	1,967	2,017
IN	1,528	1,583	2,009	1,980	2,073	2,163
IT	3,362	3,225	3,361	3,491	3,595	3,695
JP	45,209	48,205	49,573	50,642	52,080	53,474
KR	15,555	15,752	17,098	18,154	19,074	20,062
NL	4,675	4,430	4,280	4,371	4,459	4,504
NO	653	820	765	775	792	807
RU	893	1,058	968	1,033	1,087	1,119
SE	3,719	3,975	4,133	4,259	4,393	4,507
SG	864	867	948	1,029	1,073	1,118
US	56,591	56,675	56,517	57,875	58,981	59,943

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



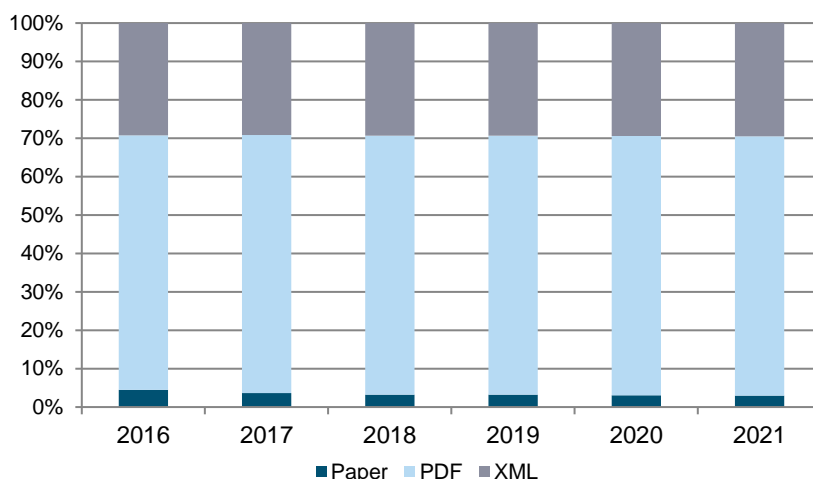
PCT Application Scenarios

	Probability	Low	Normal	High
2017	80%	243,510	243,510	243,510
2018		250,100	253,200	256,200
2019		249,600	263,100	275,900
2020		257,900	272,400	285,600
2017	70%	243,510	243,510	243,510
2018		250,700	253,200	255,600
2019		252,100	263,100	273,500
2020		260,300	272,400	283,300
2017	60%	243,510	243,510	243,510
2018		251,100	253,200	255,200
2019		253,900	263,100	271,500
2020		262,100	272,400	281,100
2017	50%	243,510	243,510	243,510
2018		251,600	253,200	254,600
2019		255,700	263,100	269,300
2020		263,700	272,400	279,200

Use of Electronic Filing Methods

7. The estimated use of electronic filing methods (PDF or XML), as a percentage of total filings, is illustrated in Chart 2 below. As this chart shows, utilization of electronic filings continues to increase steadily. In the year 2017, electronic filing was close to 96 per cent of total filings.

Chart 2. Use of Electronic Filing Methods (EASY, PDF or XML) as a Percentage of Total Filings 2016 to 2021

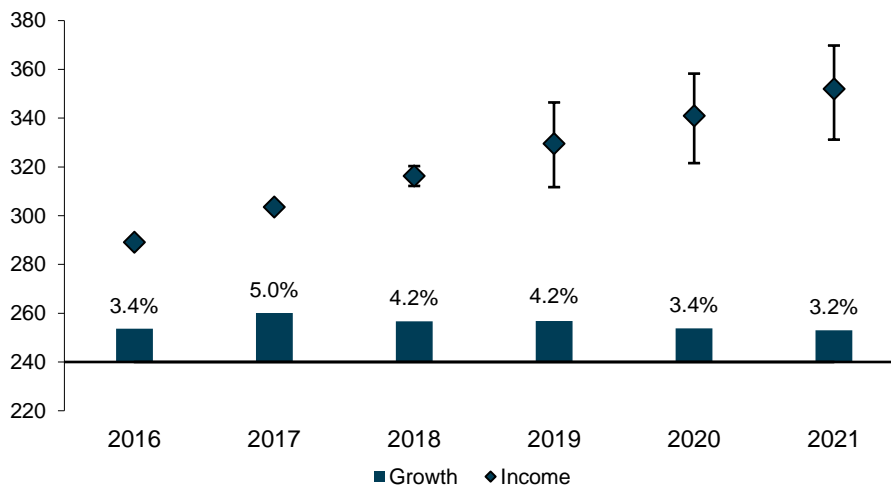


	2016	2017	2018	2019	2020	2021
Paper	4.5%	3.7%	3.2%	3.2%	3.1%	3.0%
PDF	66.3%	67.2%	67.5%	67.5%	67.5%	67.5%
XML	29.2%	29.2%	29.3%	29.3%	29.4%	29.5%

Expected Level of PCT Income

8. PCT fee income is based on the expected level of applications (Chart 1), an estimate of the expected level of page fees, the expected level of Chapter II demands, the expected level of electronic filings (Chart 2) and the expected level of RO/IB filings. WIPO recognizes its income of the PCT System on the publication dates of PCT applications according to the IPSAS standards. The IPSAS-adjusted PCT income forecasts until 2021 is presented below in Chart 3.

Chart 3. IPSAS-adjusted PCT Income Forecast until 2021



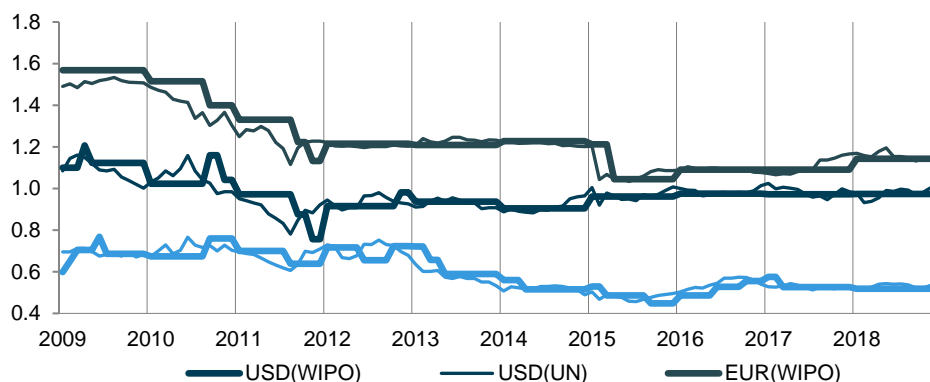
	2016	2017	2018	2019	2020	2021
Income	289.0	303.6	316.3	329.6	340.9	352.0
Growth	3.4%	5.0%	4.2%	4.2%	3.4%	3.2%
Low bound			-4.1	-17.9	-19.4	-20.8
High bound			+4.0	+16.9	+17.3	+17.8

Adjustment by Currency Exchange Rates

9. 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 USD (PCT Rule 15). WIPO sets up the equivalent amounts according to the rules prescribed in the Directives of the PCT Assembly: (i) 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; (ii) 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.

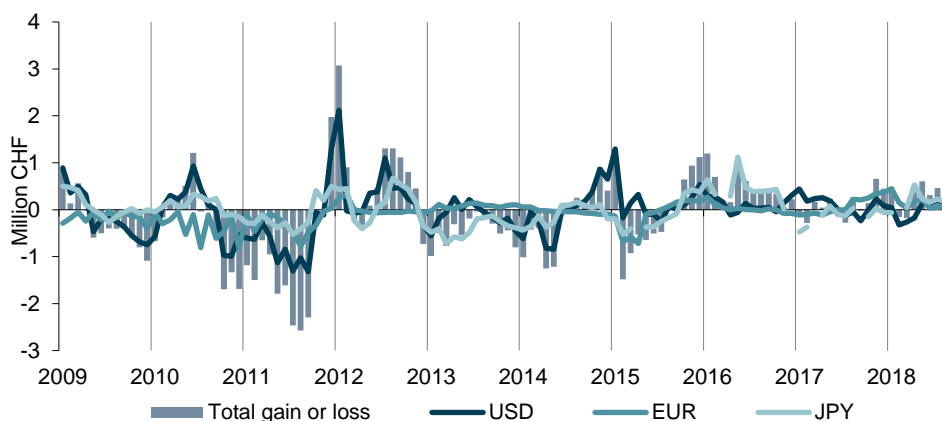
10. Applicants pay an international filing fee according to the equivalent amount on the filing date. However, due to delayed implementation of the equivalent amount, the market exchange rates are likely different from the WIPO rates at the time of payment, resulting in a gain or loss of PCT income. 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 USD, Euro and Japanese Yen.

WIPO Exchange Rates vs UN Exchange Rates against CHF



11. 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.

PCT Income Gain/Loss by Exchange Rates



12. In recent years, WIPO recorded both gains and losses due to fluctuations of exchange rates between Swiss francs and other currencies. For example, WIPO gained around 1.1 million Swiss francs in 2017.

13. The current PCT schedule of fees is reproduced in the table below.

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

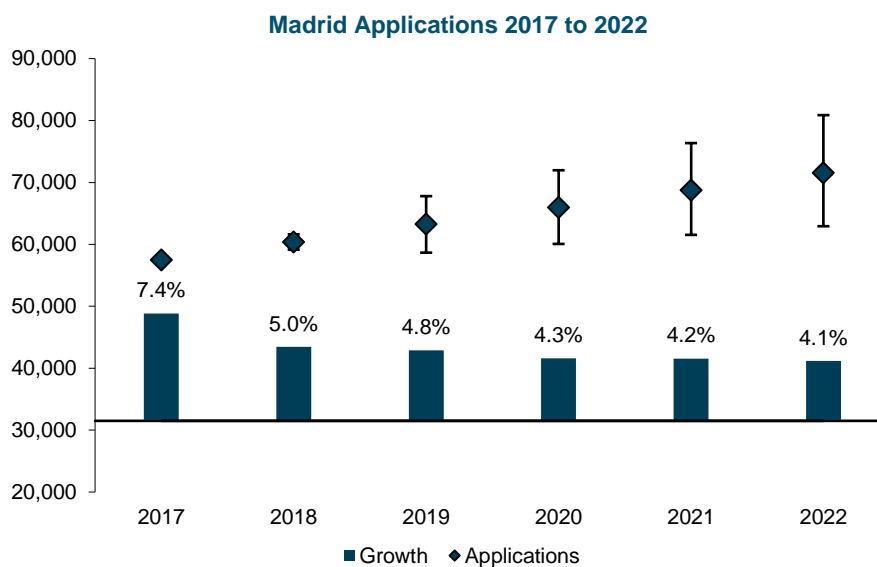
Basic fee	1,330
Fee for pages over 30	15
E-filing fee reduction	-100 (Easy) -200 (PDF) -300 (XML)
RO/IB transmittal fee	100
Handling fee	200

Madrid

Madrid - Forecast of Demand for International Registrations

14. Chart 4 shows Madrid applications the forecast for the years 2017 to 2022 (based on data at the end of December 2018). The forecast of Madrid applications for the period 2019-2022 is based on multiple models, including autoregressive models and econometric models. 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 4. Madrid Demand for International Registration

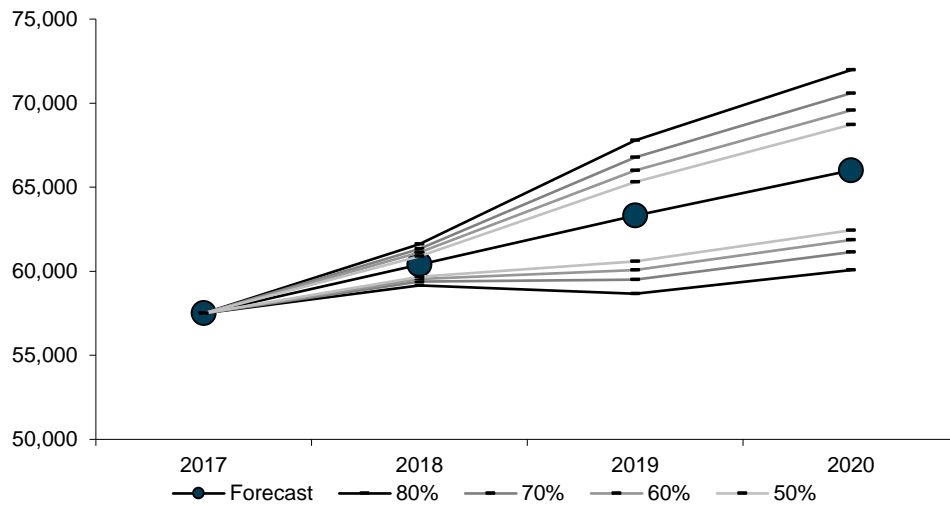


	2017	2018	2019	2020	2021	2022
Applications	57,500	60,400	63,300	66,000	68,800	71,600
Growth	7.4%	5.0%	4.8%	4.3%	4.2%	4.1%
Low bound		-1,250	-4,640	-5,930	-7,270	-8,670
High bound		+1,220	+4,490	+5,970	+7,560	+9,270

15. The Madrid applications will likely be within a range with certain probabilities. The following graph and table indicate the probabilistic distribution of applications.

Application Probabilistic Distribution

Application Scenarios



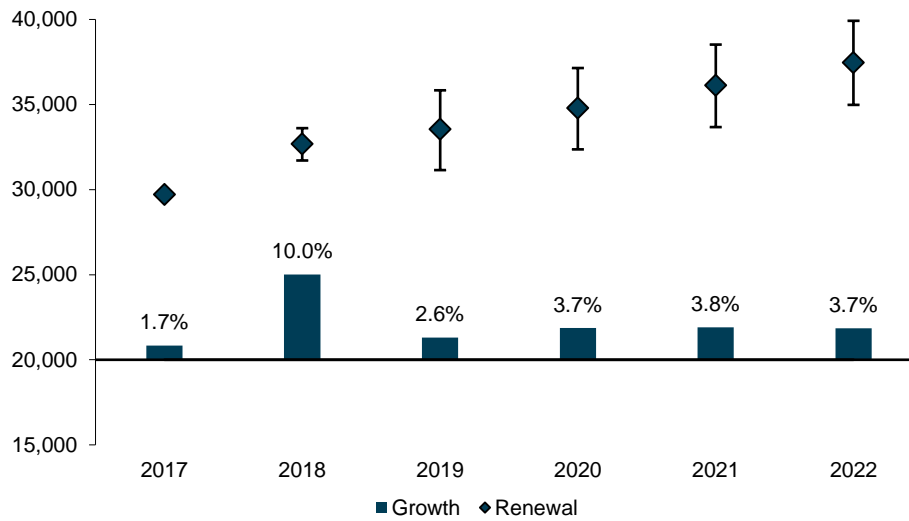
Madrid Application Scenarios

	Probability	Low	Normal	High
2017	80%	57,500	57,500	57,500
2018		59,150	60,400	61,620
2019		58,660	63,300	67,790
2020		60,070	66,000	71,970
2017	70%	57,500	57,500	57,500
2018		59,390	60,400	61,330
2019		59,510	63,300	66,770
2020		61,140	66,000	70,590
2017	60%	57,500	57,500	57,500
2018		59,530	60,400	61,110
2019		60,080	63,300	66,000
2020		61,860	66,000	69,570
2017	50%	57,500	57,500	57,500
2018		59,680	60,400	60,900
2019		60,590	63,300	65,300
2020		62,440	66,000	68,720

Madrid - Forecast of Demand for Renewals

16. Chart 5 shows Madrid renewals for the years 2017 to 2022. Renewals are similarly forecasted based on regression models and the transfer model. Results from different models are then combined.

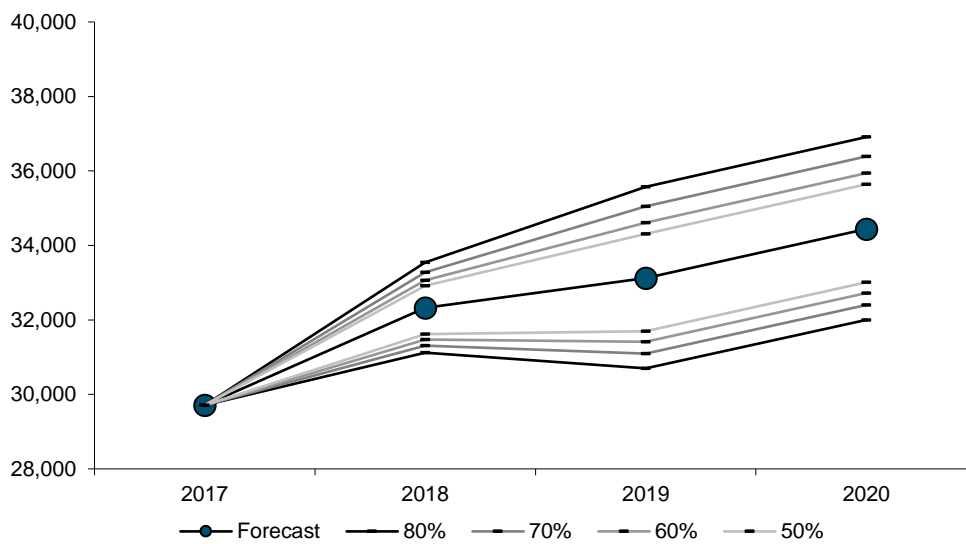
Chart 5. Madrid Renewals 2017 to 2022



	2017	2018	2019	2020	2021	2022
Renewal	29,711	32,692	33,547	34,796	36,124	37,460
Growth	1.7%	10.0%	2.6%	3.7%	3.8%	3.7%
Low bound		-980	-2,400	-2,430	-2,450	-2,480
High bound		+920	+2,290	+2,350	+2,400	+2,460

Renewals Probabilistic Distribution

Renewals Scenarios



Madrid Renewals Scenarios

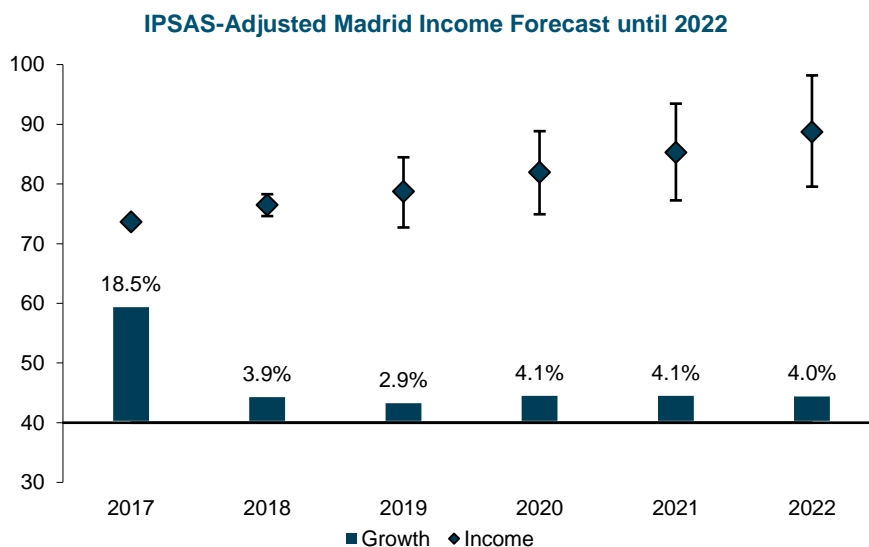
	Probability	Low	Normal	High
2017	80%	29,711	29,711	29,711
2018		31,712	32,692	33,612
2019		31,147	33,547	35,837
2020		32,366	34,796	37,146
2017	70%	29,711	29,711	29,711
2018		31,880	32,692	33,430
2019		31,560	33,547	35,370
2020		32,810	34,796	36,640
2017	60%	29,711	29,711	29,711
2018		32,030	32,692	33,300
2019		31,920	33,547	35,060
2020		33,160	34,796	36,330
2017	50%	29,711	29,711	29,711
2018		32,150	32,692	33,170
2019		32,230	33,547	34,720
2020		33,470	34,796	35,970

Expected Level of Madrid Fee Income

17. Madrid fee income derives from three categories of services offered by WIPO under the Madrid System, namely: (a) the recording of international registrations; (b) the recording of renewals; (c) the recording of subsequent designations and (d) other services, including different modifications and the issuance of extracts.

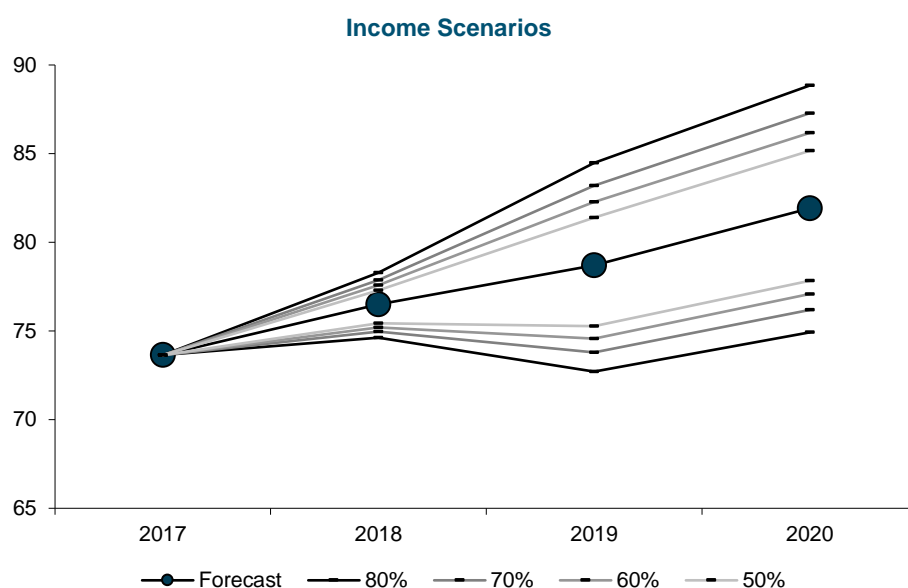
18. WIPO recognizes its income via the Madrid registrations based on publication of those registrations according to the IPSAS standards. Normally the publication happens around two weeks after registration. The income via the Madrid renewals and subsequent designations are recognized on the date of inscription of renewals and subsequent designations. Chart 6 below shows the estimated figures of the IPSAS-adjusted Madrid fee income for the period 2018 to 2022 attributable to each of the above mentioned categories of services. Income estimates are based on the numbers of international registrations and renewals taking possible processing backlogs into account.

Chart 6. Expected Level of Madrid Fee Income, by Source



	2017	2018	2019	2020	2021	2022
Basic fee	41.1	41.2	42.4	44.2	46.1	48.1
Renewal fee	19.4	21.3	21.9	22.7	23.6	24.5
Subsequent designation fee	5.6	5.9	6.0	6.2	6.4	6.6
Others	7.6	8.1	8.5	8.8	9.2	9.5
Total Income	73.6	76.5	78.7	81.9	85.3	88.7
Growth	18.5%	3.9%	2.9%	4.1%	4.1%	4.0%
Low bound		-1.9	-6.0	-7.0	-8.0	-9.1
High bound		+1.8	+5.8	+6.9	+8.2	+9.5

Income Probabilistic Distribution



Madrid Income Scenarios

	Probability	Low	Normal	High
2017	80%	73.6	73.6	73.6
2018		74.6	76.5	78.3
2019		72.7	78.7	84.5
2020		74.9	81.9	88.8
2017	70%	73.6	73.6	73.6
2018		75.0	76.5	77.9
2019		73.8	78.7	83.2
2020		76.2	81.9	87.3
2017	60%	73.6	73.6	73.6
2018		75.2	76.5	77.6
2019		74.6	78.7	82.3
2020		77.1	81.9	86.2
2017	50%	73.6	73.6	73.6
2018		75.4	76.5	77.3
2019		75.3	78.7	81.4
2020		77.8	81.9	85.2

19. The table below provides information on the actual and expected numbers of registrations and renewals for the period 2018 to 2021 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.

Madrid Total Fee Income and Average Fee

	2016	2017	2018	2019	2020	2021
Madrid registrations	44,726	56,267	59,200	61,200	63,900	66,800
Madrid renewals	29,218	32,692	33,547	34,796	36,124	37,460
Registration + renewal	73,944	88,959	92,747	95,996	100,024	104,260
Madrid income (million CHF)	60.2	76.5	78.7	81.9	85.3	88.7
Average fee (CHF)	815	860	849	853	853	850

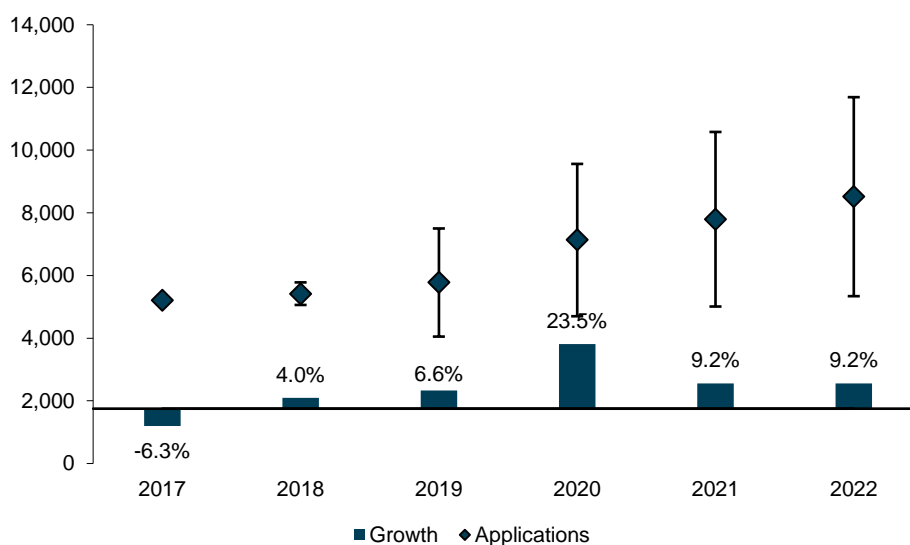
The Hague

The Hague - Forecast of Demand for International Registrations

20. Chart 7 shows the Hague applications for the years 2017 to 2022 (based on data at the end of December 2018). The forecast of Hague applications is based on multiple models, including autoregressive models and econometric models. 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 7. The Hague Applications

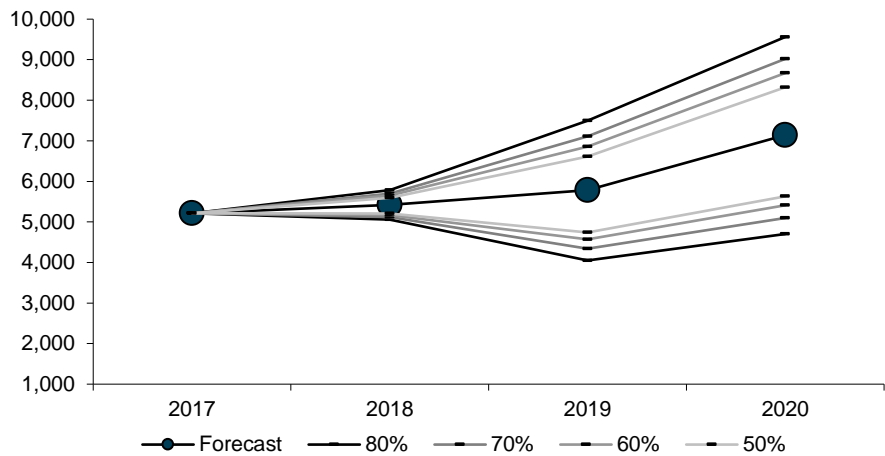
Hague Applications 2017 to 2022



	2017	2018	2019	2020	2021	2022
Applications	5,213	5,420	5,780	7,140	7,800	8,520
Growth	-6.3%	4.0%	6.6%	23.5%	9.2%	9.2%
Low bound		-360	-1,730	-2,440	-2,790	-3,180
High bound		+360	+1,720	+2,420	+2,780	+3,170

Application Probabilistic Distribution

Application Scenarios



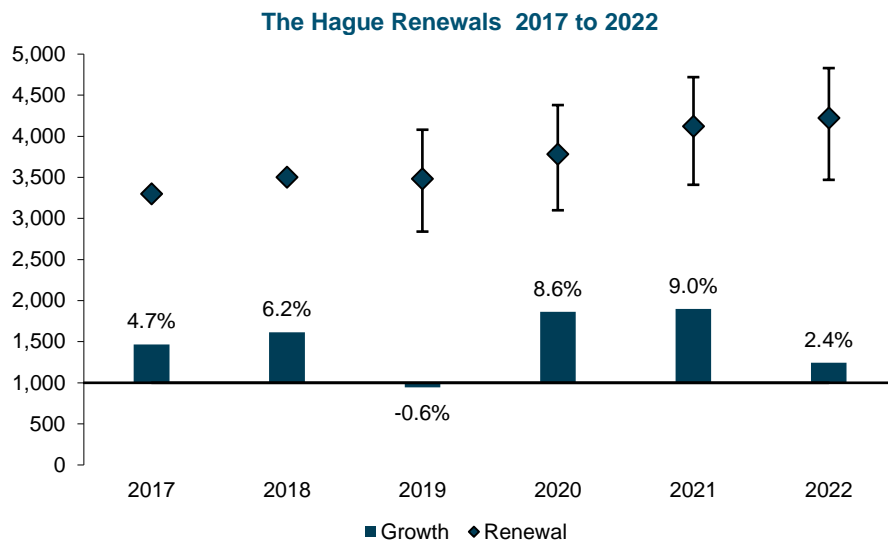
The Hague Application Scenarios

	Probability	Low	Normal	High
2017	80%	5,213	5,213	5,213
2018		5,060	5,420	5,780
2019		4,050	5,780	7,500
2020		4,700	7,140	9,560
2017	70%	5,213	5,213	5,213
2018		5,120	5,420	5,700
2019		4,340	5,780	7,110
2020		5,100	7,140	9,020
2017	60%	5,213	5,213	5,213
2018		5,170	5,420	5,650
2019		4,570	5,780	6,860
2020		5,410	7,140	8,670
2017	50%	5,213	5,213	5,213
2018		5,210	5,420	5,590
2019		4,740	5,780	6,610
2020		5,630	7,140	8,320

The Hague - Forecast of Demand for Renewals

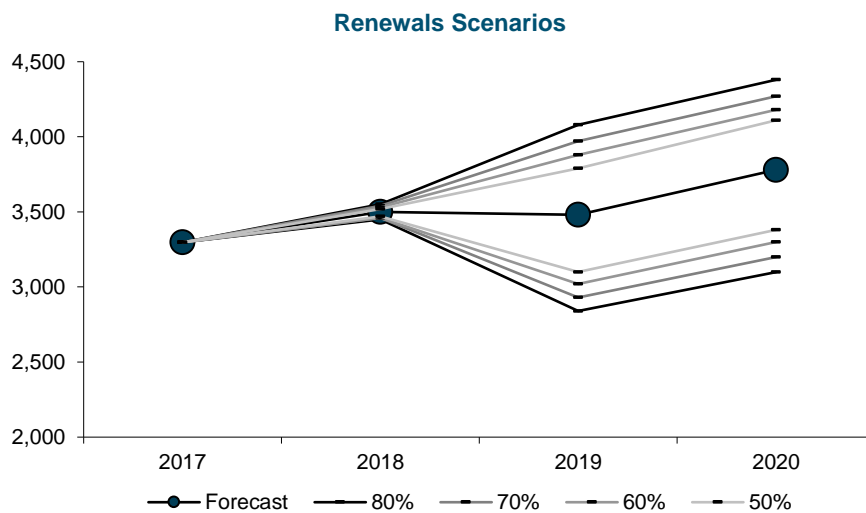
21. Different regression models are employed to forecast registration renewals. In addition to autoregressive models, use is made of the relationship between renewals and registrations with five year lags as well as past renewals with five year lags, since the registrations and renewals five years ago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

Chart 8. The Hague Renewals



	2017	2018	2019	2020	2021	2022
Renewal	3,297	3,500	3,480	3,780	4,120	4,220
Growth	4.7%	6.2%	-0.6%	8.6%	9.0%	2.4%
Low bound		-50	-640	-680	-710	-750
High bound		+50	+600	+600	+600	+610

Renewal Probabilistic Distribution



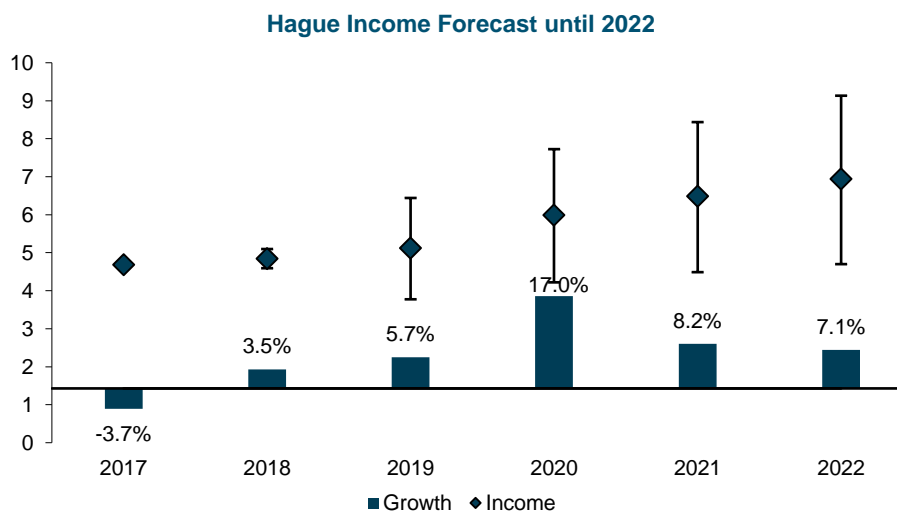
The Hague Renewals Scenarios

	Probability	Low	Normal	High
2017	80%	3,297	3,297	3,297
2018		3,450	3,500	3,550
2019		2,840	3,480	4,080
2020		3,100	3,780	4,380
2017	70%	3,297	3,297	3,297
2018		3,460	3,500	3,540
2019		2,930	3,480	3,970
2020		3,200	3,780	4,270
2017	60%	3,297	3,297	3,297
2018		3,460	3,500	3,530
2019		3,020	3,480	3,880
2020		3,300	3,780	4,180
2017	50%	3,297	3,297	3,297
2018		3,470	3,500	3,520
2019		3,100	3,480	3,790
2020		3,380	3,780	4,110

Expected Level of Hague Income

22. 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".

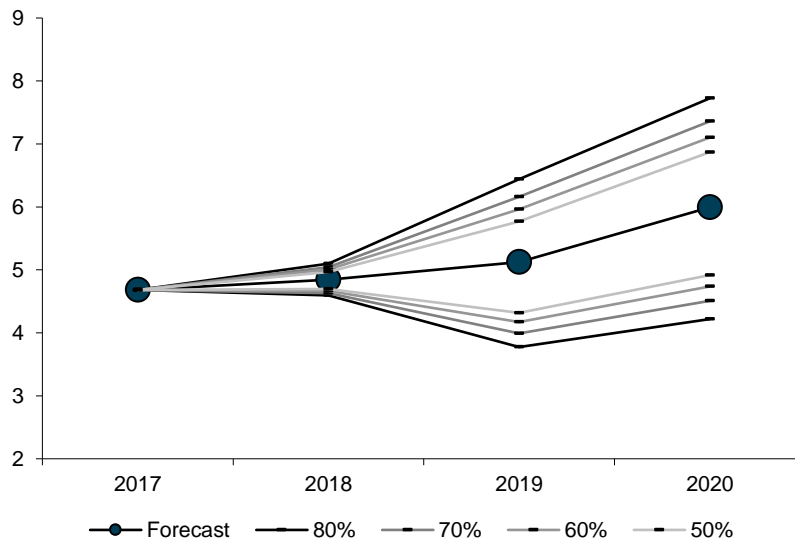
Chart 9. Expected Level of The Hague Fee Income, by Source



	2017	2018	2019	2020	2021	2022
Basic fee	3.2	3.3	3.5	4.2	4.5	4.9
Renewal fee	0.8	0.9	0.9	1.0	1.0	1.1
Others	0.7	0.7	0.7	0.9	0.9	1.0
Total Income	4.7	4.8	5.1	6.0	6.5	6.9
Growth	-3.7%	3.5%	5.7%	17.0%	8.2%	7.1%
Low bound		-0.3	-1.3	-1.8	-2.0	-2.2
High bound		+0.3	+1.3	+1.7	+2.0	+2.2

Income Probabilistic Distribution

Income Scenarios



The Hague Income Scenarios

	Probability	Low	Normal	High
2017	80%	4.7	4.7	4.7
2018		4.6	4.8	5.1
2019		3.8	5.1	6.4
2020		4.2	6.0	7.7
2017	70%	4.7	4.7	4.7
2018		4.6	4.8	5.0
2019		4.0	5.1	6.2
2020		4.5	6.0	7.4
2017	60%	4.7	4.7	4.7
2018		4.7	4.8	5.0
2019		4.2	5.1	6.0
2020		4.7	6.0	7.1
2017	50%	4.7	4.7	4.7
2018		4.7	4.8	5.0
2019		4.3	5.1	5.8
2020		4.9	6.0	6.9

23. Income estimates for 2018 to 2021 in the table below are based on the expected numbers of international registrations and renewals. 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.

The Hague Total Fee Income and Average Fee

	2016	2017	2018	2019	2020	2021
Hague registrations	5,233	5,041	5,131	5,381	5,724	6,106
Hague renewals	3,150	3,500	3,480	3,780	4,120	4,220
Registration + renewal	8,383	8,541	8,611	9,161	9,844	10,326
Hague income (million CHF)	4.9	4.8	5.1	6.0	6.5	6.9
Average fee (CHF)	580	567	595	654	659	673

Note: The Hague income estimates are pre-IPSAS adjustments

ANNEX V Indicators for the International Registration Systems

Indicators of the PCT System

Performance Indicators for the Expected Result “Improved Productivity and Service Quality of PCT Operations”

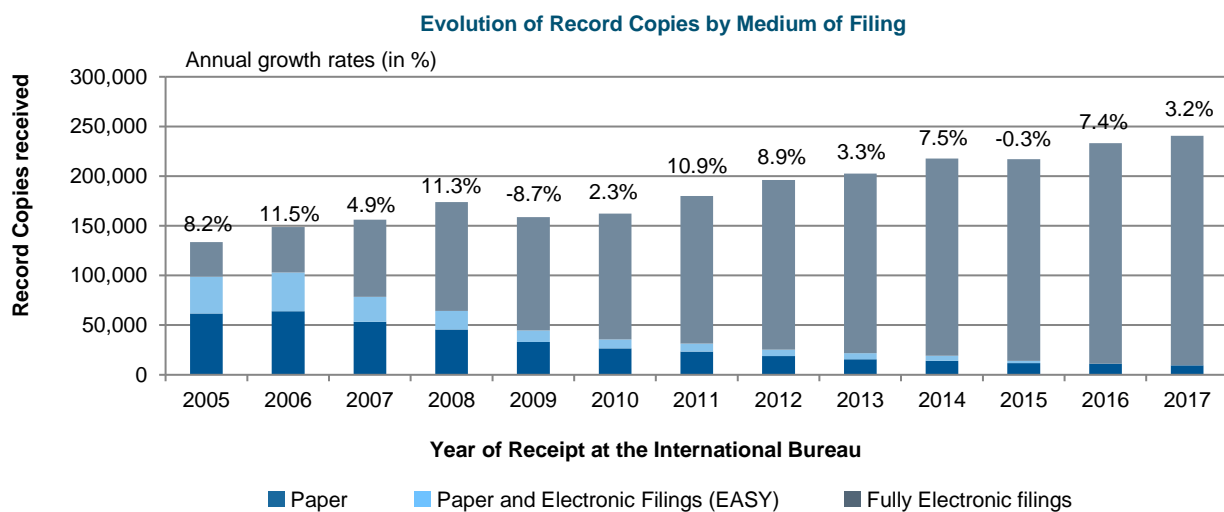
General

As background for the performance indicators for the expected result “improved productivity and service quality of PCT operations”, the evolution of the following factors need to be considered:

- The PCT workloads;
- The language distribution of those workloads;
- The number of staff assigned to process those workloads; and
- The level of automation.

Workloads

The workloads are tracked on the basis of the yearly number of record copies received by the International Bureau (IB).⁶⁵



Source: WIPO Statistics Database, March 2018

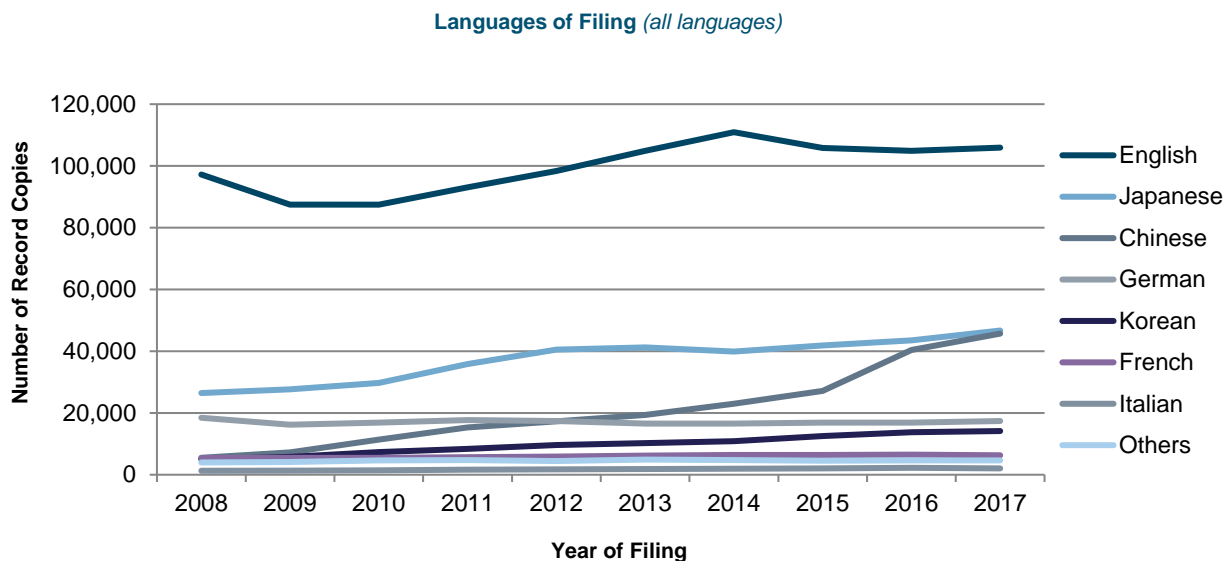
Note: 2017 data may be incomplete.

- The IB received 240,566 record copies in 2017, representing an increase of 3.2 per cent compared to the previous year.
- In 2017, the share of fully electronic filing methods continued to increase and represented 96 per cent of total filings.

⁶⁵ A record copy is a PCT application transmitted to the International Bureau (IB) by a receiving Office after its filing at, and its processing by, that Office. Because record copies are only received at the IB 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 IB workloads, do not exactly match trends in the filing of PCT applications.

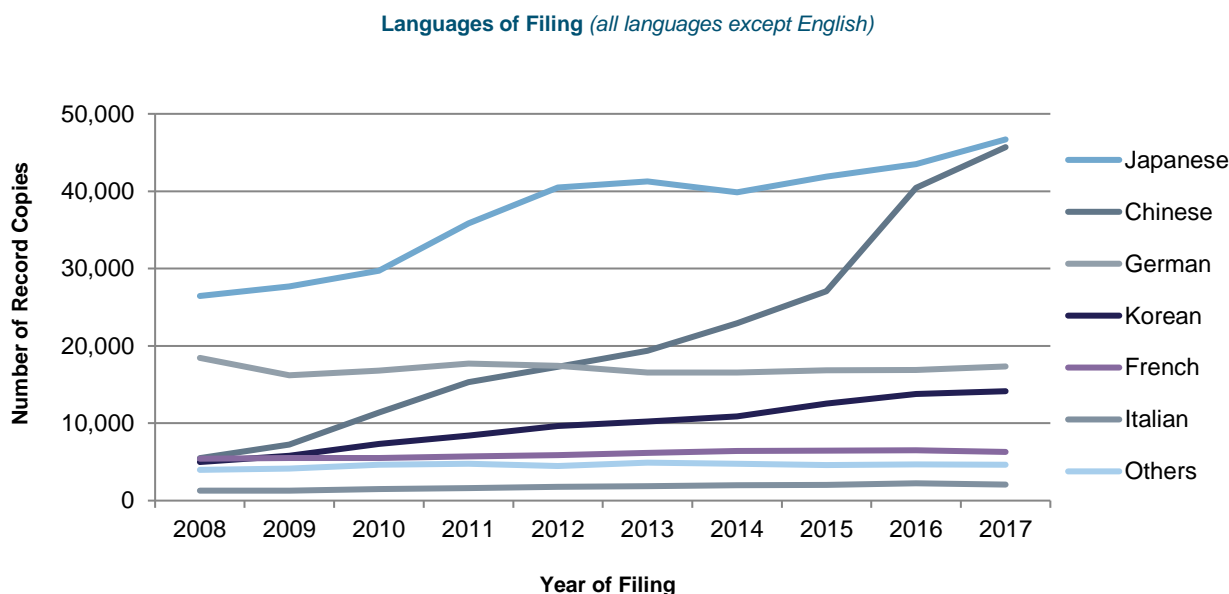
Language Distribution

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



Source: WIPO Statistics Database, March 2018
Note: 2017 data may be incomplete.

English accounts for the largest proportion of filings with 43.6 per cent of total filings in 2017. The shares of Asian languages have increased over the past decade. The combined share of the PCT applications filed in Japanese, Chinese and Korean increased from 29.5 per cent in 2010 to 43.9 per cent in 2017. Zooming in on languages other than English provides the following picture:

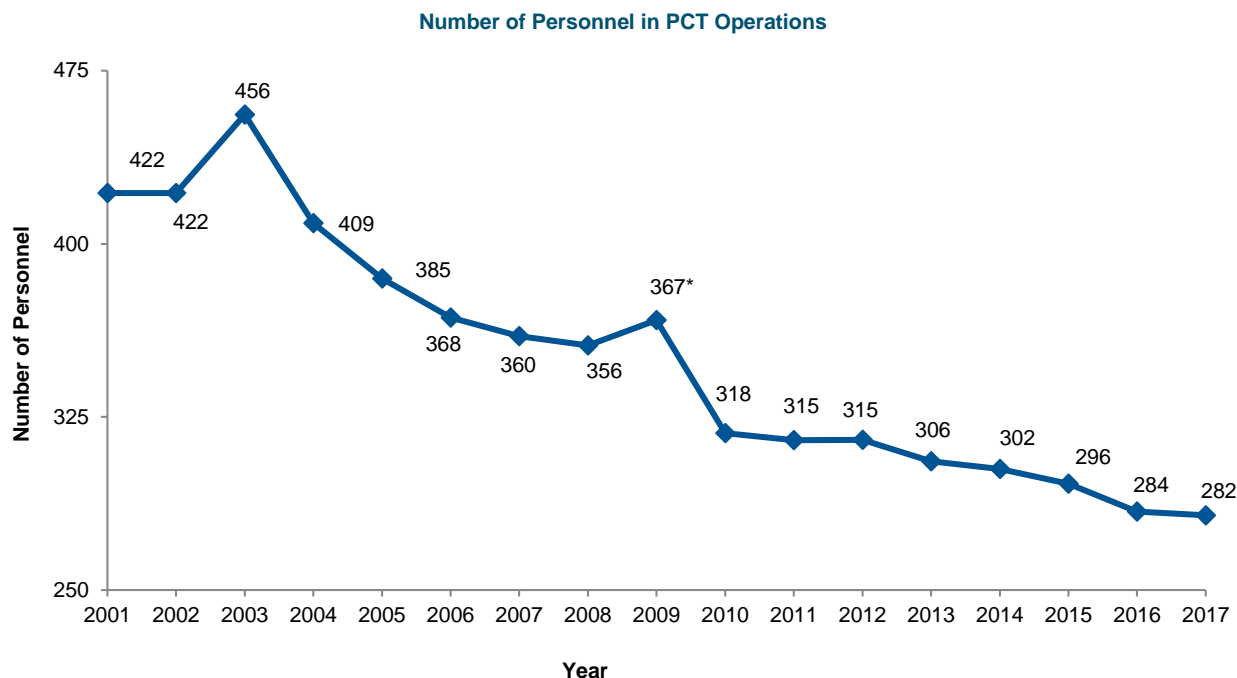


Source: WIPO Statistics Database, March 2018
Note: 2017 data may be incomplete.

The sharp increase of applications filed in Asian languages in the recent years put a considerable strain on the IB due to the limited number of staff resources able to work in these languages. Mitigation of this issue is automation of certain tasks and recruitment of staff able to work in these languages.

Staff

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 part-time staff). The number of personnel in PCT Operations further decreased in 2017.



Source: PCT Services, January 2018

Note: Personnel is counted in full time equivalent from December lists of staff.

* The increase in personnel in 2009 was due to the integration into the PCT Operations Divisions 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.

Unit Cost of Processing an Application

The IB's efficiency in processing PCT applications can be measured by the unit cost, defined as the average cost of producing one unit of output. The total cost of production comprises expenditure relating exclusively to the PCT System and expenditure of activities supporting the System. The expenditure relating exclusively to the PCT System includes those of Program 5 (the PCT System).

Expenditure of activities supporting the PCT System comprises the expenditure of the following services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC, estimated cost of the authentic publication source of PCT applications (PATENTSCOPE) and share of cost of the Income Section in Finance) are directly attributed to the PCT System whereas the remaining of such expenses attributable to the PCT System are calculated based on headcount (including fixed term staff, temporary staff and fellows).

The methodology to compute the unit cost was revised in 2013 in order to align it with other WIPO unit cost calculations and to better capture a fast changing environment. For example, the old method, which was designed in 2007, included a cost of storage (over 30 years) in warehouses, whereas paper filings (including PCT EASY filings) accounted for less than 10 per cent of filings in 2013. The 2012 PCT unit cost has been calculated using both methods. The 2012 unit cost amounted to 680 Swiss francs using the old method and to 712 Swiss francs using the new method. The 32 Swiss francs difference is due to the new method for allocating indirect costs.

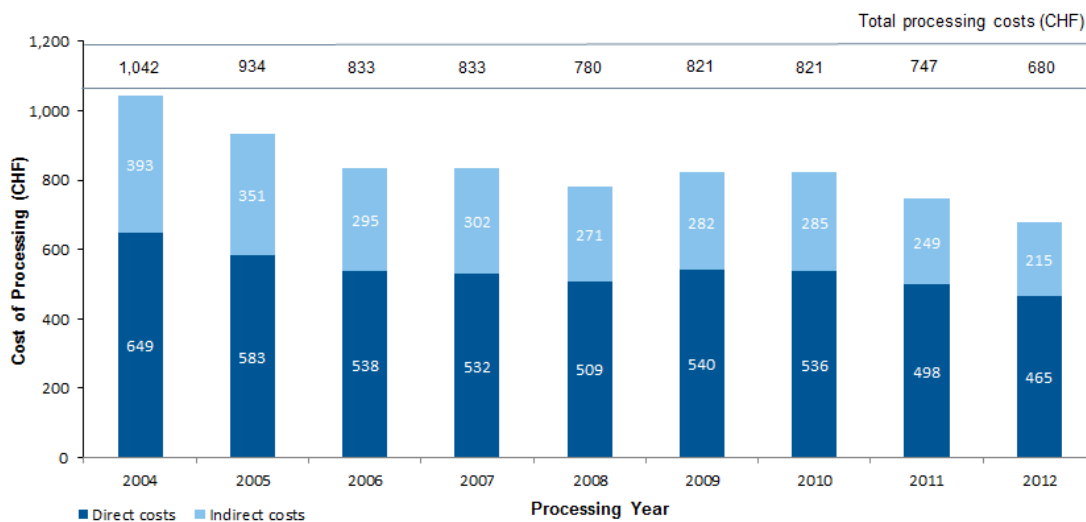
Formally, unit cost is defined as:

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

The graphs below depict the evolution of the unit cost of processing from 2004 to 2012 using the old method and from 2012 to 2017 using the new method, including a breakdown of the contribution of direct and indirect costs.

Unit Cost of Processing a Published PCT Application

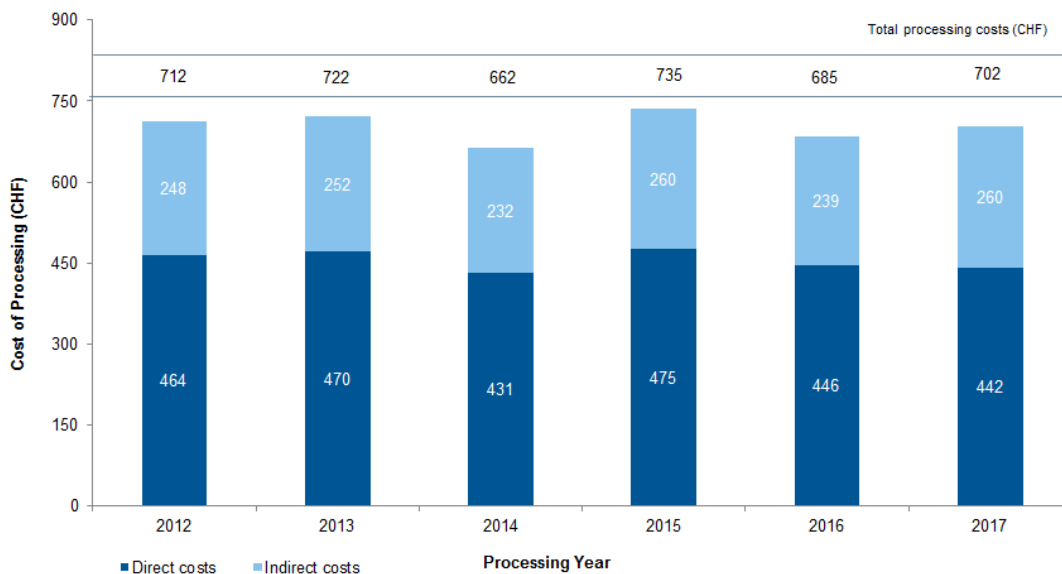
Old method



Source: WIPO Statistics Database, March 2013

Note: The average cost of published PCT application is an estimation which is calculated by dividing the total processing cost by the number of published PCT applications. Historical data have been revised and may differ from previous reported data.

New method



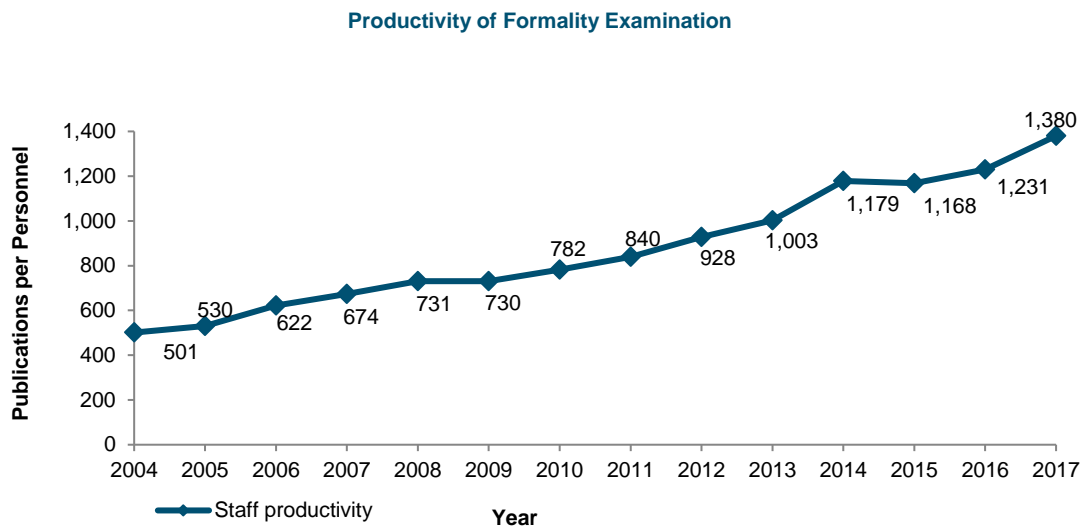
Source: WIPO Statistics Database, April 2018

Note: The average cost of processing a published PCT application is an estimation which is calculated by dividing the total processing cost by the number of published PCT applications. Historical data have been revised.

- The average cost of processing a published PCT application was 702 Swiss francs in 2017, representing an increase of 2.5 per cent compared to 2016. This increase was due to an increase of the indirect costs per published application of 8.6 per cent. The direct costs per published application decreased by 0.8 per cent.

Productivity of Formalities Examination

The definition of staff productivity is output (i.e. the number of PCT publications) divided by the number of staff for formalities examination.



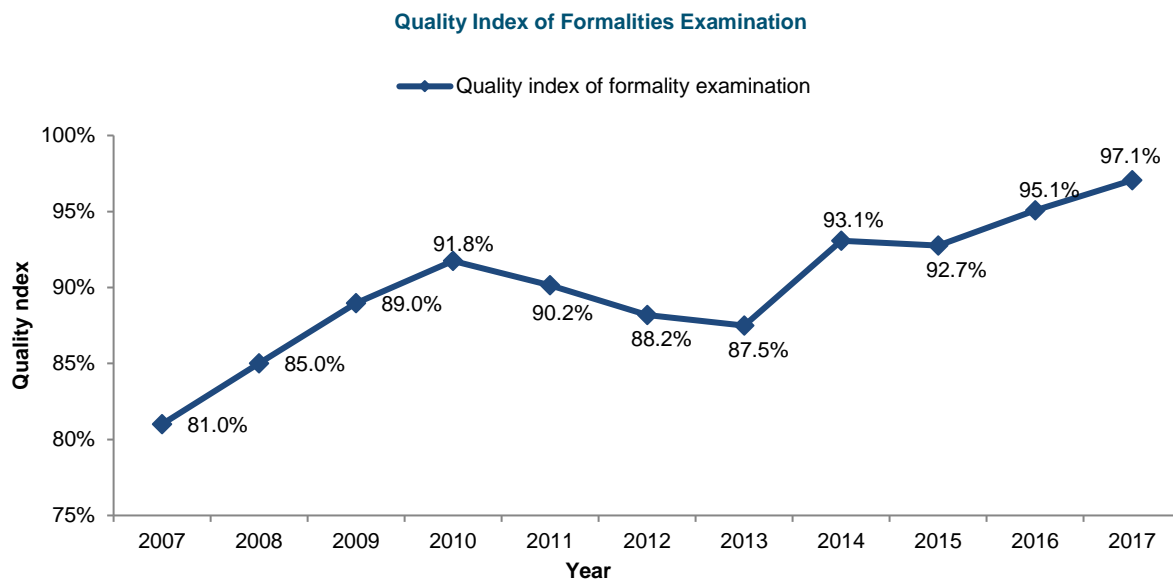
Source: WIPO Statistics Database, January 2018.

Note: Personnel is counted in full time equivalent from December lists of staff.

- Productivity of formalities examination increases over time, mainly due to automation, which permits the processing of much larger workloads with less or equal staff.
- In 2017, the productivity of formalities examination increased by 12.1 per cent compared to 2016.

Aggregate Quality of Formalities Examination

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.

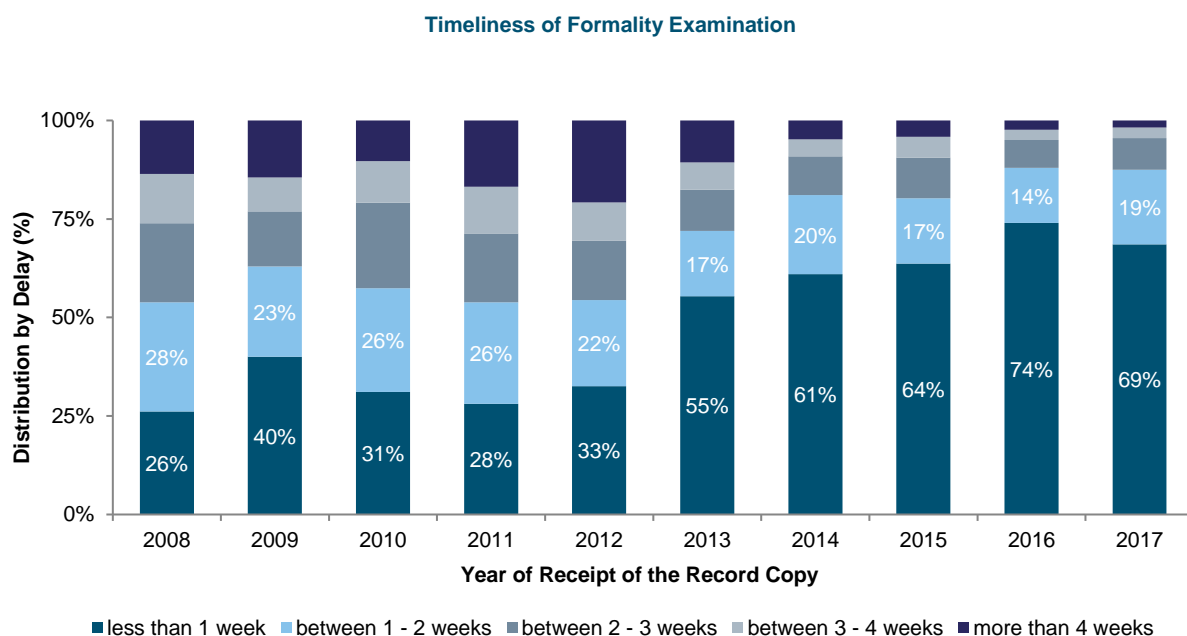


Source: WIPO Statistics Database, January 2018.

- The overall quality, as measured by the aggregate index, improved markedly from an average of 81 per cent in 2007 to 97.1 per cent in 2017.

Timeliness of Formalities Examination

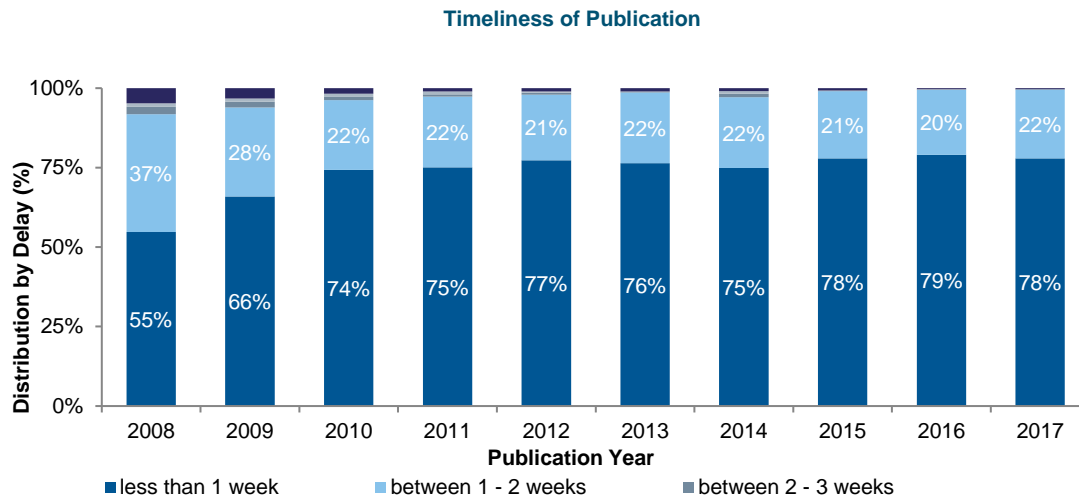
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to issue Form 301. This form is issued after the formality examination of the application has been completed. Applicants appreciate receiving this form as soon as possible because it acknowledges receipt of the application at the IB and allow them to know whether their application has any formal defects.



Source: WIPO Statistics Database, January 2018.

Timeliness of Publication

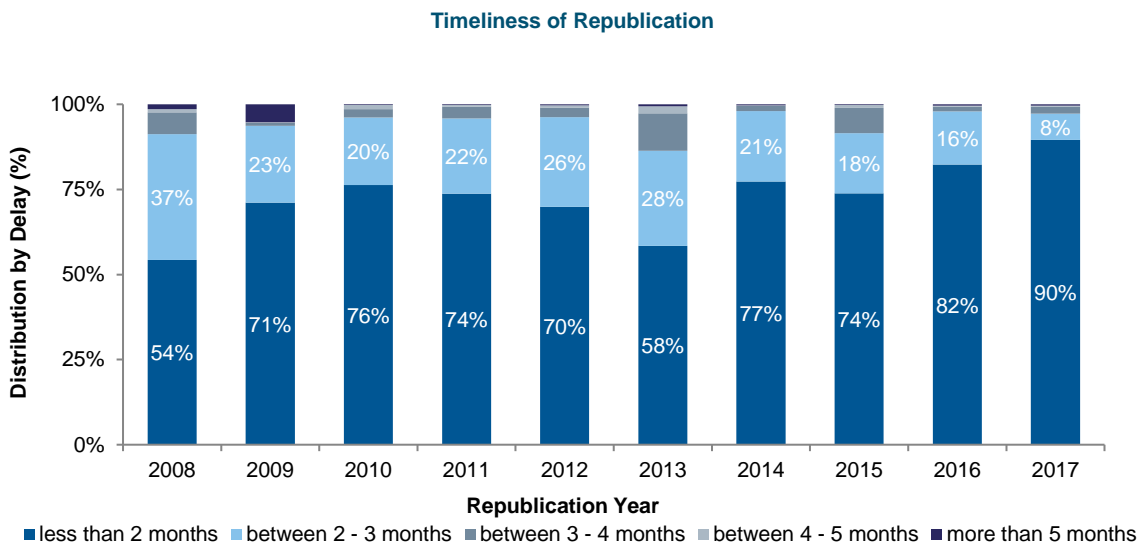
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely, the time required by the IB to publish the application. Article 21 (2) (a) of the PCT states that the "... international publication of the international application shall be effected promptly after the expiration of 18 months from the priority date of that application."



Source: WIPO Statistics Database, January 2018

Timeliness of Republication

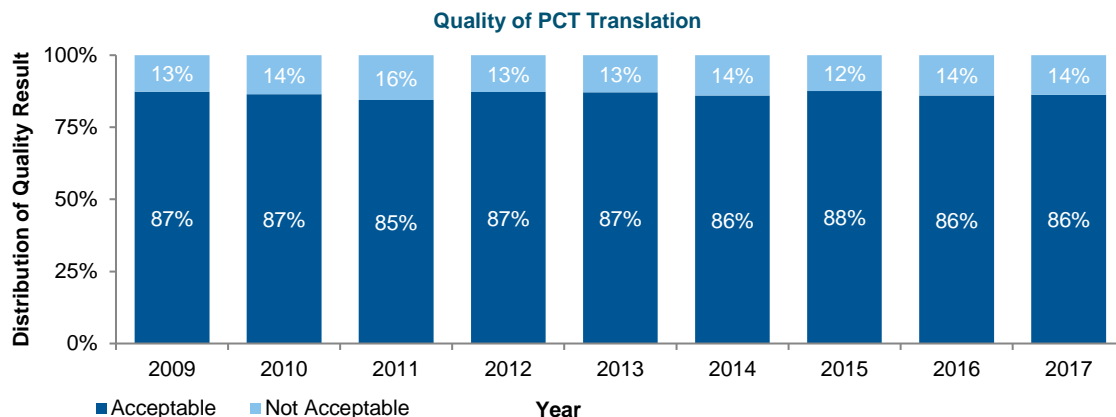
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to republish the application with the international search report (ISR). Due to delays in the communication of ISRs by International Searching Authorities (ISAs), a number 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.



Source: WIPO Statistics Database, January 2018.

Quality of Translation

Statistically calculated numbers of documents are selected at random from translations of abstracts and patentability 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. Quality increased slightly by 0.2 percentage point compared to 2016.

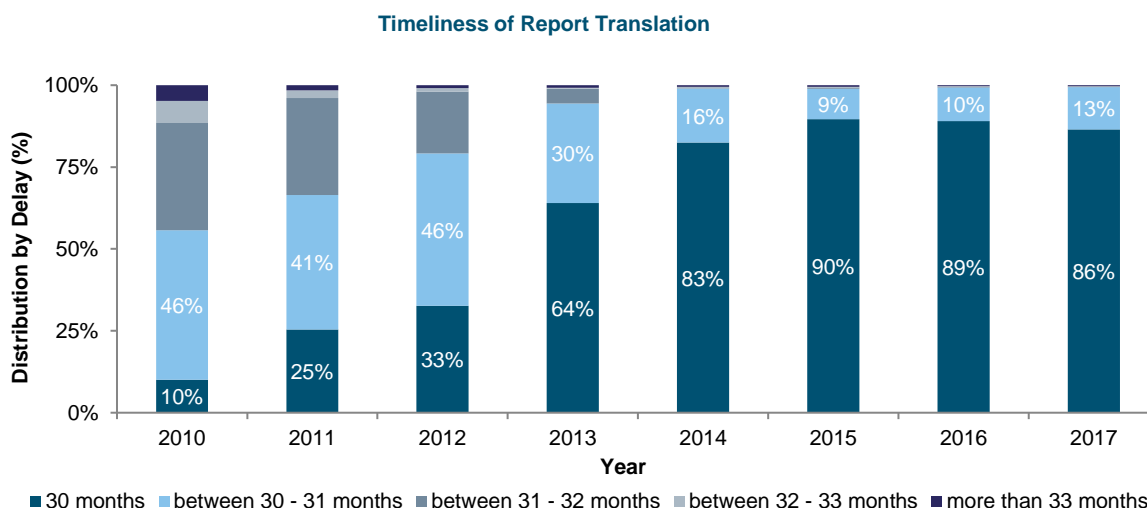


Source: PCT Services, February 2018

Timeliness of Report Translation

This indicator provides information on the timeliness with which patentability report translations are made available by the IB to applicants and Offices. The share of patentability report translations delivered at 30 months from the priority date of the international application has steadily increased between 2010 and 2015, and has stabilized since 2015. In 2017, 86 per cent of patentability report translations were delivered at 30 months, while 99 per cent were delivered by 31 months.

The increase of 3 per cent in the percentage of patentability reports arriving between 30 and 31 months was due to slight delays in the arrival of documents from national offices within a timeframe meeting with their legal obligations but leaving little time for translation.



Source: PCT Services, February 2018

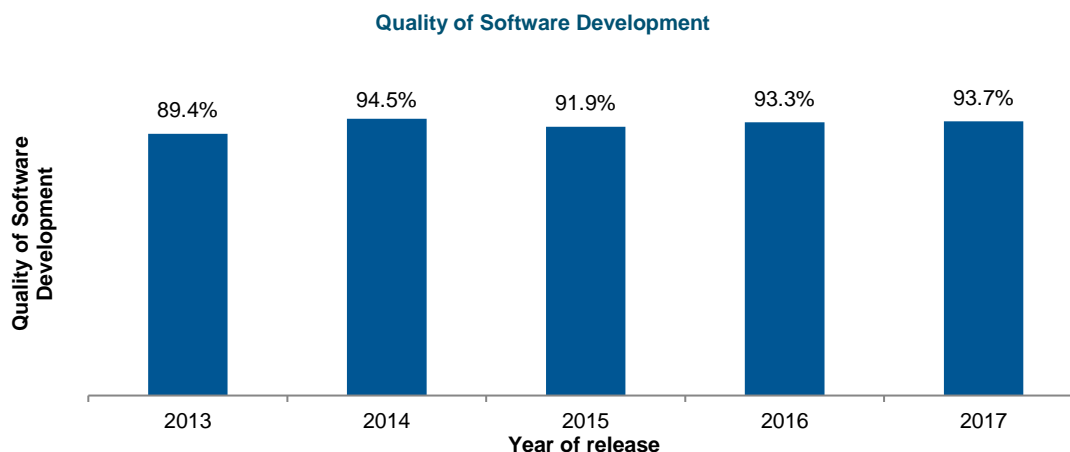
Quality of Software Development

The quality of software development (QSD) indicator provides a measure of the quality of major software releases for eDossier and ePCT projects. The QSD reflects the share of the time spent delivering new functionality in the release (i.e. work) out of the total time spent (i.e. work + rework). Rework is the time spent correcting defective work that was detected in the production environment.

Under this approach, development outputs that contain low levels of rework are deemed high quality as it reflects the extent of value added to the product through the delivery of new features.

The QSD is defined as:
$$\text{Quality of software development} = \frac{\text{Work}}{\text{Work} + \text{Rework}} * 100$$

In 2016, the quality of major releases, as defined by the QSD, was 93.3 per cent. In 2017 there was a slight increase to 93.7 per cent.



Source: PCT Services, February 2018

Information Systems Service Levels

The “information systems service levels (ISSL)” performance indicator reflects the performance of the service provided by the PCT information systems service to users, based on its ability to meet agreed targets. This composite indicator is calculated using the average of five target-based performance indicators⁶⁶. Each indicator is expressed as the percentage of the target actually attained. In 2016, the overall service level improved for the third consecutive year to reach the level of 97.1 per cent. The overall service level remained stable in 2017, with 97.1 per cent of services meeting the target performance levels.

⁶⁶ Following an independent review of PCTIS performance metrics, its definition slightly changed from the one described in the Program and Budget 2014/15

Information Systems Service Levels

Performance Indicator <i>Short description</i>	Target	Conditions	Results				
			2013	2014	2015	2016	2017
Incident resolution time <i>Working time (7am-7pm on WIPO working days) between a ticket being created and resolved.</i>	Severity 1: 4 hours Severity 2: 2 days Severity 3: 5 days Severity 4: 10 days	Production and Support tickets resolved by the support team	85.5%	87.6%	93.6%	96.9%	95.0%
Document load time <i>elapsed time between receipt of document at IB and its availability in eDossier</i>	8 hours	Documents loaded by a semi or fully automated process	80.0%	88.2%	89.5%	88.9%	90.8%
Batch job processing success rate	100%	Batch jobs to be completed successfully by the close of business on the scheduled date	99.6%	99.5%	99.6%	99.6%	99.5%
eDossier system availability	99%	7am-7pm on working days	100%	100%	100%	100%	100%
ePCT system availability	99%	24 hours	100%	100%	100%	100%	100%
Information systems service levels (ISSL) <i>Average of the above indicators</i>			93.0%	95.1%	96.5%	97.1%	97.1%

Source: PCT Services, February 2018

Receiving Office at the International Bureau (RO/IB)

Filings

This table presents PCT filings by the top 10 receiving Offices over the past five years to 2017. 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 (RO/IB) 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.

PCT applications received by the top 10 receiving Offices

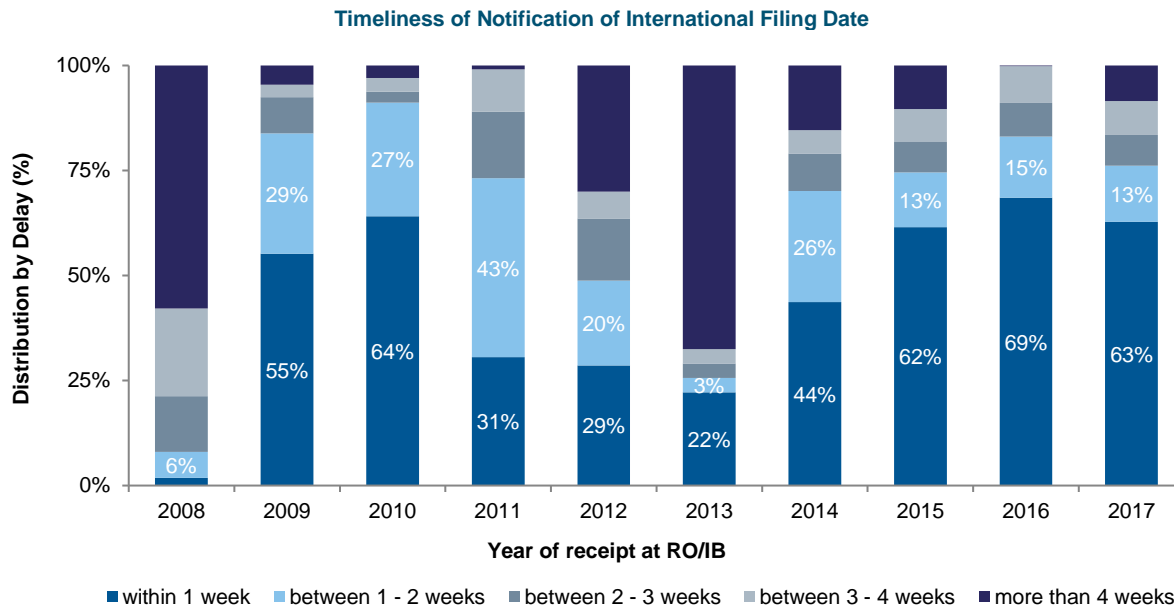
Receiving Offices	International Filing Year					2017 Share (%)	Changed compared to 2016 (%)
	2013	2014	2015	2016	2017		
United States of America	57,686	61,974	57,591	56,678	56,158	23.1	-0.9
China	22,927	27,088	31,045	44,462	50,674	20.8	14.0
Japan	43,075	41,292	43,097	44,495	47,425	19.5	6.6
European Patent Office	32,043	32,906	34,158	35,288	36,714	15.1	4.0
Republic of Korea	12,439	13,137	14,592	15,595	15,830	6.5	1.5
International Bureau	10,403	10,539	10,329	10,022	10,212	4.2	1.9
United Kingdom	3,894	4,241	4,100	4,008	3,941	1.6	-1.7
France	3,313	3,508	3,515	3,606	3,827	1.6	6.1
Canada	2,092	2,174	1,988	1,859	1,871	0.8	0.6
Australia	1,521	1,622	1,615	1,703	1,756	0.7	3.1
All others	15,913	15,851	15,203	15,197	15,092	6.2	-0.7
Total	205,306	214,332	217,233	232,913	243,500	100.0	4.5

Source: WIPO Statistics Database, March 2018

Note: 2017 data are estimated

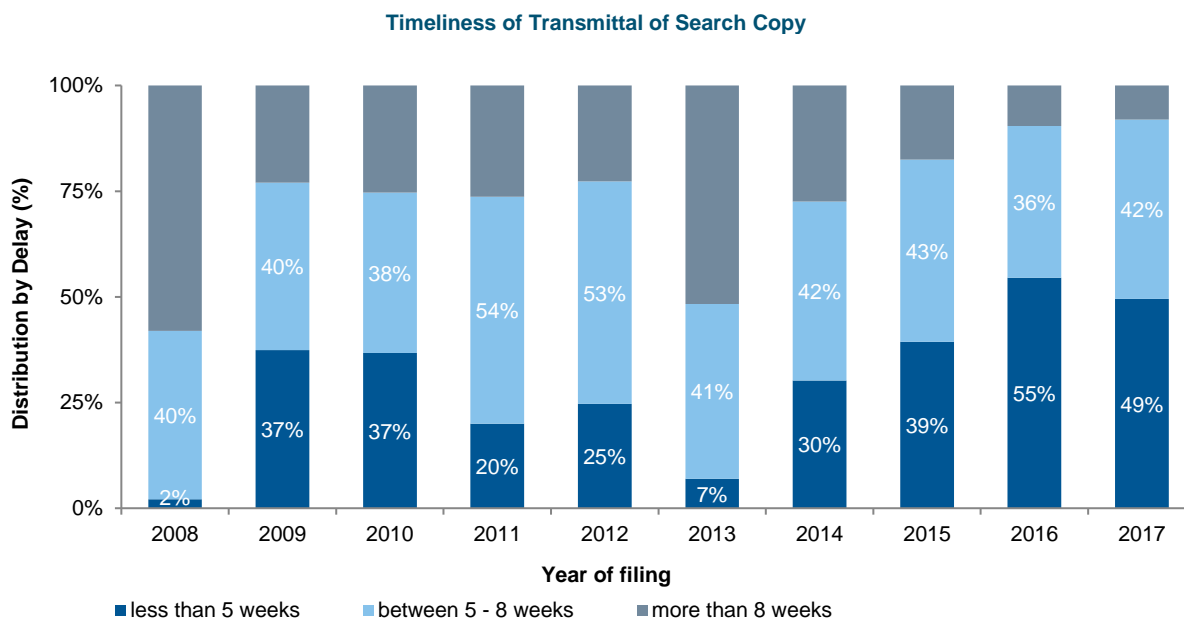
Timeliness of Notification of International Filing Date

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

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 paying the fee will delay the transmission of the search copies to the ISAs and therefore negatively impact upon the ability of ISAs to meet these deadlines.



Indicators of Madrid Operations

Performance Indicators for the Expected Result “Improved Productivity and Service Quality of Madrid Operations”

General

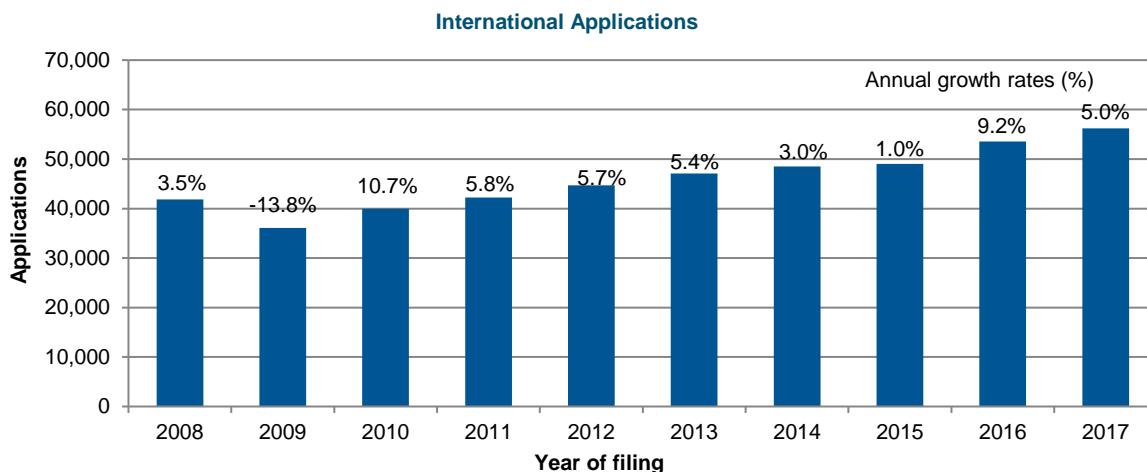
In March 2016, the IT legacy system (MAPS) used by Madrid Operations was replaced by a new IT System (MIRIS). Some of the following indicators, such as processed workload, pendency and some quality indicators were impacted by an initial system instability following the deployment of MIRIS. As of the fourth quarter of 2016, the system was stabilized and production was brought back to historical average levels throughout the course of 2017.

When assessing performance indicators to determine the expected result “improved productivity and service quality of Madrid operations”, the following factors should be considered:

- Madrid workload;
- Composition of the workload;
- Number of staff assigned to process the workload;
- Level of automation; and,
- Total cost of production.

Incoming Documents

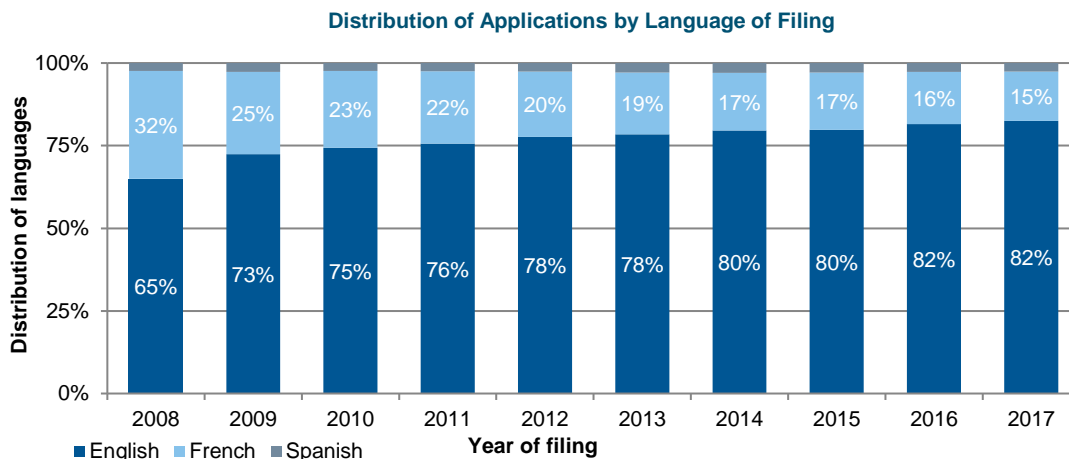
The International Bureau (IB) receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. The latest trend for the number of documents received by the IB in relation to each of these categories is presented below. With respect to international applications, additional information, such as the average number of classes and average length of the application, is also provided. For technical reasons, some indicators show data based on processed rather than incoming documents. Backlogs in processing may therefore affect some indicators. Moreover, in 2016, the IB changed its methodology for determining the date of receipt of international applications, by using the filing date of an international application at the Office of origin rather than the date of receipt of an international application by the IB.



Source: WIPO IP Statistics Database, March 2018.

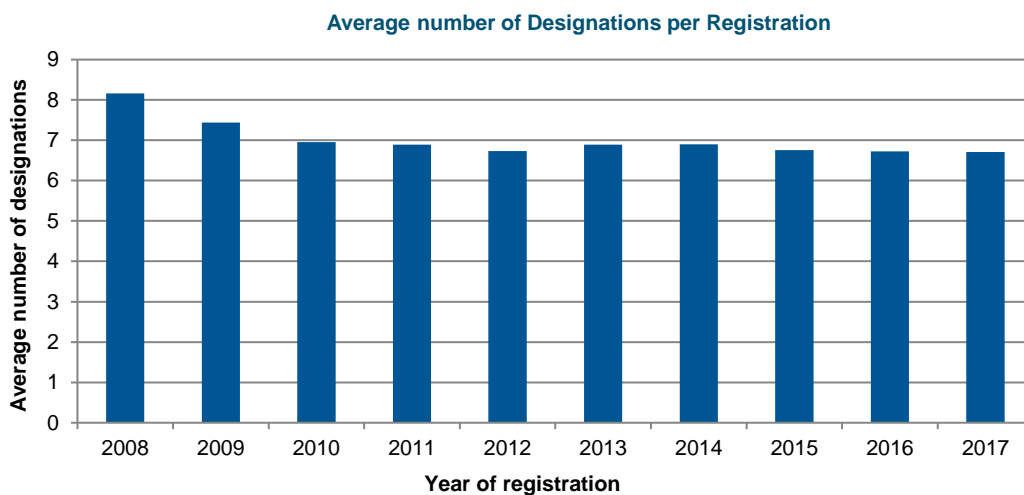
Note: 2017 data are WIPO estimates. Data are provided based on the date of filing at the Office of origin.

- In 2017, an estimated 56,200 applications were filed, representing an increase of 5 per cent compared to 2016.
- The numbers of applications filed have increased continuously since 2010.



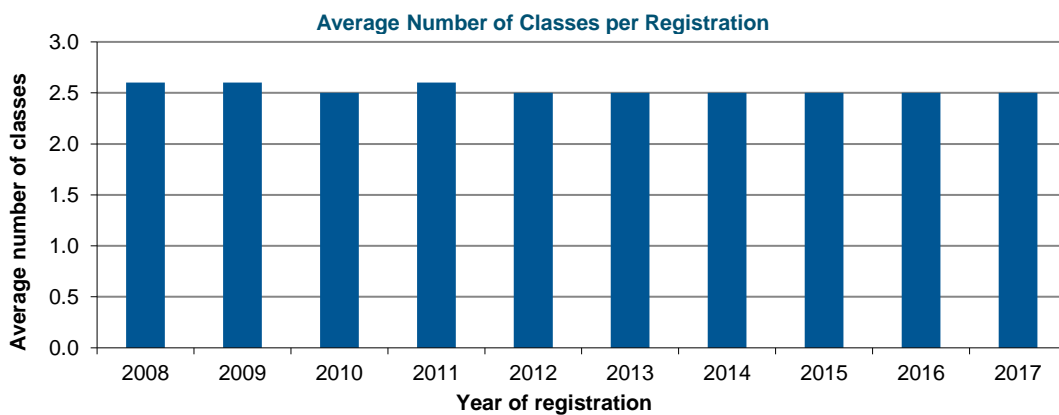
Source: Madrid Registry, February 2018

- In 2017, 82 per cent of all applications were filed in English. This share has grown by 17 percentage points since 2008, when English applications comprised 65 per cent of all applications filed.



Source: Madrid Registry, February 2018

- An average 6.7 designations were made in applications registered in 2017. This average has remained stable since 2010.

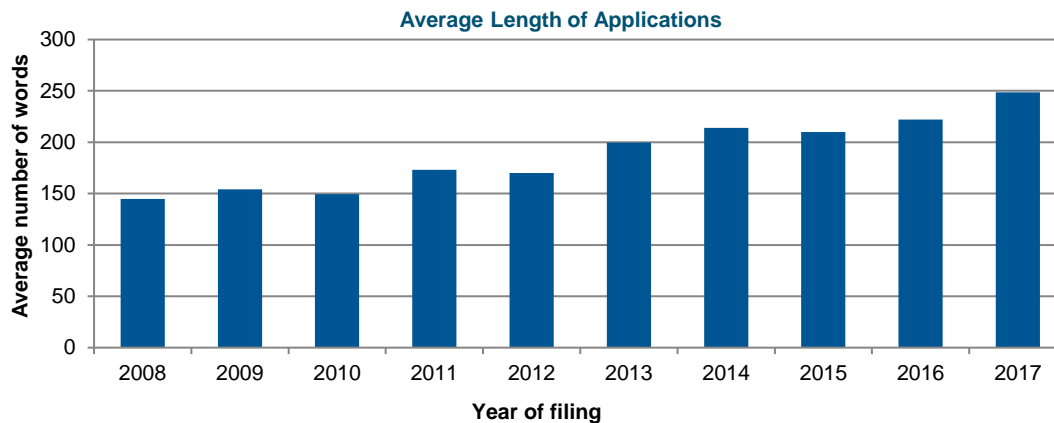


Source: Madrid Registry, February 2018

- The average number of classes specified in registrations (2.5 classes) has remained stable since 2008.

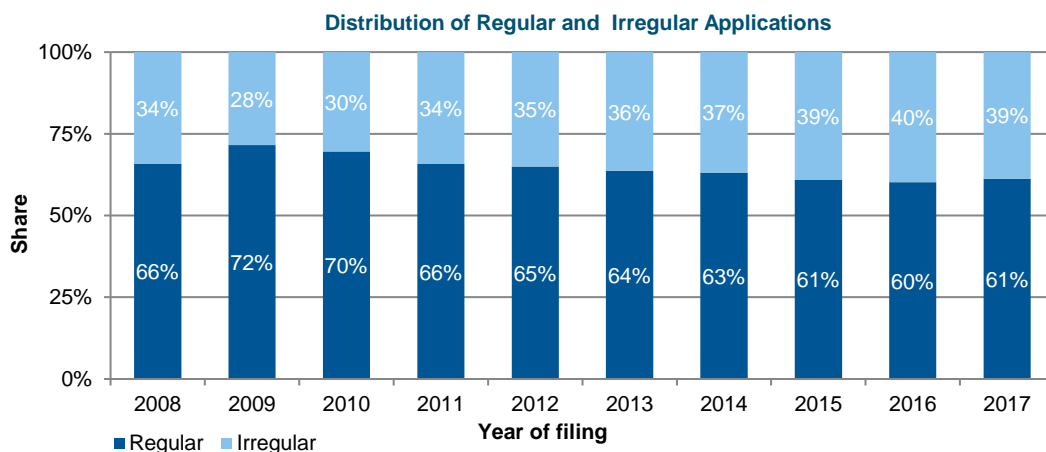
Average Length of Applications

The length of an application is determined by the total number of words used by applicants in (a) the description of the mark, (b) the list of goods and services and (c) any accompanying limitations. To make the application available in all three Madrid System languages, these three elements are translated by the IB into English, French or Spanish, depending on the original language of the application.



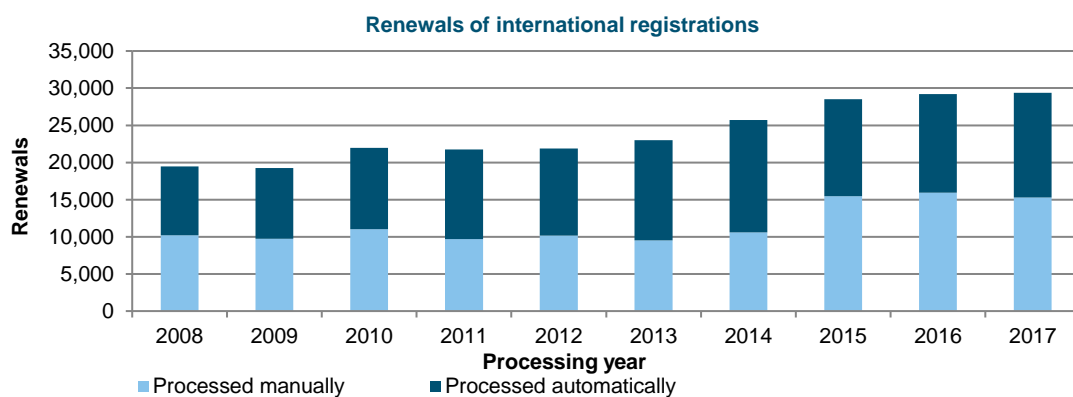
Source: Madrid Registry, February 2018

- The average length of applications increased from 222 words in 2016 to 248 in 2017, representing an increase of 12 per cent.



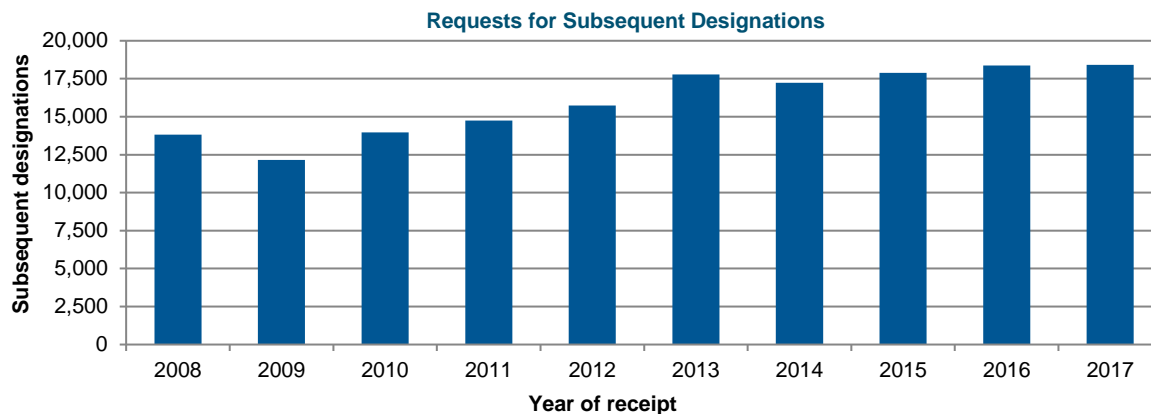
Source: Madrid Registry, February 2018

- The share of regular applications has remained relatively stable since 2015.



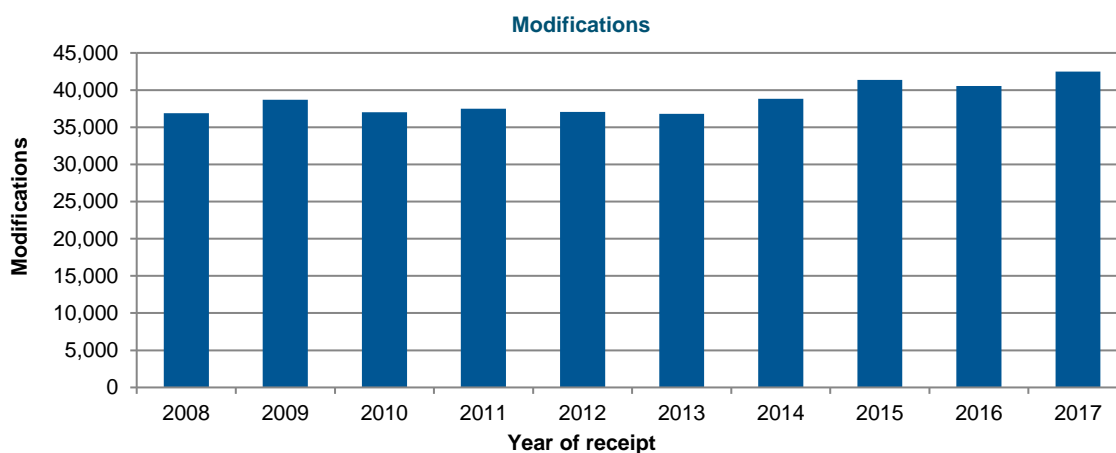
Source: Madrid Registry, February 2018

- In 2017, the IB received 29,362 renewals, up 0.5 per cent from 2016.



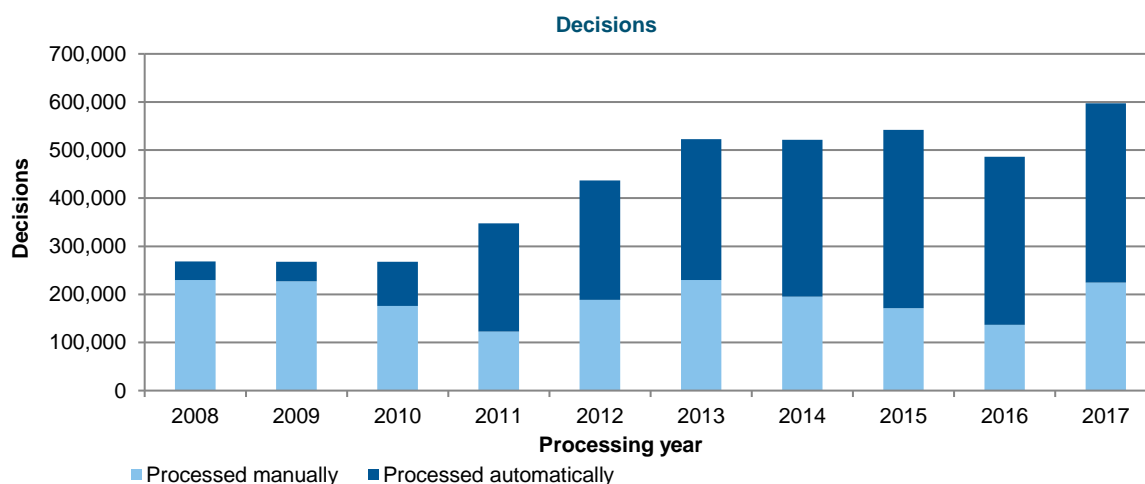
Source: WIPO IP Statistics Database, March 2018

- In 2017, the IB received 18,410 requests for subsequent designations, up 0.2 per cent from 2016.



Source: Madrid Registry, February 2018

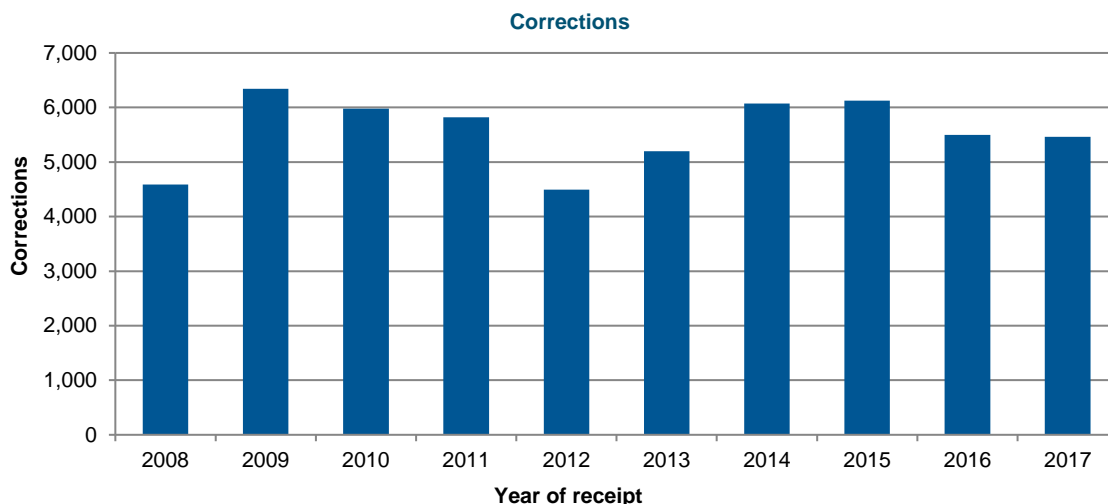
- In 2017, the IB received 42,467 requests for modification, up 4.7 per cent from 2016.



Source: Madrid Registry, February 2018

- In 2017, the number of decisions processed by the IB increased by 23 per cent compared to 2016, totaling 597,416. Between 2010 and 2015, the number of decisions processed sharply increased followed by a decrease of 10 per cent in 2016. This was due to a temporary slowdown in operations following the deployment, in 2016, of the MIRIS IT system.

- In 2017, the proportion of decisions processed automatically amounted to 62 per cent, a 10 percentage point decrease compared to 2016. Again, this development can be imputed to a temporary slowdown of operations in 2016, resulting in the accumulation of a backlog, which was cleared – in part manually – during 2017.

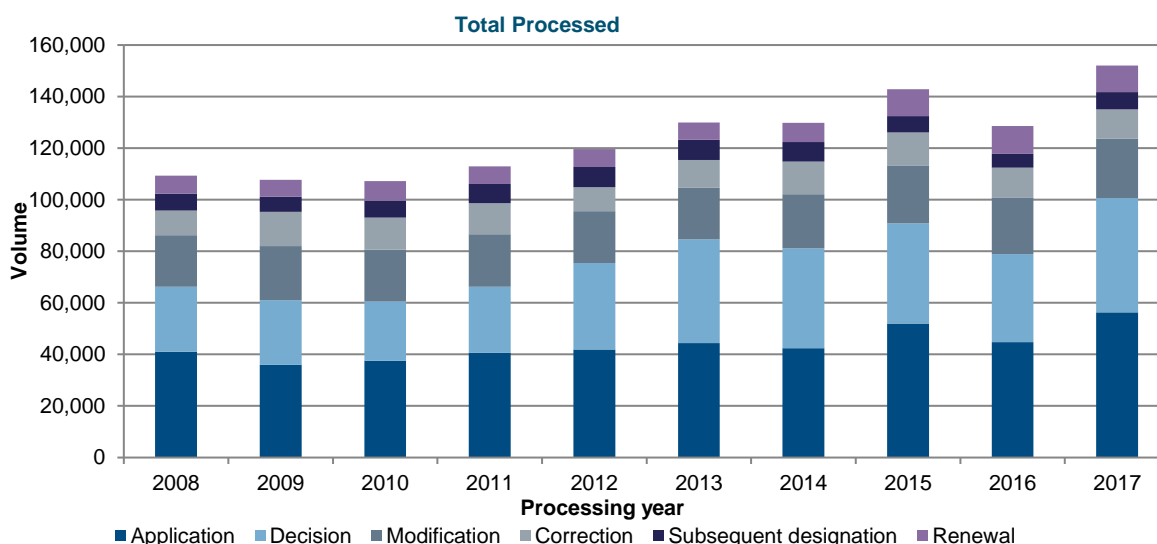


Source: Madrid Registry, February 2018

- In 2017, the IB received 5,463 requests for corrections, representing a slight decrease of 0.6 per cent compared to 2016.

Total Processed Workload

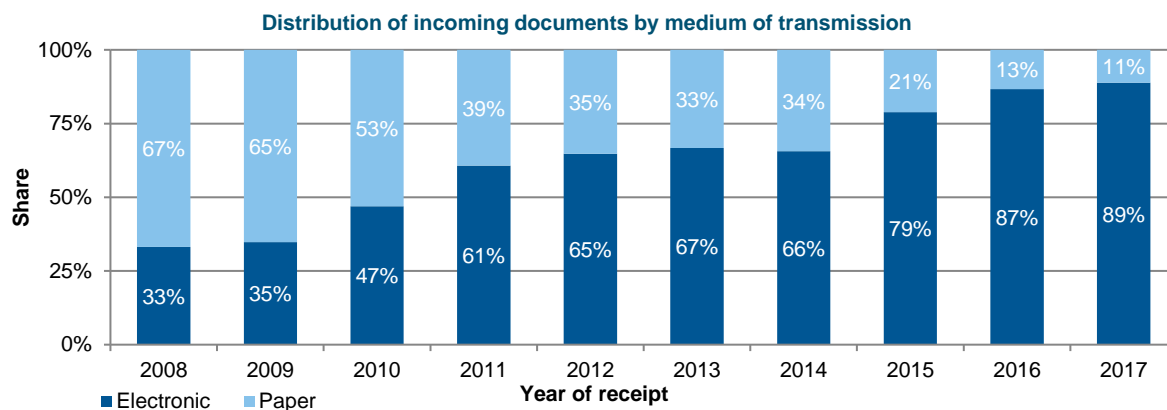
- The total processed workload represents the weighted total number of documents processed by the IB, including applications, renewals, subsequent designations, modifications, decisions and corrections.
- As the processing of each type of document do not require an equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, a full time equivalent (FTE) examiner can process 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10 decisions. Similarly, for documents processed automatically, one IT systems support FTE is required to process 17 documents.



Source: Madrid Registry, February 2018

- In 2017, the total processed workload sharply increased by 18 per cent compared to 2016. Applications, decisions and modifications represented nearly 81 per cent of the total processed workload.
- The 10 per cent decrease observed in 2016 was primarily attributable to the initial instability of the new IT system (MIRIS), which resulted in a backlog of pending documents.

Medium of Transmission of Incoming Documents



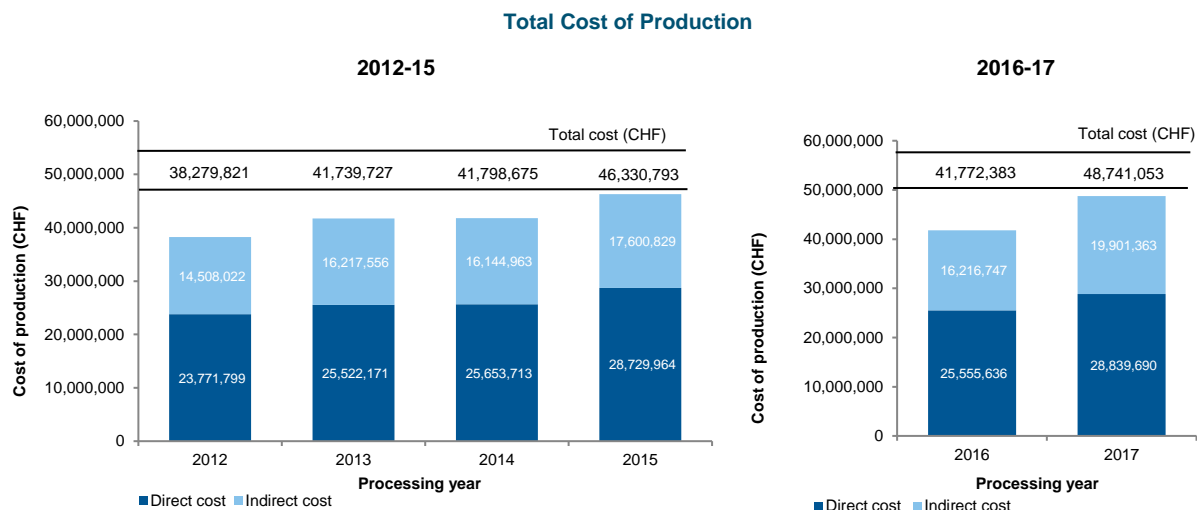
Source: Madrid Registry, February 2018

- In 2017, 89 per cent of all incoming documents were transmitted electronically to the IB, which represented an increase of 2 percentage points compared to 2016.
- The share of incoming documents transmitted electronically has consistently increased since 2008.

Processing

Total Cost of Production:

- The total cost of production comprises expenditure relating exclusively to the Madrid System and expenditure of activities supporting the System.
- For data prior to 2016, the expenditure relating exclusively to the Madrid System represented about 96 per cent of the expenditures of Program 6. From 2016, expenditures of the Madrid System that relate to supporting the Hague and Lisbon Systems are excluded from the calculation. Before the 2016/17 biennium, the expenditure for translation and IT developments in relation to the Hague and Lisbon Systems could not be distinguished from the overall expenditure of Program 6. Because of this refinement in the calculation, 2016 and onwards data is not comparable with previous years and is therefore presented in a different graphical view.
- Expenditure of activities supporting the Madrid System comprises the expenditure of the following general services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC and share of cost of the Income Section in Finance) are directly attributed to the Madrid System whereas the remaining such expenses attributable to the Madrid System are calculated based on headcount (including fixed term staff, temporary staff and fellows).



- The total cost of production was estimated at 48.7 million Swiss francs in 2017.
- In 2017, the direct costs accounted for 59 per cent of total costs.

Unit cost:

- The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.
- As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output which includes a set of transactions. Two unit cost indicators are presented below using two different units of output.
- As part of the IB's efforts to continuously refine its approach to calculating unit costs, the methodology has been revised in 2016 to reflect more accurately the cost of processing Madrid workloads at the IB:
- The methodology for calculating direct and indirect Madrid costs has been aligned with the methodologies for calculating PCT and the Hague unit costs.
- The weighted system described in Section II, was introduced to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.⁶⁷
- The unit cost per new/renewed international registration was redefined to include only new international registrations and renewals. The rationale for removing subsequent designations as a component of this unit cost is a sharper focus on the core Madrid outputs, namely the international registration and its renewal. All other Madrid transactions (subsequent designations, modifications, decisions and corrections) can be considered secondary to these two core transactions. Furthermore, it is difficult to justify including one of these secondary transactions as a component of this unit cost, while excluding the others.
- The second unit cost is based strictly on the number of documents inscribed in the register, irrespective of the varying levels of resources required to process them.

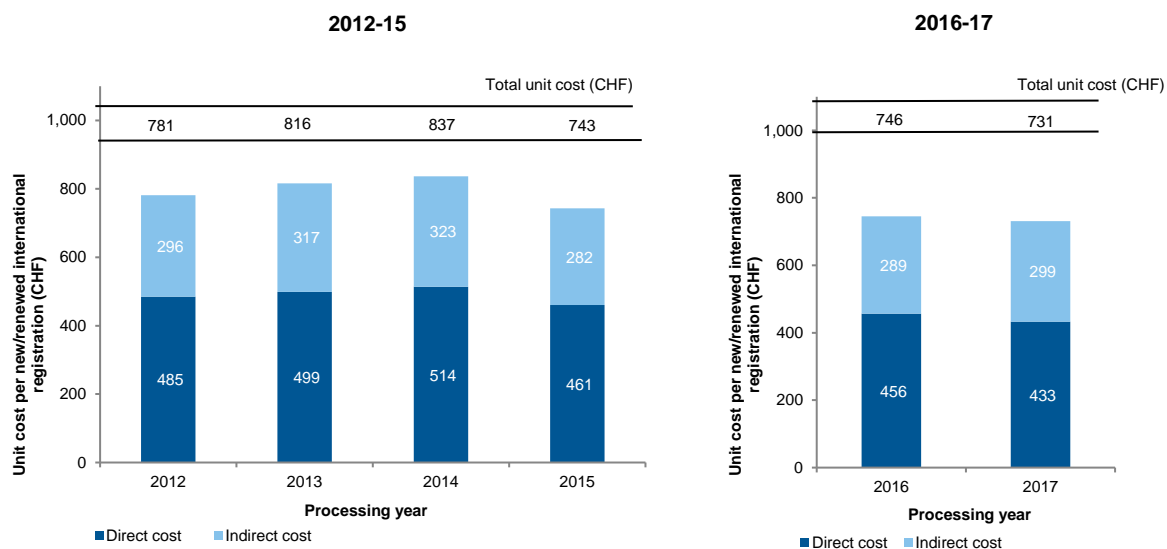
Unit Cost per New/Renewed International Registration

- New international registrations consist of applications that are registered within a given year, and renewed international registrations consist of existing registrations that are renewed within a given year. Combined, these two types of transactions reflect the core business of the IB.
- As the processing of these two types of transactions do not require equal resources, they are each weighted differently.⁶⁸ The unit cost is calculated by dividing the total cost of production by the number of new/renewed international registrations.

⁶⁷ See "Total processed workload" above.

⁶⁸ See "Total processed workload" above.

Unit Cost per New/Renewed International Registration

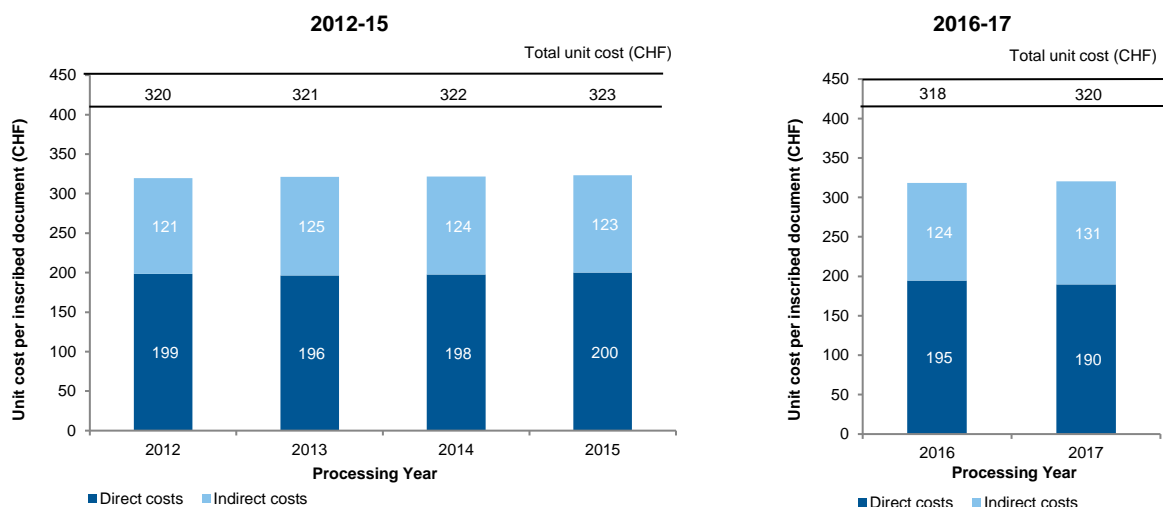


- The average cost of processing a new/renewed international registration was 731 Swiss francs in 2017.

Unit Cost per Document Inscribed in the Register

- The documents inscribed in the register correspond to the total volume of workload (see “Total volume of workload” above).

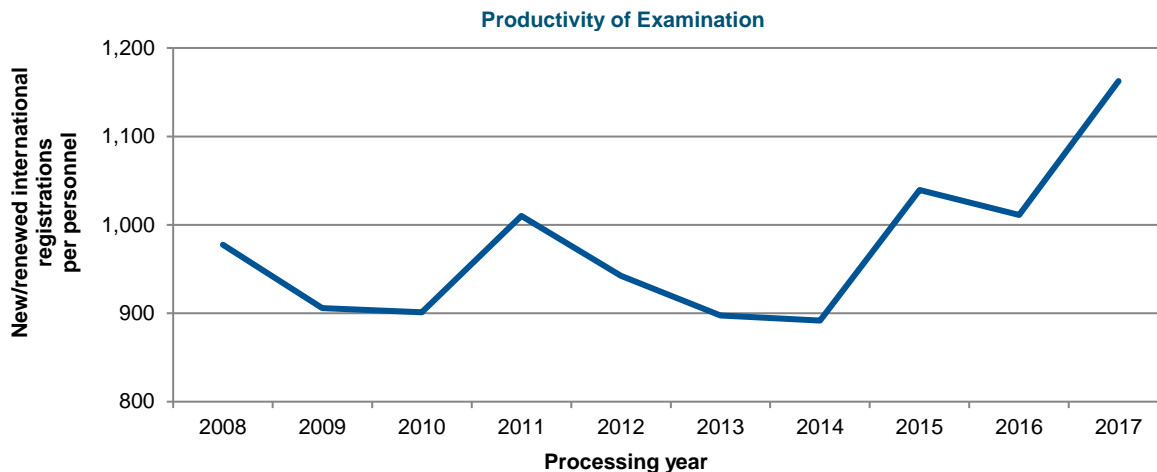
Unit Cost per Document Inscribed in the Register



- The average cost of inscribing a document was 320 Swiss francs in 2017.

Productivity of Examination

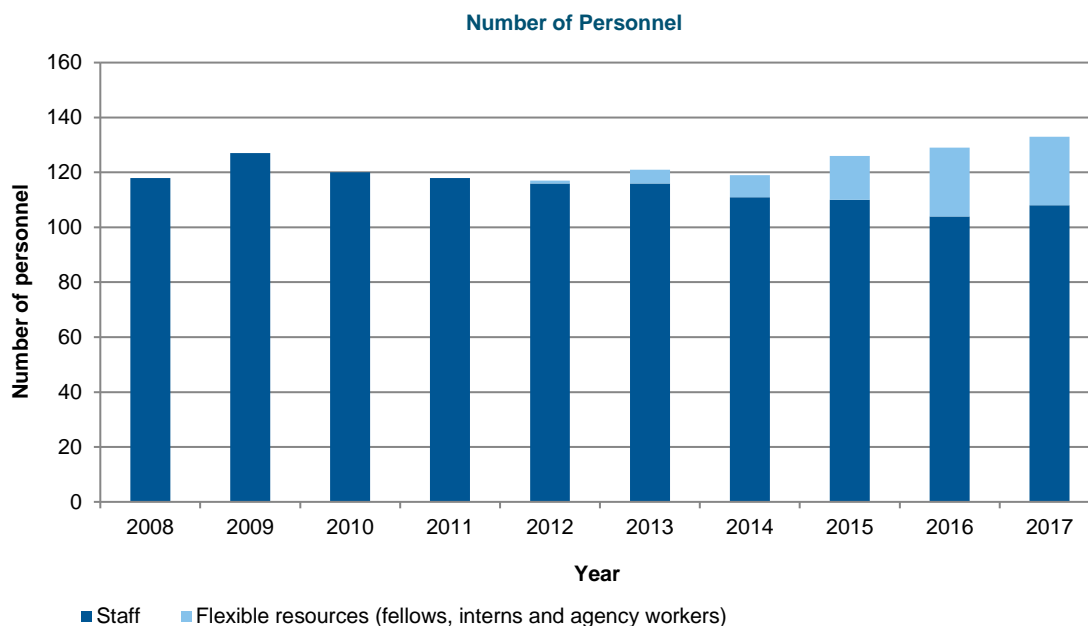
- The definition of examination productivity is the number of new/renewed international registrations processed by examiners, divided by the number of personnel involved in examination. The number of personnel includes fellows, interns and external contractors.



Source: Madrid Registry, April 2018

- In 2017, the productivity of examination increased by 15 per cent compared to 2016, reaching its highest level since 2008. This was due to the implementation, in 2017, of the Special Madrid Program, a temporary measure that was designed to reduce the backlog of pending transactions that had accumulated in 2016 following the deployment of the new IT system (MIRIS).

Personnel



Source: WIPO, March 2018

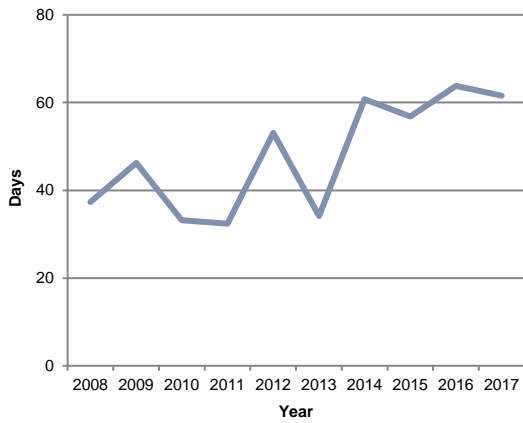
Note: The ability to distinguish the personnel of the Lisbon Registry was only feasible beginning with the 2014/15 biennium. For the years prior to 2014, the personnel of the Lisbon System are included in the overall number of personnel of the Madrid System. Agency workers not working on WIPO premises are not included in this indicator. Agency workers in the Document Processing Unit are not covered by the current methodology.

- The number of staff increased from 104 in 2016 to 108 in 2017, while the number of flexible resources remained stable.

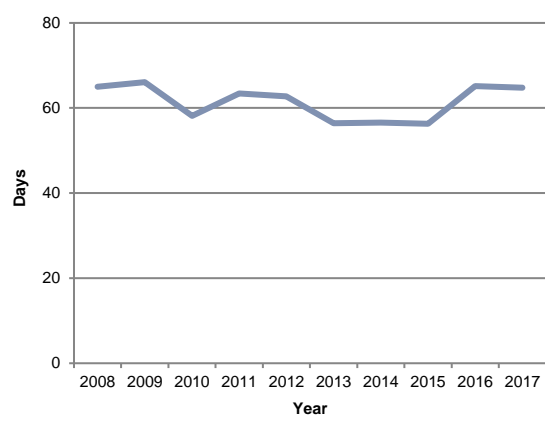
Pendency

The average pendency for each of the six transactions performed by the IB is shown below. The pendency is calculated from the date a document is received to the date it is inscribed.

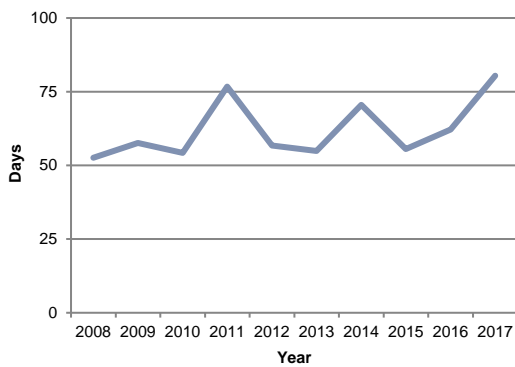
Average Pendency of Applications



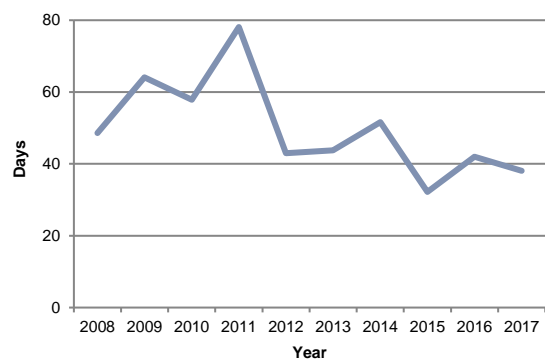
Average Pendency of Renewals



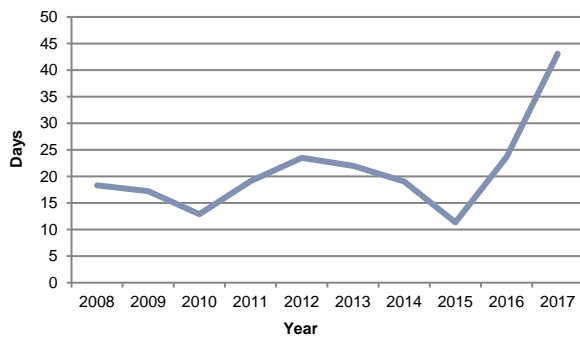
Average Pendency of Modifications



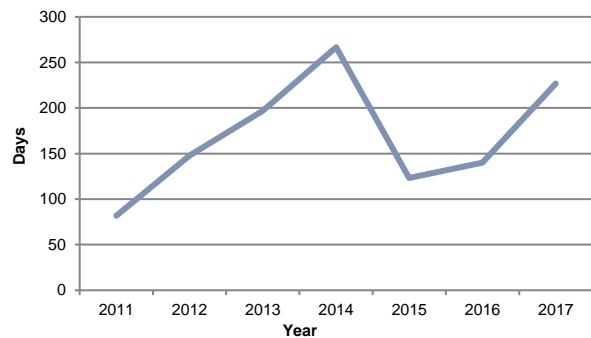
Average Pendency of Subsequent Designations



Average Pendency of Decisions



Average Pendency of Corrections



Source: Madrid Registry, February 2018

- Compared to 2016, the average pendency in 2017 increased for three of the six transactions performed by the IB. The most important increase was recorded for corrections.

Quality of Examination

The following key indicators on the overall quality of trademark examination are monitored on a regular basis following the implementation of the Madrid Registry Quality Management Framework (QMF) in 2015, in compliance with ISO 9001:2015 and ISO 2859 guidance.⁶⁹

Two sources of information on the quality of the examination work produced by the IB are presented:

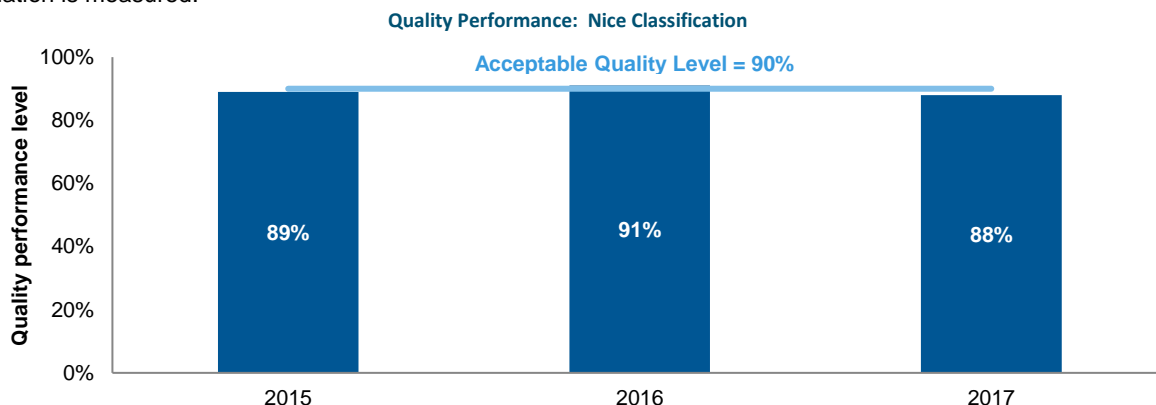
- (a) The results of the internal review of examination transaction samples; and
- (b) Errors made by the IB following the receipt of correction requests under Rule 28 of the Common Regulations.

Review of Examination Transaction Samples

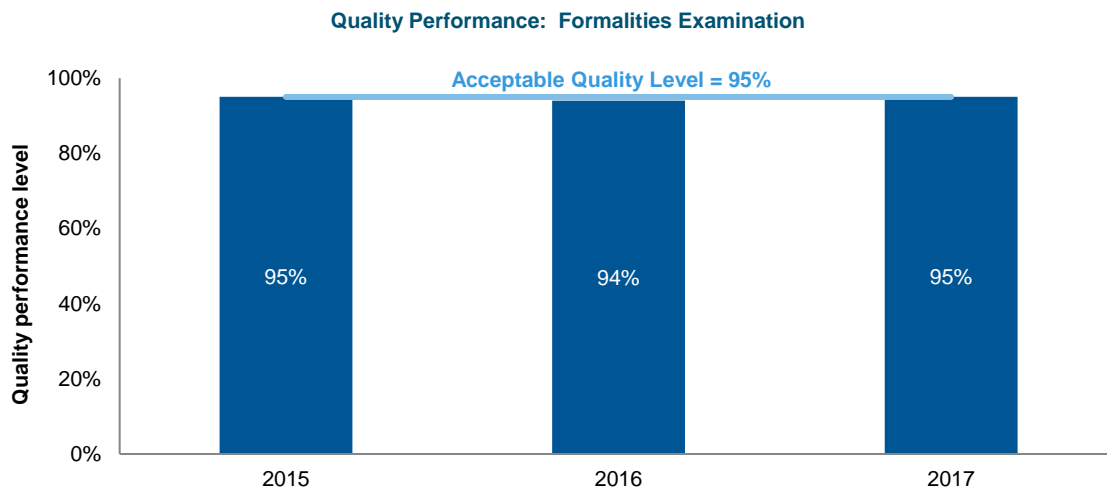
Quality control was carried out based on the following samples for the manually processed transactions in 2017. The qualitative performance results, therefore, do not take into account potential quality issues in the automated processing of Nice classifications (pre-validated terms), formalities examination, decisions, modifications and renewals.

- 715 applications for Nice classification
- 700 applications for formalities examination (APEX)
- 765 decisions
- 614 requests for modification
- 309 requests for renewal

An Acceptable Quality Level (AQL) is set for each transaction and is the criteria against which the quality of trademark examination is measured.

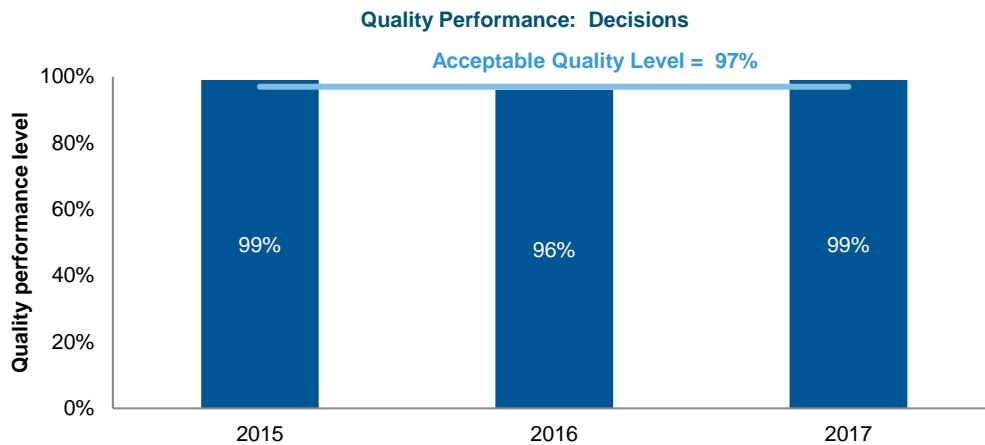


- The overall qualitative performance in 2017 was two percentage points below the acceptable quality level.

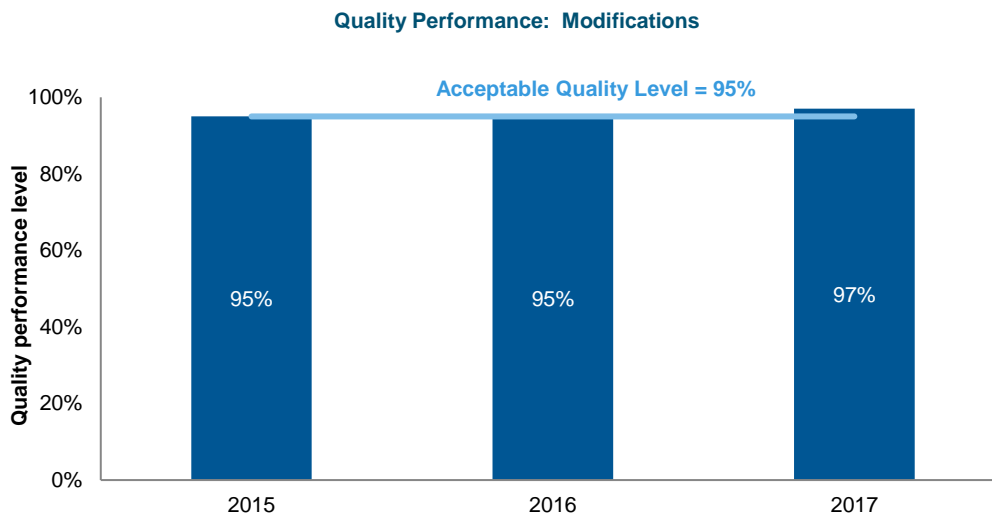


⁶⁹ The Madrid Registry QMF is available on request at madrid.qp@wipo.int

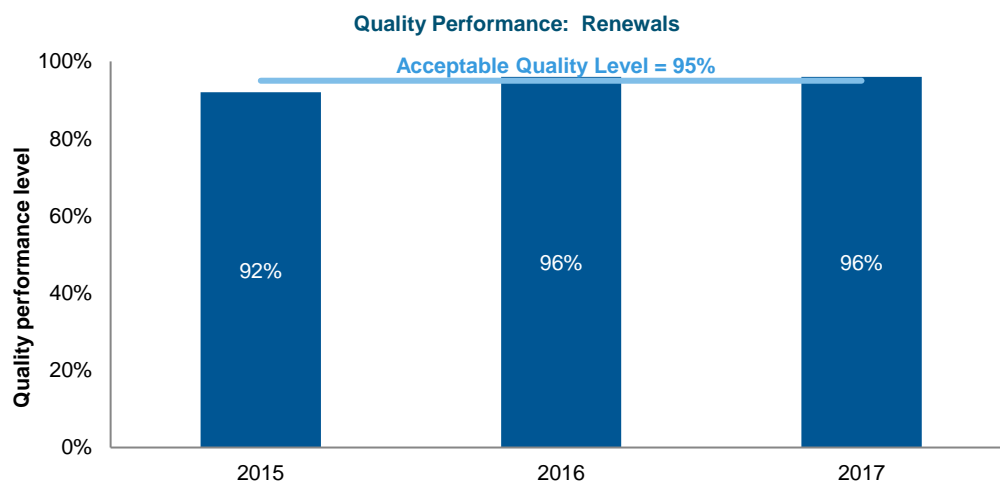
- The overall qualitative performance was at the acceptable quality level in 2017.



- The overall qualitative performance for the processing of decisions was two percentage points above the target for 2017.



- The overall qualitative performance for the processing of modifications was two percentage points above the target for 2017.



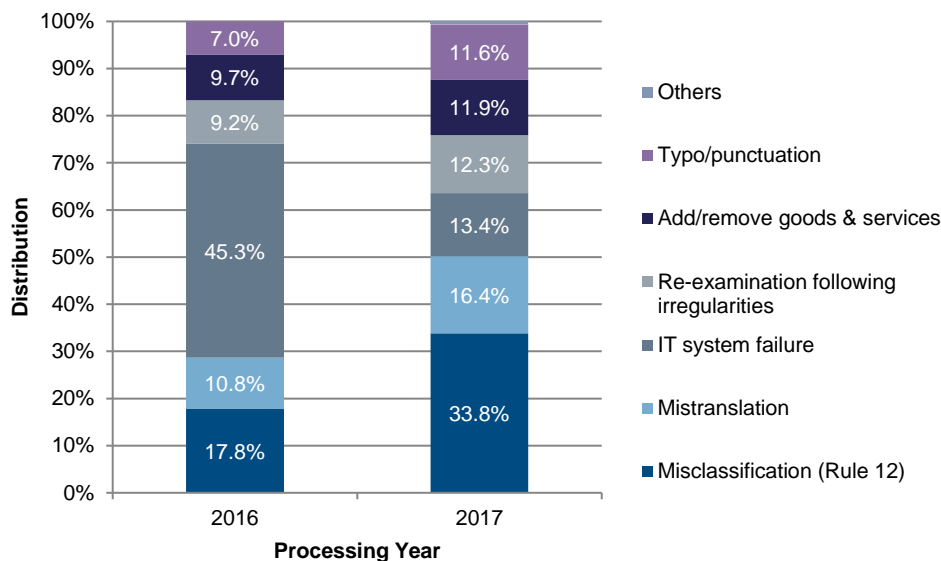
- The overall qualitative performance for the processing of renewals remained one percentage point above the target for 2017.

Errors Made by the IB

The distribution of errors presented in the charts below is based on analyses of the following samples of 2017 transactions.⁷⁰ The samples include transactions that were processed both manually and in an automated way.

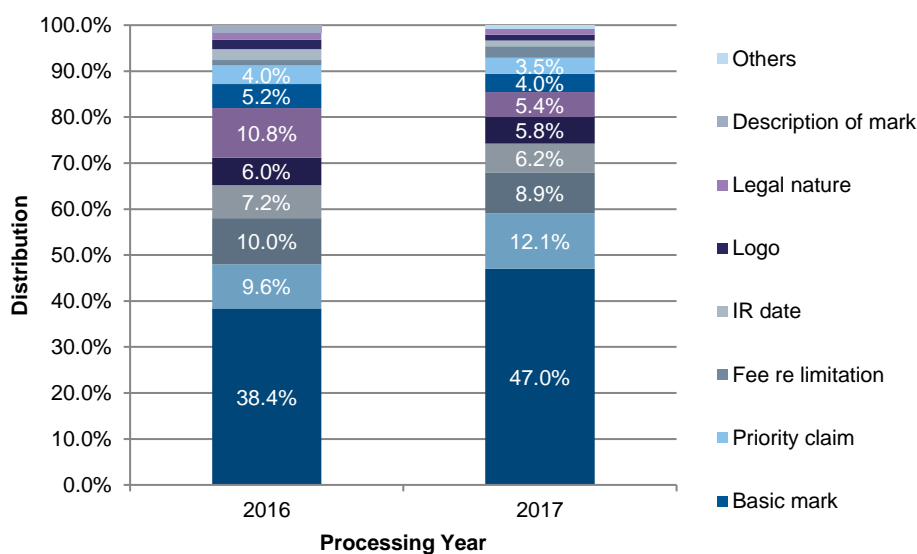
- 464 classifications
- 481 formalities examinations (APEX)
- 102 renewals
- 447 modifications

Distribution by Type of Error in Classification



- Misclassification (Rule 12) and mistranslation accounted for the largest proportion of total errors in 2017, with 33.8 per cent and 16.4 per cent of errors, respectively.

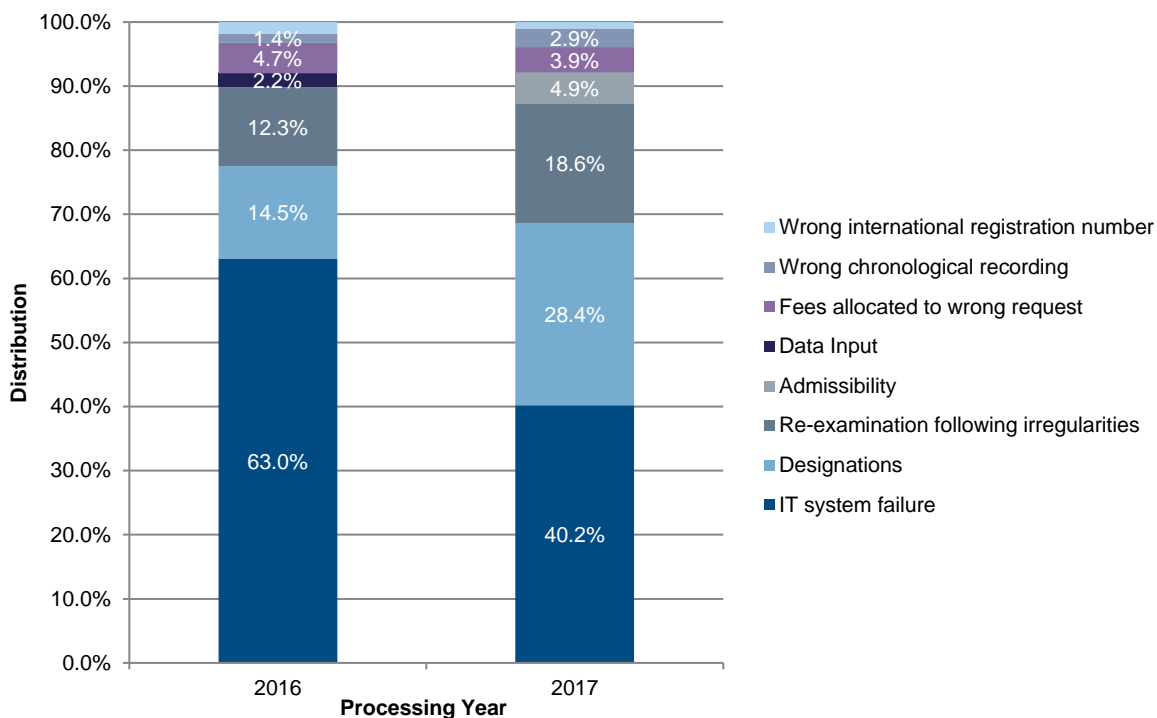
Distribution by Type of Error in Formalities Examination



⁷⁰ Transactions which contain one or more errors.

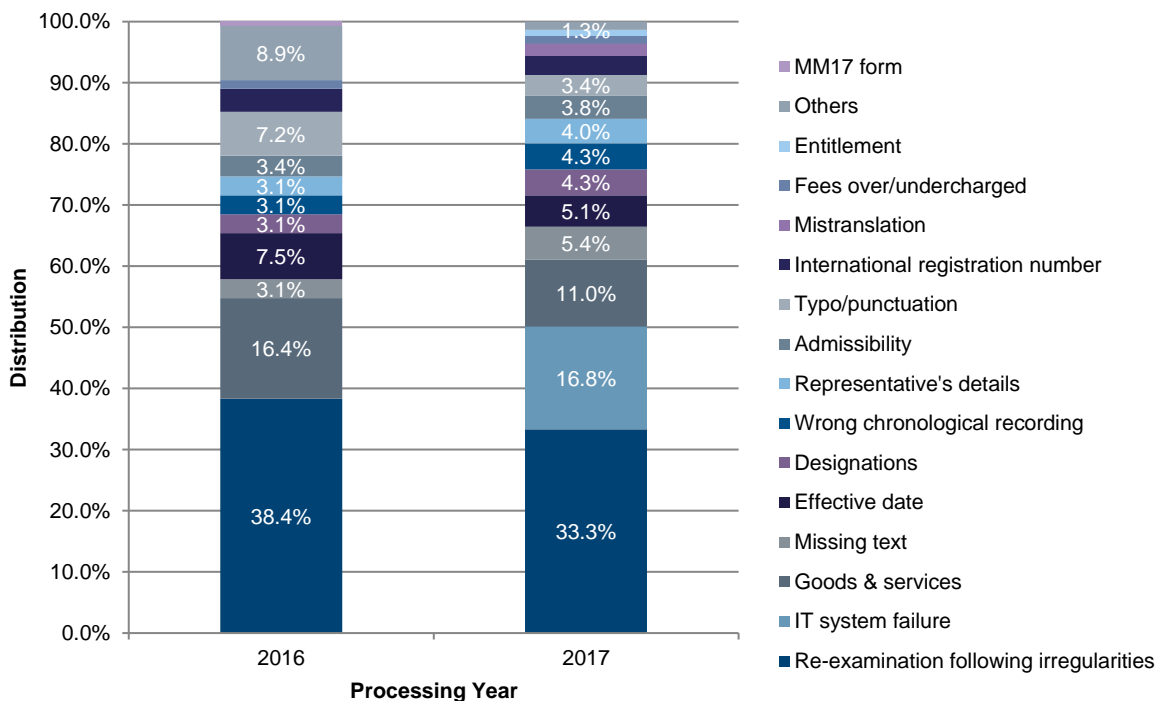
- In 2017, the majority of the corrections in formalities examination were due to errors in entering the details of applicants' details (47 per cent) and Features of mark (12.1 per cent).

Distribution by Type of Error in Renewals



- In 2017, most of the corrections in renewals were due to IT system failure (40.2 per cent) and designations (28.4 per cent).

Distribution by Type of Error in Modifications



- Corrections due to errors in the Holder's details represented a third of total corrections made in modifications in 2017. IT system failure accounted for 16.8 per cent of total errors.

Indicators of the Hague System Operations

Performance indicators for the expected result “Improved productivity and service quality of the Hague Operations”

General

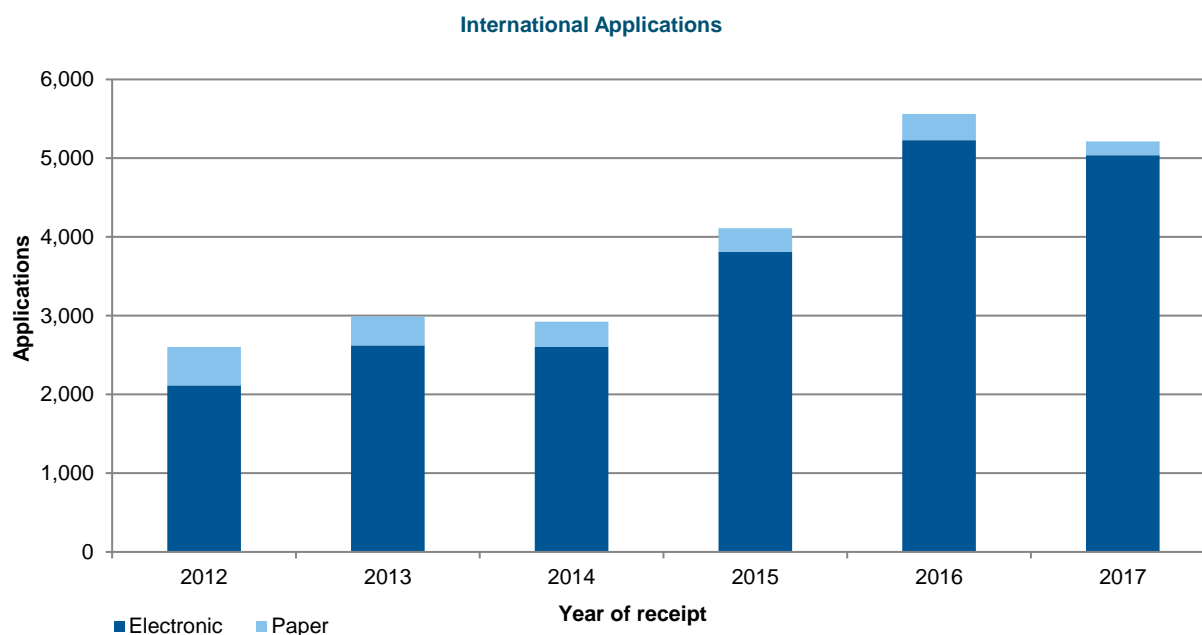
As background for the performance indicators for the expected result “improved productivity and service quality of the Hague System Operations”, the evolution of the following factors needs to be considered:

- The Hague System workloads;
- The composition of those workloads;
- The level of automation; and
- The resources assigned to cope with the workload.

The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes and decisions. The latest trend for each of these documents is presented below. Additional information on the applications received, such as their average number of designs, is also provided. For technical reasons, the indicator on irregularities shows data based on processed rather than incoming documents.

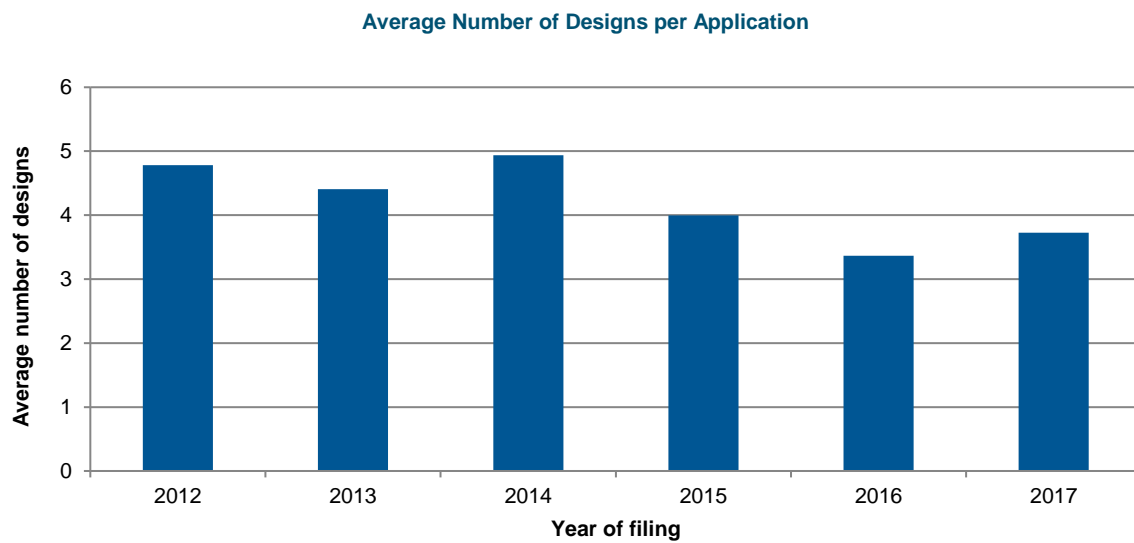
Incoming Documents

Applications Received



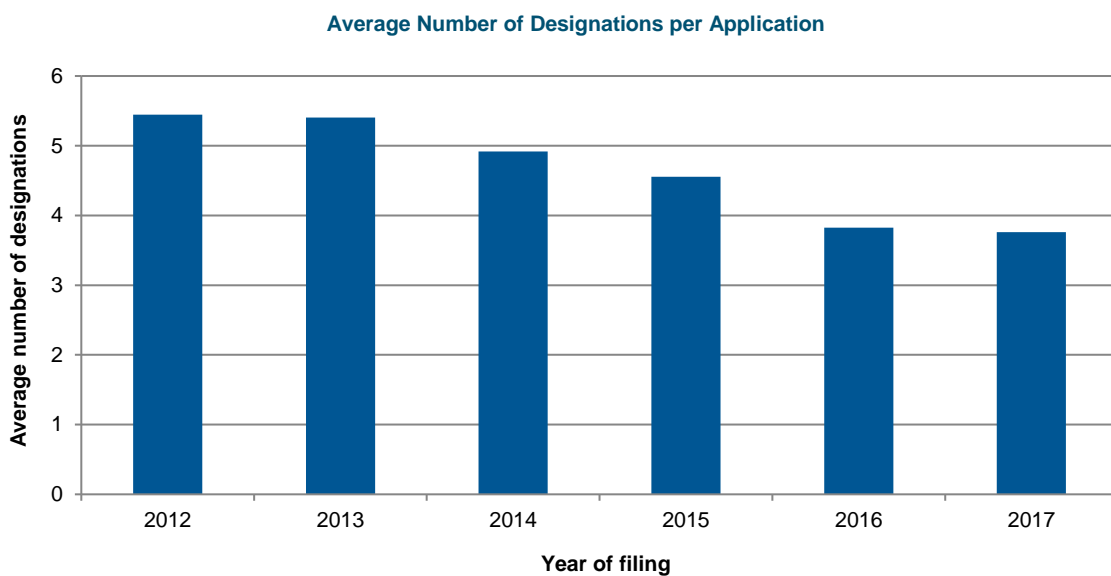
- In 2017, the IB received 5,213 international applications, down 6 per cent from 2016.
- In 2017, 97 per cent of applications were filed electronically, a fifteen percentage point increase over 2012. Filing international applications electronically became possible in 2008.

Average Number of Designs per Application



- In 2017, an application contained, on average, 3.7 designs, up 0.4 design from 2016.

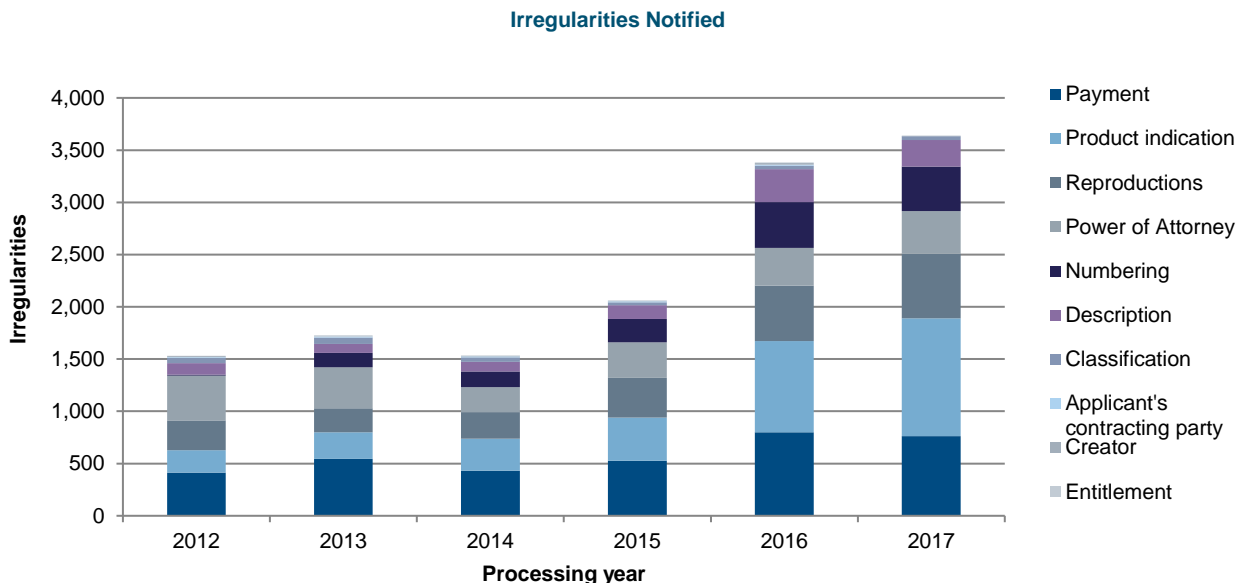
Average Number of Designations per Application



- In 2017, an application contained on average 3.8 designations, same as in 2016. Since 2012, the average number of designations per application has decreased continuously.

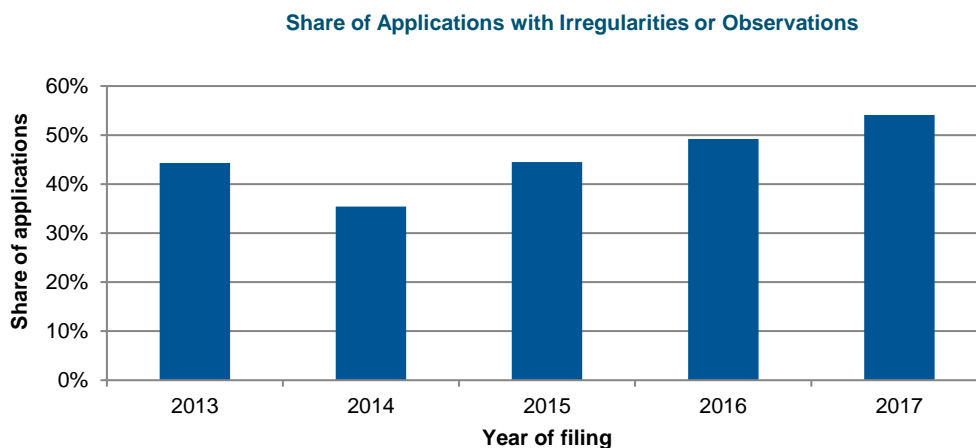
Trend of Irregularities in Applications

- Irregularities notified are grouped in 10 categories as shown below.



- In 2017, the IB notified 3,646 irregularities in respect of applications, up 8 per cent from 2016.
- Irregularities relating to product indications (+29 per cent) and the numbering of reproductions (+16 per cent) increased the most compared to 2016.

The evolution of the share of applications containing one or more irregularities and/or substantive observations is shown below.⁷¹

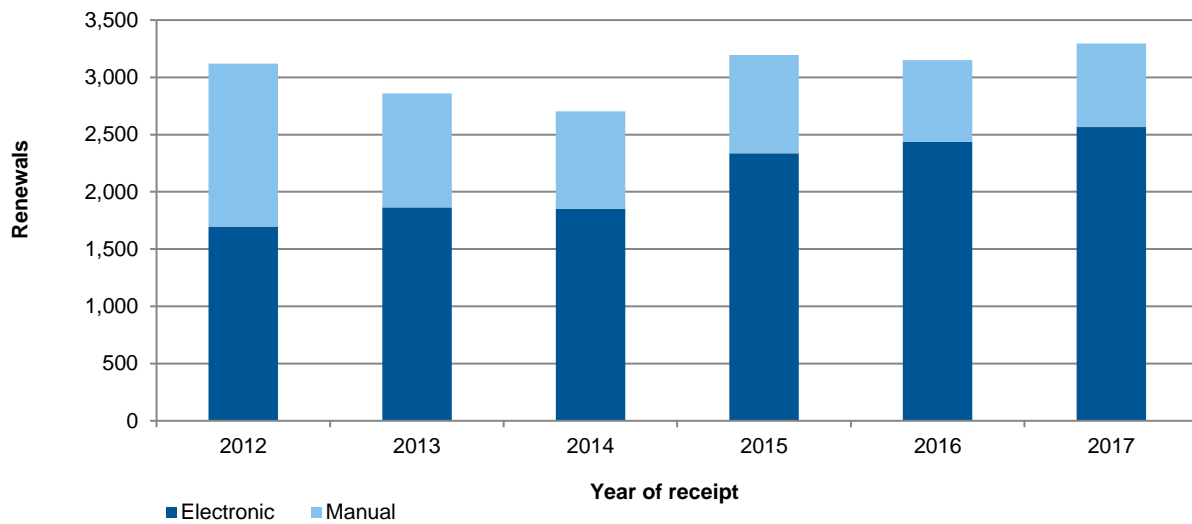


- In 2017, some 54 per cent of applications registered contained at least one irregularity or substantive observation. This represented an increase of 5 percentage points compared to 2016.

⁷¹ Due to inconsistencies found in calculating the share of applications with irregularities or observations, the data previously reported in Program Performance Reports and in the Program and Budget for 2016/17, has now been corrected for the whole period 2012-2016.

Renewals

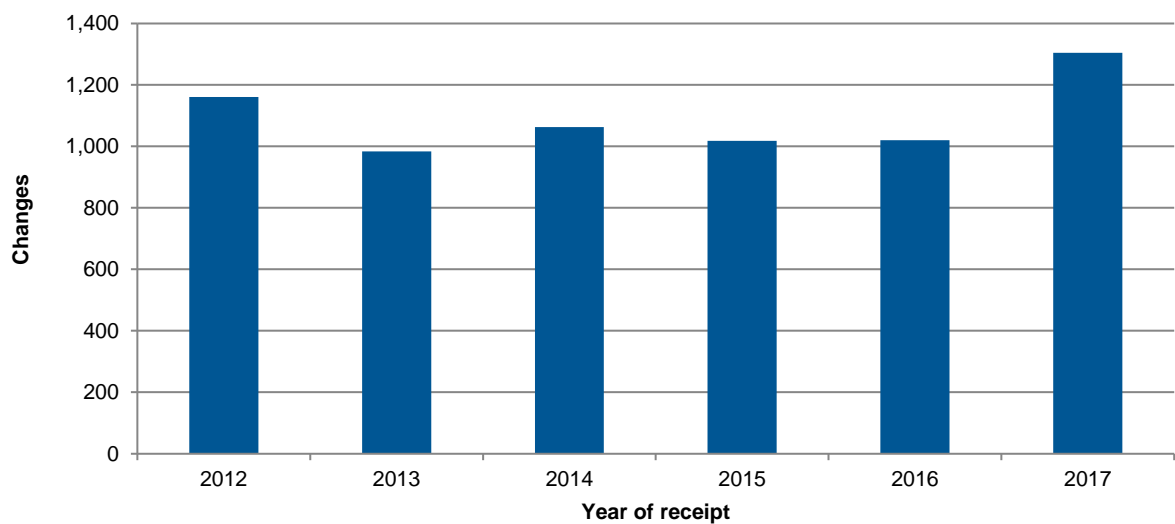
Renewals of International Registrations



- In 2017, the number of renewals increased by 5 per cent compared to 2016, to a total of 3,297 renewals.
- Since 2012, the majority of renewals have been processed electronically, accounting for 78 per cent of total renewals in 2017.

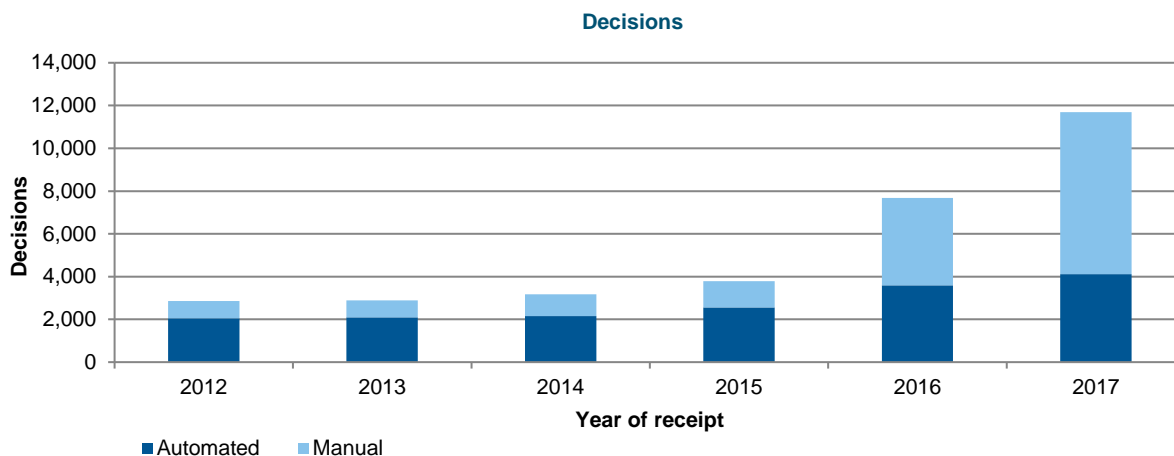
Changes

Requested Changes in International Registrations



- Applicants requested 1,305 changes in international registrations in 2017, up 28 per cent from 2016.

Decisions

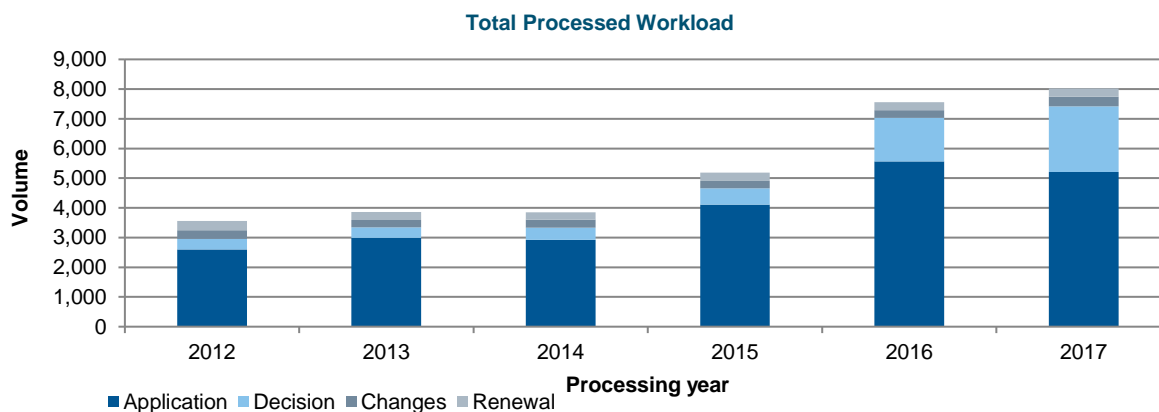


- The number of decisions received in 2017 increased by 52 per cent as compared to 2016, to 11,688 decisions, reflecting the impact on the Hague operations of the System's recent expansion to substantive examination jurisdictions.
- In 2017, 35 per cent of decisions were processed automatically. This represented the lowest share since 2012. Only decisions from the European Union Intellectual Property Office are processed electronically.

Workload

The total workload represents the weighted total number of documents received at the IB. All four categories of documents are included (applications, renewals, changes and decisions).

As the processing of these types of documents do not require the equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, an examiner can process 8 renewals, 4 changes or 4 decisions (a 1:8:4:4 workload ratio). Since 2014/15, due to an increasing level of complexity of other documents, in particular decisions by Offices, the overall examination of international applications has also become more complex. This, however, has not affected the workload ratio.



- In 2017, the total processed workload increased by 6 per cent compared to 2016.
- The increase in workload in 2017 was mainly due to the increase in the number of decisions.

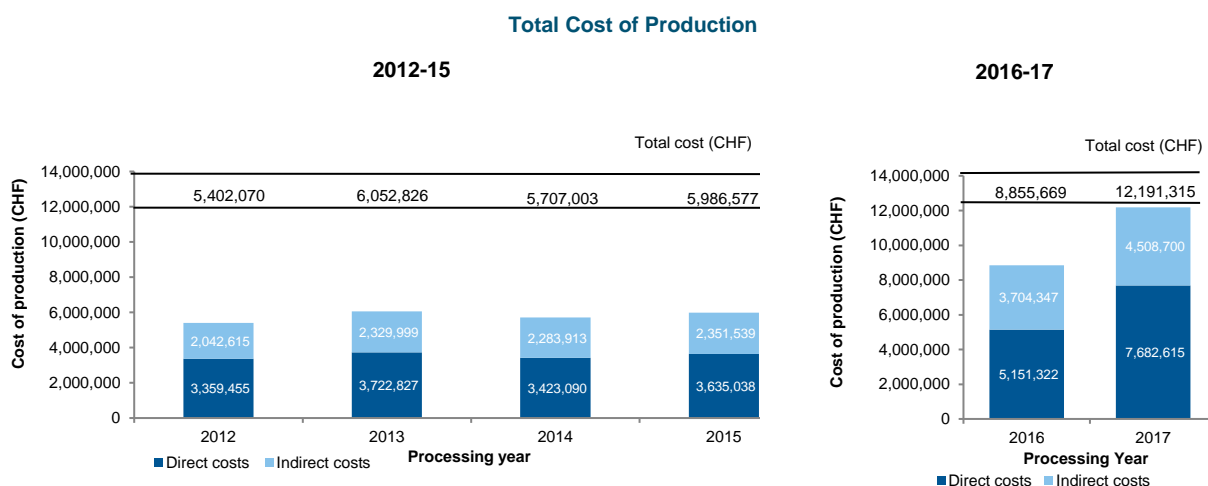
Cost of Processing

Total Cost of Production

The total cost of production comprises expenditure relating exclusively to the Hague System and expenditure of activities supporting the System.

For data prior to 2016, the expenditure relating exclusively to the Hague System includes those of Program 31 The Hague System and 7 per cent of the expenditure of the Office of the Deputy Director General of the Brands and Designs Sector (Program 6 Madrid System). The 2016 expenditures of the Madrid System that relate to supporting the Hague System – translation and IT expenditures – are included in the calculation. Before the 2016/17 biennium, the expenditure associated with these services could not be distinguished from the overall expenditure in Program 6, and were therefore not included in the calculation. Because of this refinement in the calculation, the 2016 and 2017 results are not comparable with previous year's results. For this reason, the data for the period 2012-15 and for 2016-17 are shown in two different graphical views.

Expenditure of activities supporting the Hague System comprises the expenditure of the following general services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC and share of cost of the Income Section in Finance) are directly attributed to the Hague System, whereas the remaining of such expenses attributable to the Hague System are calculated based on headcount (including fixed term staff, temporary staff and fellows).



- The total expenditure related to the processing of the Hague System is estimated at 12.19 million Swiss francs in 2017.
- In 2017, the direct costs accounted for 63 per cent of total expenditures.

Unit Cost

The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which includes a set of transactions. Two unit cost indicators are presented below using two different units of output.

As part of the IB's efforts to continuously refine the methodology for calculating unit costs, the methodology has been revised in the Program and Budget 2016/17 to reflect more accurately the cost of processing the Hague workloads at the IB.⁷²

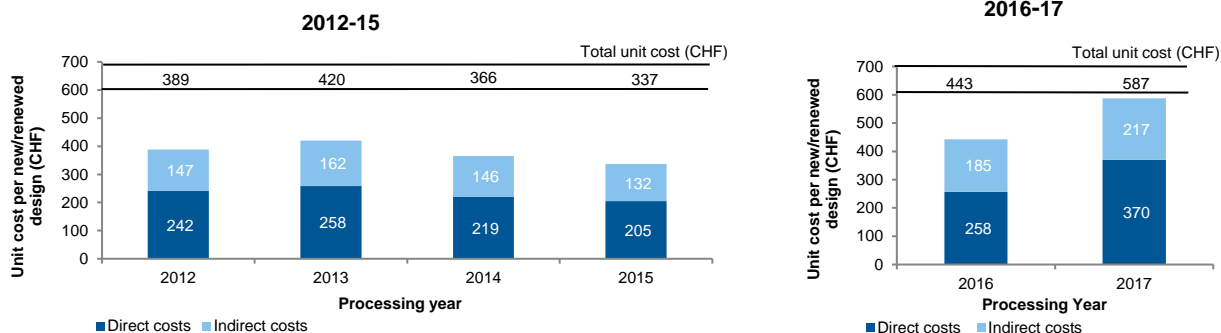
⁷² The revisions in question were explained in detail in the PPR 2014 and included in particular aligning the methodology for calculating direct and indirect costs for the Hague with the methodologies for calculating PCT and Madrid unit costs.

Unit Cost per New/Renewed Design

New designs consist of designs in international applications that are registered within a given year. Renewed designs consist of existing designs in international registrations that are renewed within a given year. Combined, designs contained in these two types of transactions reflect the core business of the IB.

As processing designs contained in these two types of documents do not require equal resources, they are each weighted differently.⁷³ The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.

Unit Cost per New/Renewed Design

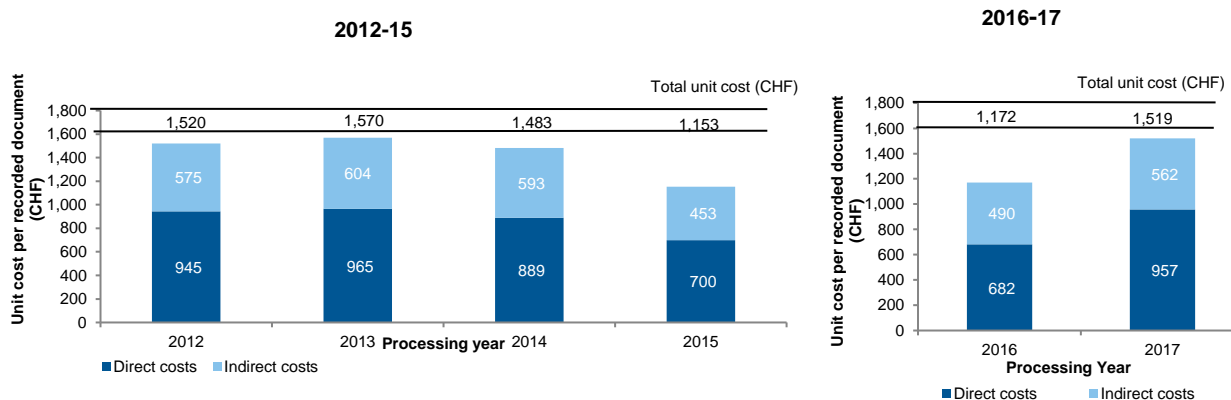


- The average cost of processing a new/renewed design is estimated at 587 Swiss francs in 2017, representing an increase of 33 per cent compared to 2016.

Unit Cost per Document Recorded in the Register

The documents recorded in the Register correspond to the total workload (see “Total Processed Workload” above).

Unit Cost per Recorded Documents



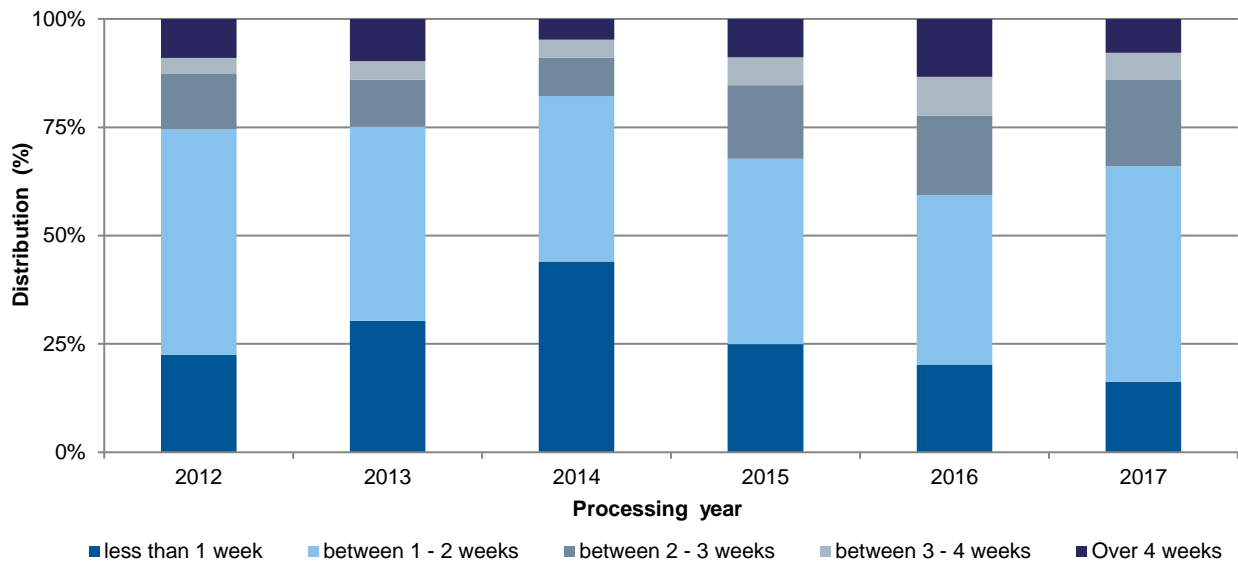
- The average cost of recording a document in the Register is estimated at 1,519 Swiss francs in 2017, representing an increase of 30 per cent compared to 2016.

Timeliness to Process International Applications

This indicator reflects the time required by the IB to process regular applications. The timeliness is calculated between the time elapsed between the date of receipt of an application and the date it was registered.

⁷³ See the ratios for applications and renewals in “Total Processed Workload”, above.

Timeliness to Process Regular International Applications



- In 2017, the share of regular applications processed within less than one week decreased to 16 per cent, as compared to 44 per cent in 2014, reflecting the increase in complexity referred to in Section II above.
- In 2017, 86 per cent of applications were processed within three weeks from the date of receipt at the IB; an increase of 8 percentage points compared to 2016 (78 per cent).

ANNEX VI Funds in Trust Resources Potentially Available for Programming

Funds in Trust Resources Potentially Available for Programming in 2020/21¹

(in thousands of Swiss francs)

	Fund-in-Trust (FIT)	Preliminary Balance as of December 31, 2018 ²	Estimated Contributions 2019 ³	Estimated Expenditures end 2019	Expected Balance end 2019	Estimated Contributions 2020/21 ³	Estimated amount Available for Programming in 2020/21
Program 4	Accredited indigenous and local communities	0 ⁴	-	-	0	-	0
Program 21	Australia ⁵	650	-	650	-	-	-
	China						
Program 6	China	324	320	500	144	700	844
Program 6	China (HR)	297	350	500	147	700	847
	Sub-Total, China	621	670	1,000	291	1,400	1,691
Program 9	Costa Rica	3	-	-	3	-	-
Program 9	El Salvador	55	-	10	45	-	45
Program 3	Finland (Copyright)	2	-	2	-	-	-
Program 9	France (Industrial Property)	134	300	434	-	600	600
Program 9	Ibero-American Program on Industrial Property	197	60	50	207	-	-
	Italy						
Program 9	Italy	110	-	110	-	-	-
Program 32	Italy (Junior Professional Officers)	6	-	-	6	-	6
	Sub-Total, Italy	116	-	110	6	-	6
	Japan						
Program 3	Japan (Copyright)	422	469	579	312	937	1,249
Program 9	Japan (Industrial Property)	3,320	3,830	4,170	2,980	7,660	10,640
Program 9	Japan (Industrial Property/Africa - LDCs)	1,539	1,600	1,700	1,439	3,200	4,639
Program 9	Japan (Junior Professional Officers)	136	-	-	136	-	136
	Sub-Total, Japan	5,418	5,899	6,449	4,867	11,797	16,665
Program 9	Mexico	144	-	70	74	-	74
	Republic of Korea						
Program 17	Republic of Korea (Building Respect for Copyright and Related Rights)	446	170	315	301	350	651
Program 3	Republic of Korea (Copyright)	914	390	390	914	780	1,694
Program 3	Republic of Korea (Copyright/Professional Officers)	200	186	211	175	420	595
Program 9	Republic of Korea (Industrial Property)	1,268	650	550	1,368	1,300	2,668
Program 11	Republic of Korea (IP Education)	502	350	300	552	700	1,252
Program 23	Republic of Korea (Professional Officers)	1,079	173	728	524	776	1,300
Program 17	Republic of Korea (Ministry of Justice - HR)	-	224	207	17	456	473
Program 7	Republic of Korea (Promotion of ADR Services)	175	89	133	131	178	309
	Sub-Total, Republic of Korea	4,585	2,232	2,835	3,983	4,960	8,942
Program 9	Spain	208	180	286	103	360	463
Program 3	Trusted Intermediary Global Accessible Resources pilot project	1	-	-	1	-	-
Program 3	United States of America (Creative Industries)	3	-	3	-	-	-
Program 9	Uruguay	102	-	20	82	-	82
Program 9	The United Arab Emirates	-	100	100	-	-	-
	TOTAL	12,237	9,441	12,018	9,660	19,117	28,567

¹ The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

² December 31, 2018 balance is preliminary and subject to financial audit.

³ The estimated contributions in 2019 and 2020/21 are indicative and are based on previous funding patterns. They do not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment. Annual contributions may vary.

⁴ 2018 year-end balance amounts to 96.5 Swiss francs.

⁵ The Government of Australia is currently considering a possible FIT III.

ANNEX VII Annual Budget Tables for IPSAS Reporting

(a) At the forty-third session of the Assemblies from September 24 to October 3, 2007, Member States approved the principle of the adoption by WIPO of IPSAS by 2010 (reference documents A/43/5 and A/43/16). This approval was related to the 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.

(b) 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.

Table 14. Annual Income 2020-2021
(in millions of Swiss francs)

Income Sources	2020 Estimated	2021 Estimated
Income on accrual basis		
Fees		
<i>PCT</i>	330.7	341.4
<i>Madrid</i>	79.5	82.7
<i>Hague</i>	5.7	6.2
<i>Lisbon*</i>	0.0	0.0
Sub-total, Fees	415.9	430.4
Income on a cash basis		
<i>Contributions (unitary)</i>	17.4	17.4
<i>Arbitration</i>	1.7	1.7
<i>Publications</i>	0.4	0.4
<i>Miscellaneous Income</i>	1.7	1.7
Sub-total	21.1	21.1
IPSAS adj. to Income on a cash basis	0.1	0.1
TOTAL INCOME	437.2	451.6
<i>*Details of Lisbon fee income (in thousands of Swiss francs)</i>	25.0	25.0

Note: Investment Revenue is not included in the income estimates for 2020/21.

Table 15. Annual Expenditure 2020-2021
(in millions of Swiss francs)

Cost Categories	2020 Budget	2021 Budget
Personnel Resources		
<i>Posts</i>	213.3	219.5
<i>Temporary Staff</i>	7.8	7.8
<i>Other Staff Costs</i>	2.4	2.4
Sub-total	223.6	229.7
Unallocated (Personnel)	4.0	4.0
Total, Personnel	227.6	233.7
Non-personnel Resources		
<i>Internships and WIPO Fellowships</i>	5.3	5.3
<i>Travel, Training and Grants</i>	16.5	16.5
<i>Contractual Services</i>	92.6	92.6
<i>Finance Costs</i>	0.5	0.5
<i>Operating Expenses</i>	25.1	25.1
<i>Equipment and Supplies</i>	2.4	2.4
Sub-total	142.5	142.5
Unallocated (Non-personnel)	3.3	3.3
Total, Non-Personnel	145.8	145.8
TOTAL EXPENDITURE	373.5	379.6

ANNEX VIII 2020/21 Budget by Expected Result and Program*(in thousands of Swiss Francs)*

Expected Result No. and Description	Program																																Total		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32	UN			
I.1	Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	3,599	1,933	3,217	4,449													290			547													14,035	
I.2	Tailored and balanced IP legislative, regulatory and policy frameworks	2,061	1,425	2,831					675	869							453	10		699	1,211													10,233	
I.3	Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations		733																															733	
I.4	Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	321																																321	
II.1	Wider and more effective use of the PCT system for filing international patent applications				26,976				682	1,403											512													29,573	
II.2	Improved productivity and service quality of PCT operations				191,080																														191,080
II.3	Wider and more effective use of the Hague system, including by developing countries and LDCs								682	607											692											3,995		5,976	
II.4	Improved productivity and service quality of the Hague operations																															8,825		8,825	
II.5	Wider and more effective use of the Madrid System, including by developing countries and LDCs					12,798			969	803											555													15,125	
II.6	Improved productivity and service quality of Madrid operations					48,836																												48,836	
II.7	International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods							4,588		211	501										161													5,462	
II.8	Effective intellectual property protection in the gTLDs and the ccTLDs							7,952																											7,952
II.9	Wider and more effective use of the Lisbon system, including by developing countries and LDCs									70	10										25											783		887	
II.10	Improved productivity and service quality of Lisbon operations																															577		577	
III.1	National IP strategies and plans consistent with national development objectives									5,865	1,601																								7,465
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	1,151	1,695	2,033				261	8,173	1,964	13,094			75		2,041	1,498			3,527	921									1,814				38,247	
III.3	Mainstreaming of the DA recommendations in the work of WIPO							3,408		303																									3,711
III.4	Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs		4,335						3,693	942																									9,170

Expected Result No. and Description	Program																																Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32	UN	
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation									1,760																					4,518			6,279
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												7,082																					7,082
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity				300					3,997			8,076	7,496							391	328											20,588	
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases												2,296																				2,296	
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 and better outcome of IP administration			2,379						1,363			183	14,309							53												18,288	
V.1 Wider and better use of WIPO IP statistical information																2,979																	2,979
V.2 Wider and better use of WIPO economic analysis in policy formulation																4,361																	4,361
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda																	1,211	422														1,633	
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP																	889	144															1,033
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges			2,421	316															2,314	585												5,636	
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role																				10,816	1,165	129										12,110	
VIII.2 Improved service orientation and responsiveness to inquiries																				5,488	1,422											6,910	
VIII.3 Effective engagement with Member States																							7,974									7,974	
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders																						1,285										1,285	
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations																	159	3,903	1,074			2,009										7,146	
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders																						6,557	18,323	12,571	36,822	49,938		35,775	2,275			162,259	
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results																							6,039	18,077	15,369							39,485	

Expected Result No. and Description	Program																																Total		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32	UN			
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns																					1,342	1,513													2,855
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure																									862			22,310							23,172
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight																																			6,791
Unallocated																																		14,674	14,674
	5,982	5,242	16,877	7,098	218,056	61,635	12,540	3,669	28,642	8,700	13,094	7,082	10,556	7,571	14,309	7,340	4,594	4,837	16,304	14,975	26,123	39,726	27,940	39,694	49,938	4,978	35,775	24,584	6,333	12,820	1,360	14,674	753,044		

ANNEX IX 2020/21 Budget by Expected Result

	2020/21 Expected Result No. and Description	2018/19 Approved Budget	2018/19 Budget after Transfers	2020/21 Proposed Budget
I.1	Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	13,167	13,513	14,035
I.2	Tailored and balanced IP legislative, regulatory and policy frameworks	8,915	9,628	10,233
I.3	Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	511	452	733
I.4	Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	312	277	321
II.1	Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	30,302	29,186	29,573
II.2	Improved productivity and service quality of PCT operations	185,277	182,430	191,080
II.3	Wider and more effective use of the Hague system, including by developing countries and LDCs	7,125	6,218	5,976
II.4	Improved productivity and service quality of the Hague operations	5,744	10,634	8,825
II.5	Wider and more effective use of the Madrid System, including by developing countries and LDCs	14,196	14,258	15,125
II.6	Improved productivity and service quality of Madrid operations	46,296	44,855	48,836
II.7	International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	5,238	5,012	5,462
II.8	Effective intellectual property protection in the gTLDs and the ccTLDs	7,110	7,099	7,952
II.9	Wider and more effective use of the Lisbon system, including by developing countries and LDCs	703	751	887
II.10	Improved productivity and service quality of Lisbon operations	644	588	577
III.1	National IP strategies and plans consistent with national development objectives	10,312	9,606	7,465
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	33,712	34,518	38,247
III.3	Mainstreaming of the DA recommendations in the work of WIPO	3,680	3,904	3,711
III.4	Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	10,179	9,343	9,170
III.6	Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	7,011	6,949	6,279
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	7,215	7,201	7,082
IV.2	Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	18,726	20,058	20,588
IV.3	Broad geographical coverage of the content and use of WIPO Global IP Databases	2,476	2,665	2,296
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 and better outcome of IP administration	17,434	17,354	18,288
V.1	Wider and better use of WIPO IP statistical information	2,659	2,985	2,979
V.2	Wider and better use of WIPO economic analysis in policy formulation	4,259	4,309	4,361
VI.1	Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	2,080	1,898	1,633
VI.2	Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	941	1,035	1,033
VII.1	IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	6,968	6,714	5,636
VIII.1	More effective communication to a broad and diverse public about intellectual property and WIPO's role	12,406	12,061	12,110
VIII.2	Improved service orientation and responsiveness to inquiries	7,128	6,877	6,910
VIII.3	Effective engagement with Member States	7,342	8,242	7,974
VIII.4	Open, transparent and responsive interaction with non-governmental stakeholders	786	1,184	1,285
VIII.5	WIPO effectively interacts and partners with UN and other IGO processes and negotiations	6,357	7,076	7,146
IX.1	Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	162,673	163,118	162,259
IX.2	An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	37,208	36,535	39,485
IX.3	An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	2,107	2,522	2,855
IX.4	An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	21,890	21,164	23,172
IX.5	Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	7,411	6,861	6,791
	Unallocated	7,357	6,778	14,674
		725,857	725,857	753,044

ANNEX X WIPO's Contribution to the Sustainable Development Goals (SDGs)



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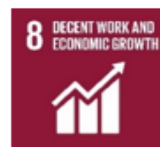
CROSS-CUTTING:



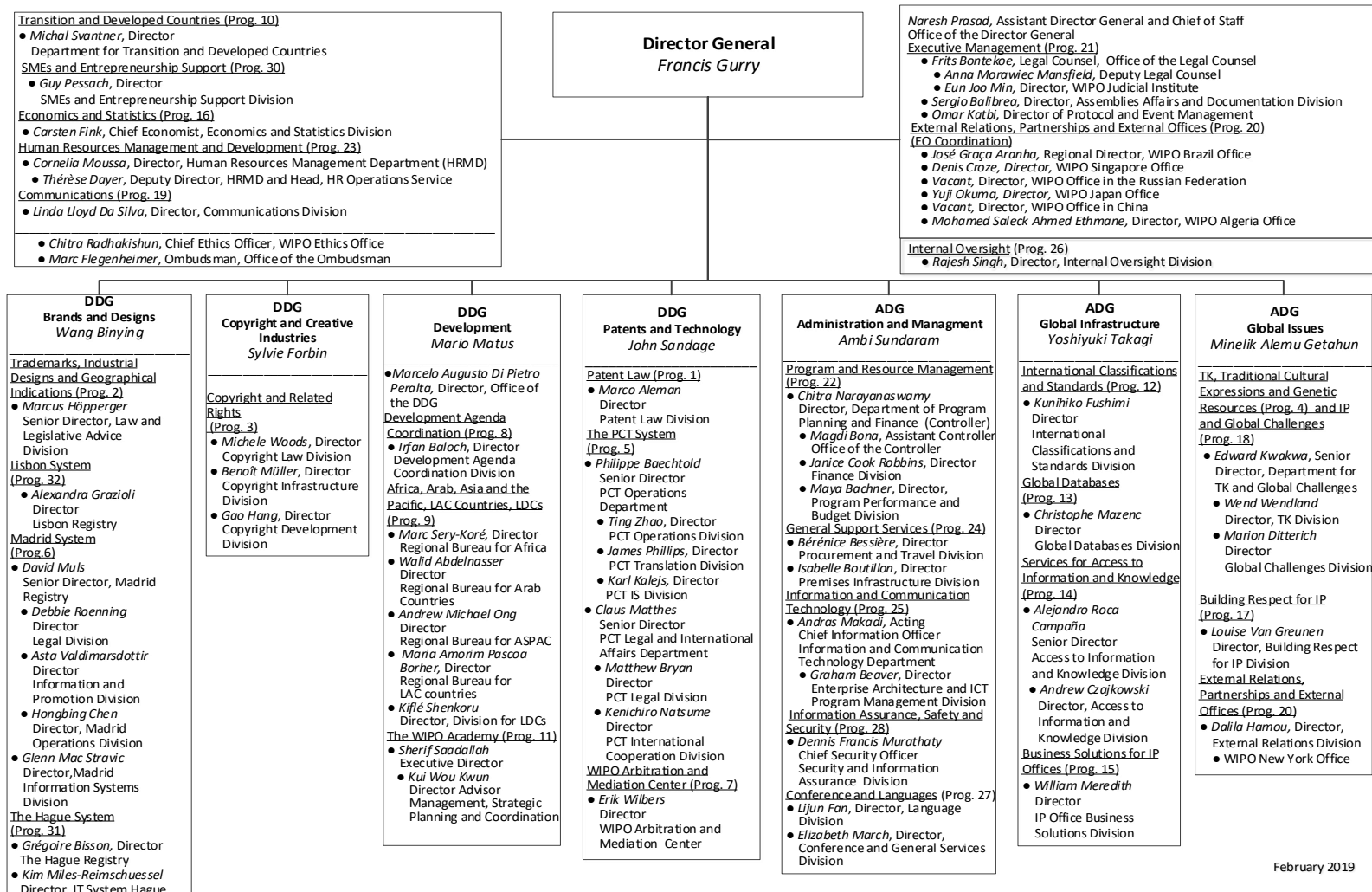
INNOVATION DIRECTLY CONTRIBUTES TO:



INNOVATION AS A POLICY SETTING ASSISTS:



ANNEX XI WIPO Organigram



February 2019

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 regularly updated detailed organigram showing organizational units may also be consulted on the WIPO website.

IV. APPENDICES

APPENDIX A Member States' Contributions

(in Swiss francs)

States Members of One or More Contribution-Financed Unions	Contribution Class	Contribution Units 2020/21	Contribution ¹ 2020	Contribution ¹ 2021	Contributions 2020/21
Afghanistan	<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>Vlbis</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	IV	10	455,790	455,790	911,580
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>Vlbis</i>	2	91,158	91,158	182,316
Brunei Darussalam	S	0.125	5,697	5,697	11,394
Bulgaria	<i>Vlbis</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
Cabo Verde	<i>Sbis</i>	0.0625	2,849	2,849	5,698
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
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
Cook Islands	<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

States Members of One or More Contribution-Financed Unions	Contribution Class	Contribution Units 2020/21	Contribution ¹	Contribution ¹	Contributions
			2020	2021	2020/21
Dominica	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Dominican Republic	<i>S</i>	0.125	5,697	5,697	11,394
Ecuador	<i>S</i>	0.125	5,697	5,697	11,394
Egypt	<i>IX</i>	0.25	11,395	11,395	22,790
El Salvador	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Equatorial Guinea	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Eritrea ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Estonia	<i>IX</i>	0.25	11,395	11,395	22,790
Eswatini	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Ethiopia ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Fiji	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Finland	<i>IV</i>	10	455,790	455,790	911,580
France	<i>I</i>	25	1,139,475	1,139,475	2,278,950
Gabon	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Gambia	<i>Ster</i>	0.03125	1,424	1,424	2,848
Georgia	<i>IX</i>	0.25	11,395	11,395	22,790
Germany	<i>I</i>	25	1,139,475	1,139,475	2,278,950
Ghana	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Greece	<i>VI</i>	3	136,737	136,737	273,474
Grenada	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Guatemala	<i>S</i>	0.125	5,697	5,697	11,394
Guinea	<i>Ster</i>	0.03125	1,424	1,424	2,848
Guinea-Bissau	<i>Ster</i>	0.03125	1,424	1,424	2,848
Guyana	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Haiti	<i>Ster</i>	0.03125	1,424	1,424	2,848
Holy See	<i>IX</i>	0.25	11,395	11,395	22,790
Honduras	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Hungary	<i>VI</i>	3	136,737	136,737	273,474
Iceland	<i>VIII</i>	0.5	22,789	22,789	45,578
India	<i>VIbis</i>	2	91,158	91,158	182,316
Indonesia	<i>VII</i>	1	45,579	45,579	91,158
Iran (Islamic Republic of)	<i>VII</i>	1	45,579	45,579	91,158
Iraq	<i>IX</i>	0.25	11,395	11,395	22,790
Ireland	<i>IV</i>	10	455,790	455,790	911,580
Israel	<i>VIbis</i>	2	91,158	91,158	182,316
Italy	<i>III</i>	15	683,685	683,685	1,367,370
Jamaica	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Japan	<i>I</i>	25	1,139,475	1,139,475	2,278,950
Jordan	<i>S</i>	0.125	5,697	5,697	11,394
Kazakhstan	<i>IX</i>	0.25	11,395	11,395	22,790
Kenya	<i>S</i>	0.125	5,697	5,697	11,394
Kiribati	<i>Ster</i>	0.03125	1,424	1,424	2,848
Kuwait	<i>IX</i>	0.25	11,395	11,395	22,790
Kyrgyzstan	<i>IX</i>	0.25	11,395	11,395	22,790
Lao People's Democratic Republic	<i>Ster</i>	0.03125	1,424	1,424	2,848
Latvia	<i>IX</i>	0.25	11,395	11,395	22,790
Lebanon	<i>S</i>	0.125	5,697	5,697	11,394
Lesotho	<i>Ster</i>	0.03125	1,424	1,424	2,848
Liberia	<i>Ster</i>	0.03125	1,424	1,424	2,848
Libya	<i>S</i>	0.125	5,697	5,697	11,394
Liechtenstein	<i>VIII</i>	0.5	22,789	22,789	45,578
Lithuania	<i>IX</i>	0.25	11,395	11,395	22,790
Luxembourg	<i>VII</i>	1	45,579	45,579	91,158
Madagascar	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malawi	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malaysia	<i>VIII</i>	0.5	22,789	22,789	45,578
Maldives ²	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Mali	<i>Ster</i>	0.03125	1,424	1,424	2,848
Malta	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Marshall Islands	<i>Sbis</i>	0.0625	2,849	2,849	5,698

States Members of One or More Contribution-Financed Unions	Contribution Class	Contribution Units 2020/21	Contribution ¹	Contribution ¹	Contributions 2020/21
			2020	2021	
Mauritania	<i>Ster</i>	0.03125	1,424	1,424	2,848
Mauritius	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Mexico	<i>IVbis</i>	7.5	341,842	341,842	683,684
Micronesia (Federates States of)	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Monaco	VII	1	45,579	45,579	91,158
Mongolia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Montenegro	IX	0.25	11,395	11,395	22,790
Morocco	S	0.125	5,697	5,697	11,394
Mozambique	<i>Ster</i>	0.03125	1,424	1,424	2,848
Myanmar ²	<i>Ster</i>	0.03125	1,424	1,424	2,848
Namibia	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Nepal	<i>Ster</i>	0.03125	1,424	1,424	2,848
Netherlands	III	15	683,685	683,685	1,367,370
New Zealand	VI	3	136,737	136,737	273,474
Nicaragua	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Niger	<i>Ster</i>	0.03125	1,424	1,424	2,848
Nigeria	IX	0.25	11,395	11,395	22,790
Niue	<i>Ster</i>	0.03125	1,424	1,424	2,848
Norway	IV	10	455,790	455,790	911,580
Oman	IX	0.25	11,395	11,395	22,790
Pakistan	IX	0.25	11,395	11,395	22,790
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>Sbis</i>	0.0625	2,849	2,849	5,698
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
Sweden	III	15	683,685	683,685	1,367,370
Switzerland	III	15	683,685	683,685	1,367,370
Syrian Arab Republic	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Tajikistan	IX	0.25	11,395	11,395	22,790
Thailand	IX	0.25	11,395	11,395	22,790
Republic of North Macedonia	VIII	0.5	22,789	22,789	45,578

States Members of One or More Contribution-Financed Unions	Contribution Class	Contribution Units 2020/21	Contribution ¹ 2020	Contribution ¹ 2021	Contributions 2020/21
Timor-Leste	<i>Ster</i>	0.03125	1,424	1,424	2,848
Togo	<i>Ster</i>	0.03125	1,424	1,424	2,848
Tonga	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Trinidad and Tobago	<i>S</i>	0.125	5,697	5,697	11,394
Tunisia	<i>S</i>	0.125	5,697	5,697	11,394
Turkey	<i>Vlbis</i>	2	91,158	91,158	182,316
Turkmenistan	<i>IX</i>	0.25	11,395	11,395	22,790
Tuvalu	<i>Ster</i>	0.03125	1,424	1,424	2,848
Uganda	<i>Ster</i>	0.03125	1,424	1,424	2,848
Ukraine	<i>IX</i>	0.25	11,395	11,395	22,790
United Arab Emirates	<i>IX</i>	0.25	11,395	11,395	22,790
United Kingdom	<i>I</i>	25	1,139,475	1,139,475	2,278,950
United Republic of Tanzania	<i>Ster</i>	0.03125	1,424	1,424	2,848
United States of America	<i>I</i>	25	1,139,475	1,139,475	2,278,950
Uruguay	<i>S</i>	0.125	5,697	5,697	11,394
Uzbekistan	<i>IX</i>	0.25	11,395	11,395	22,790
Vanuatu	<i>Ster</i>	0.03125	1,424	1,424	2,848
Venezuela (Bolivarian Republic of)	<i>IX</i>	0.25	11,395	11,395	22,790
Viet Nam	<i>S</i>	0.125	5,697	5,697	11,394
Yemen	<i>Ster</i>	0.03125	1,424	1,424	2,848
Zambia	<i>Ster</i>	0.03125	1,424	1,424	2,848
Zimbabwe	<i>Sbis</i>	0.0625	2,849	2,849	5,698
Total Contributions			17,376,987	17,376,987	34,753,974

¹ The value of one unit remains unchanged for 2020 and 2021 at 45,579 Swiss francs as compared to 2018 and 2019.

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

APPENDIX B Definition of Sources of Income and Cost Categories

Sources of income

Contributions: Contributions of Member States to the Organization under the unitary contribution system (assessed contributions) and subventions received from Member States (voluntary contributions).

Fees: Fees for the International Bureau under the PCT, Madrid, Hague and Lisbon Systems, net of related currency adjustments.

Arbitration: Fees for the arbitration of domain names, registration fees for the meetings of the WIPO Arbitration and Mediation Center, net of related currency adjustments

Investment revenue: Revenues earned from investments, including 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, rental of WIPO premises, UPOV's payments to WIPO for administrative support services and write off gains/losses.

Cost categories

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, litigation costs and Rewards and Recognition program.

Non-personnel resources

Internships and WIPO Fellowships

Internships: remuneration and allowances paid to interns.

WIPO Fellowships: expenses related to a training activity that provides a monetary grant to qualified individuals for the purpose of fulfilling special learning objectives.

Travel, Training and Grants

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.

Training and related travel grants: 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.

Finance Costs

Finance costs: Interest on loan; bank charges.

Operating Expenses

Premises and maintenance: acquiring, renting, improving and maintaining office space and renting or maintaining equipment and furniture, external management consultants.

Communication: communication expenses such as telephone, internet, facsimile and mail, postage and carriage of documents.

Representation and Other Operating Expenses: official hospitality, WIPO contribution to Staff Association and other operating expenses.

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 Costing for Personnel

1. The actuals based costing is based on the latest available UN salary and pensionable remuneration scales for Professionals and higher categories and General Service staff, existing data regarding dependencies, and applicable policies and entitlements for all other staff benefits. Changes in the Staff Rules and Regulations (SRR) and the new common system compensation package for staff in the Professional and higher categories have also been duly taken into account.⁷⁴
2. The costing methodology applied incorporates several cost elements derived at position level, combined to provide an overall costing for personnel resources. The cost elements and the underlying assumptions are summarized below.

Actuals Based Costing and Underlying Assumptions

	Post (Professional and higher categories and General Service)	Temporary Staff (Professional and higher categories and General Service)
Salary	The salary component for an occupied position is calculated at position level applying the unified salary at projected grade/step of the incumbent. For vacant positions it is based on a grade step 1. The calculated USD amount is converted to Swiss francs, with the application of the post adjustment (PA) multiplier, where applicable (for Professionals and higher categories based on relevant duty station). The Organization's share of the pensionable remuneration (UNJSPF) is added to the total amount.	The salary component for an occupied position is calculated at position level applying the unified salary scale at projected grade/step of the incumbent. For vacant positions it is based on grade step 1. The calculated USD amount is then converted to Swiss francs, with the application of the post adjustment (PA) multiplier, where applicable (for Professionals and higher categories based on relevant duty station). 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, provided in accordance with the revised compensation package by the ICSC and Staff Regulations and Rules (such as dependent spouse/single parent /transition allowance, child allowance, medical contributions, home leave, education grant, etc.). The common staff cost is projected and applied at the position level on the basis of a historic pattern of expenditures. For costing of vacant positions, an assumption of a spouse and a dependent child is applied.	The CSC includes all benefits and entitlements other than salary, provided in accordance with the revised compensation package by the ICSC and Staff Regulations and Rules (such as dependent spouse/single parent /transition allowance, child allowance, medical contributions, etc.). The common staff cost is projected and applied at the position level on the basis of a historic pattern of expenditures. For costing of vacant positions, an assumption of a spouse and a dependent child is applied.
Adjustment	The cost of positions is adjusted downward to take into account a 4% expected vacancy rate.	No vacancy rate is applied for temporary positions.
Provision for Separation and other related Costs	An 8% provision is applied to the total cost to cover for separation related costs and various after service benefits.	A 2% provision is applied to the total cost to cover for separation related costs.

⁷⁴ Salary scale applied for Professional and higher categories as of January 1, 2018 and pensionable remuneration scale as of February 1, 2018. Salary scale and pensionable remuneration applied for occupied positions in the General Service Category as of April 1, 2011 and for vacant positions as of 1 September 2017.

APPENDIX D Flexibility Formulas

General

The flexibility formulas are the mechanisms which enable the level of financial resources for the Organization as a whole to be adjusted, as compared to the approved biennial Program and Budget, to reflect unforeseen variations in the total volume of registration activities. The resulting resources are allocated to the international registration systems and to the WIPO Programs providing administrative support to these operations. 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.