

WIPO



DATE: February 23, 2009

WORLD INTELLECTUAL PROPERTY ORGANIZATION GENEVA

QUESTIONNAIRE

ON THE

DRAFT PROGRAM AND BUDGET FOR THE 2010/11 BIENNIUM

I. BACKGROUND

The present questionnaire is being issued pursuant to the mechanism for the preparation and the follow-up of the Program and Budget (see Annex I) and the decision taken by the forty-sixth session of the WIPO Assemblies held in December 2008 (document A/46/12, paragraph 54).

Member States' replies to the questionnaire will be published on the WIPO website in their original language. These replies will assist the Secretariat in the preparation of the draft Program and Budget for the 2010/11 biennium, which will be reviewed by the Program and Budget Committee at its June 2009 session.

Strategic Goals

The Program and Budget for the 2010/11 biennium is prepared on the basis of the same nine strategic goals approved by the Member States under the revised Program and Budget for the 2008/09 Biennium (document WO/PBC/13/4 and A/46/12), and in parallel with the Medium-Term Strategic Plan 2010-15 (MTSP). The Strategic Framework, the program structure and the summary of the nine Strategic Goals are attached as Annex II. For reference, the nine Strategic Goals are:

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| 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 |
| Strategic Goal VIII: | A Responsive Communications Interface between WIPO, its Member States and All Stakeholders |
| Strategic Goal IX: | An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs |

II. COMMENTS

Please provide, in the right-hand column, your Government's comments on the strategic issues and priorities which you would like to see addressed in the context of the preparation of the next draft Program and Budget of the Organization.

Strategic Goals	Comments
I. Balanced Evolution of the International Normative Framework for IP	
II. Provision of Premier Global IP Services	We feel the replacement of the PCT Reform Working Group with the PCT Working Group has been successful, leading to a more flexible body that allows for productive discussion, and would like to see this Group continue.
III. Facilitating the Use of IP for Development	<p>The UK strongly supports the overall thrust of this strategic goal and the focus on assisting the least developed economies.</p> <p>However, the purpose of the WIPO Academy programme remains unclear. We need proper objectives and indicators of success (e.g. satisfaction rates of attendees do not indicate that skills have been upgraded). We recommend an evaluation of the WIPO Academy's performance to date, to assess its relevance and value for money.</p>
IV. Coordination and Development of Global IP Infrastructure	We support technical assistance programs sponsored by WIPO to assist Member State offices develop their IP knowledge and infrastructure. We feel this process could be improved by the development of guidelines to be instituted for the use of receiving and visiting offices to help increase the efficiency and usefulness of these visits for both parties.
V. World Reference Source for IP Information and Analysis	
VI. International Cooperation on	

Strategic Goals	Comments
Building Respect for IP	
VII. Addressing IP in Relation to Global Policy Issues	
VIII. A Responsive Communications Interface Between WIPO, its Member States and all Stakeholders	<p>We feel that the delivery of many documents via hard copy/air mail is unnecessary, and that resources could be saved by solely utilizing email communication in order to notify Member States of forthcoming meetings, accessions and ratifications (by directing them to relevant WIPO website links with the relevant information).</p>
IX. An Efficient Administrative and Financial Support Structure to Enable WIPO to Deliver its Programs	<p>The PWC desk-top study identified a number of internal reforms (particularly related to performance management and HR policy). It is not clear from the programmes listed under this strategic goal, how the key areas of weakness in the PWC report will be addressed.</p> <p>We judge that WIPO should build in contingency on how it would handle a large reduction in overall fee income, given the likely forecast of a significant drop in patent applications in 2009. If fee income does fall significantly, what programme areas would be reduced?</p> <p>The reporting of WIPO performance should be done by an independent body. The UK thinks that the Audit Committee should regularly assess WIPO's performance against achieving its strategic vision. We judge that WIPO's overarching strategic aim should be to (i) improve its credibility and reputation as a global institution (ii) deliver global solutions on IP.</p> <p>The constitution of the WIPO Audit Committee is already well established. However, membership of the Audit Committee should be determined by skills and experience, not geographic balance.</p>

III. GENERAL COMMENTS

Any comments of general nature may be provided in the box below.

General Comments
<p>The UK welcomes the revised programme and budget document, which represents a good first step towards developing a culture of results-based management. We welcome the reduction in the number of programmes, but think that twenty-nine is still too large for WIPO to manage, as well as the number of D-level staff this would incorporate. We would support further rationalisation.</p> <p>In terms of WIPO's budget, it is not clear how programme budgets were derived, nor whether the figures listed represent true value for money. The UK would like to see the audit committee tasked to verify how the budget for the programmes has been calculated (given that previous budgets have been significantly underspent or channeled into different areas of work).</p> <p>The document sets out the nine strategic themes for WIPO, which we support. However in order to ensure resources are properly aligned to a strategy, we would argue for further steps towards results-based planning. WIPO should devise clear outcomes for the nine strategic goals, to ensure that the objectives of each programme contribute to long-term change.</p> <p>Whilst WIPO has identified objectives for its programmes, we think these need further development to ensure they are (i) specific, (ii) measurable, (iii) attainable, (iv) realistic and (v) delivered within a clear timeframe.</p> <p>We understand that the 2010/11 biennium is the first of a three biennium period for which a new medium-term corporate plan is being developed. Before agreeing to a budget for 2010/11, we would like to see an outline of the medium-term strategic plan, to ensure that proposals for 2010/11 are properly aligned.</p> <p>Finally, we would welcome further information on how WIPO will re-prioritise its budget and programmes, given the projected fall in revenue from fee income in 2009.</p>

IV. PROCEDURES FOR REPLY

It would be appreciated if the completed questionnaire could be returned to the International Bureau, preferably by email to <controller.mail@wipo.int>, before Thursday, March 19, 2009. A confirmation copy may be sent by post. The questionnaire is also available in the electronic form on the Organization's Website at <<http://www.wipo.int/about-wipo/en/pb/>>.

List of Annexes:

- Annex I Implementation of the New Mechanism
- Annex II The Strategic Framework, the program structure and the summary of the nine Strategic Goals

[Annexes follow]