



A/57/6
ORIGINAL: ENGLISH
DATE: SEPTEMBER 26, 2017

Assemblies of the Member States of WIPO

Fifty-Seventh Series of Meetings Geneva, October 2 to 11, 2017

PROPOSED PROGRAM AND BUDGET FOR THE 2018/19 BIENNIUM

Document prepared by the Secretariat

1. The present document contains the “Proposed Program and Budget for the 2018/19 Biennium” reflecting the modifications agreed to at the twenty-sixth and twenty-seventh sessions of the Program and Budget Committee (PBC) (July 10 to 14, and September 11 to 15, 2017).

2. The decisions of the PBC in respect of that document are reflected in the “List of Decisions Adopted by the Program and Budget Committee” (document A/57/5).

3. *The Assemblies of WIPO, each as far as it is concerned, are invited to approve the “Proposed Program and Budget for the 2018/19 Biennium” (document A/57/6).*

[Proposed Program and Budget for the 2018/19 Biennium follows]

WORLD INTELLECTUAL PROPERTY ORGANIZATION

PROPOSED PROGRAM AND BUDGET FOR THE 2018/19 BIENNIUM

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FOREWORD BY THE DIRECTOR GENERAL

The Program and Budget is a defining document for the Organization. It establishes the results that Member States wish to see achieved by the Organization over the coming biennium and authorizes the programs and resources necessary for the realization for those results.

It is a pleasure to present here the main highlights of the draft Program and Budget for the 2018-2019 Biennium that is presented in this document for the consideration of the Member States.

Financial Basis and Management

The Organization is fortunate to enjoy a sound financial situation, facilitated by the services that it provides under its Global IP Systems, principally the Patent Cooperation Treaty (PCT), the Madrid System for marks and the Hague System for designs. In recent years, those systems have experienced growth levels that well exceed those of the world economy.

In continuation of that growth trend, based on the estimates prepared by the Chief Economist and his team, we are projecting that, compared to the 2016-2017 Biennium, the revenue of the Organization will grow in the 2018-2019 Biennium by 10.9% to CHF 829.6 million. We are proposing that expenditure increase by 2.7% to CHF 725.9 million. After estimated adjustments to expenditure pursuant to International Public Service Accounting Standards (IPSAS), we predict a surplus of CHF 65 million. While such a result would represent a healthy surplus, it is necessary to introduce a cautionary note based on the lingering uncertainty and lack of visibility in the performance of the global economy, both of which factors suggest that prudence is desirable with respect to the projected result.

The excellent financial performance of the Organization has given rise to several dividends. We have been able to maintain fees under the Global IP Systems at a constant nominal level, continuing the unprecedented record of the past nine years of constant nominal fees. This record has resulted not only from the good growth rates of the Global IP Systems, but also from sound management and productivity gains arising from the development of the IT environments of the Global IP Systems, which have enabled us to manage growth without increasing staff numbers or fees.

The improved situation of the net assets of the Organization is also a beneficiary of the good growth rates and sound management of the Global IP Systems. The net assets of the Organization stood at CHF 311.3 million at the close of 2016, of which CHF 135.5 million were liquid assets. The projected surplus for the next Biennium will enable the level of liquid assets to rise. The sound position of the net assets has also enabled us to repay the loan of CHF 70.5 million on the new building, therefore reducing projected interest payments in the next Biennium by CHF 4.2 million.

We are presenting a Capital Master Plan for the next ten years in order to foresee and to meet in a prudent manner the future capital liabilities of the Organization. The main areas of capital expenditure foreseen under the plan are information and communication technology (ICT), which is the basis of the delivery of the services of the Organization and, thus, the basis of revenue generation, as well as the principal means of containing staff costs and maintaining constant fees; physical and cyber security, in order to mitigate risks and vulnerabilities arising from the current world environment and to assure the safety of staff and delegates and the security and resilience of the ICT platforms on which the Global IP Systems depend; and the maintenance of the WIPO Campus in order to avoid large one-off liabilities to repair or to renovate premises and facilities that fall into a state of dilapidation.

The increase in personnel costs for the coming Biennium has been contained at 0.8% compared to the 2016-2017 approved budget. No new posts are foreseen. The share of budgeted personnel costs in the total budget will decrease from 64.6% in the 2016-2017 Biennium to 62.4% in 2018-2019. Within this context, we treat geographical diversity and gender parity as priority objectives for human resource policy.

Program Trends and Highlights

The maintenance of the competitive position of the Global IP Systems will continue to be a principal focus for the new Biennium. We will pursue similar strategies to those of the immediate past in this area. These involve working to extend the global reach of the Systems, particularly the Madrid and Hague Systems, and to increase the participation of States from poorly represented regions, notably Latin America; investing in the improvement of the IT environments of the Global Systems to enhance their user friendliness, security and resilience; and improving the processes and procedures of the Systems to strive for simplicity and certainty in the operation and performance of the Systems. In

particular, we expect to make progress towards the development of a new IT environment for the Madrid System and to deploy a new IT environment for the Hague System, which will enable the expected high growth rates of the Hague System to be managed without the inflation of staff costs. We shall also continue the work begun in the current Biennium on integrating, to the extent desirable, and finding synergies between the IT environments of the Global IP Systems and finance, with a view to presenting a seamless and consistent user experience in a global IP platform.

The area of Global Infrastructure has produced major results in recent years for the benefit of IP Offices, users and the general public. This area will also continue to be a primary focus in response to the heavy demand from Member States, with over 80 IP Offices worldwide, particularly from the developing, least developed and transition countries, using to various degrees the IT modules for office administration and processing offered by the Organization. We see the IT platforms, tools and databases developed by the Organization rapidly evolving into a WIPO Knowledge Network. The Network links the IP Offices of Member States and the Organization's Global IP Systems into a global system for capturing data on IP activity worldwide and re-packages those data into useful knowledge products in the form of the Global Databases, TISCs (Technology and Innovation Support Centers) and reports on statistics and economic analysis. The Network also offers the considerable advantage of enabling data in different languages to be shared and better understood through sophisticated language translation tools, such as WIPO Translate, where the Secretariat has done some pioneering work with neural network deep learning technology.

The work of the Secretariat on statistics and economic analysis has been highly appreciated by Member States and the general public for assisting policy makers in understanding the increasingly complex IP landscape worldwide. We shall continue to invest in the development of this area. In particular, we hope to continue to improve the Global Innovation Index, building also upon the innovative work done on the identification of clusters at the sub-national level, and to extend our capacity on indices to the area of the creative industries.

As always, human capacity building remains a priority. We hope to see the successful and highly demanded programs of the WIPO Academy further developed. We will commence work on a digital tutor, enabled by artificial intelligence. Preliminary findings on the use of digital tutors show very promising results. Such a tool would contribute greatly to the capacity of the Organization to meet growing demand in its distance learning programs.

Progress in the normative program depends upon the engagement of the Member States and their political will to reach results. We have allowed for the possibility of the convening of a diplomatic conference should the Member States reach agreement in one of the mature areas of discussions to take the final step towards the conclusion of a treaty.

The development dimension is integrated into all programs of the Organization, as well as coordinated through the Development Sector and the Development Agenda. It continues to be a major priority for the Organization and all of its programs. Expenditure on development, based on the newly approved definition of development expenditure, will amount to 18.3% (a figure that does not have a comparable counterpart in the current Biennium owing to the change in definition).

Likewise, the Sustainable Development Goals (SDGs) feature prominently in program design and delivery. The Organization's Results Framework prominently highlights the Strategic Goals and Expected Results which contribute directly to the SDGs.

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.



Francis Gurry
Director General

I. FINANCIAL AND RESULTS OVERVIEW

1. This Program and Budget provides the planning for the biennium 2018/19 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 2018/19.

2. Income in the biennium 2018/19 is estimated at 829.6 million Swiss francs reflecting a 10.9 per cent increase in income compared to the 2016/17 Approved Budget (accrual basis). The unit contribution value for the 2018/19 biennium has been maintained at the same level as in 2016/17.

3. The proposed expenditure budget for the biennium amounts to 725.9 million Swiss francs. After estimated International Public Sector Accounting Standards (IPSAS) adjustments on expenditure, a surplus of approximately 65 million Swiss francs is predicted at the end of the biennium.

Table 1. Budget for 2018/19 and Key Planning Parameters
(in millions of Swiss francs)

| Key Parameters for 2018/19 | Amounts |
|--|--------------|
| Income forecast for 2018/19 | 829.6 |
| Expenditure 2018/19 | 725.9 |
| <i>Personnel expenditure</i> | <i>460.0</i> |
| <i>Non-personnel expenditure</i> | <i>265.9</i> |
| Estimated IPSAS adjustment to expenditure | 38.8 |
| Total expenditure after IPSAS adjustments | 764.6 |
| Operating Result | 65.0 |

Note: The figures may not add up due to rounding

INCOME

4. Overall income in 2018/19 is projected to reach 829.6 million Swiss francs, representing an increase of 10.9 per cent compared to the 2016/17 Approved Budget (accrual basis) and an increase of 5.5 per cent compared to the 2016/17 Updated Estimates (accrual basis).

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

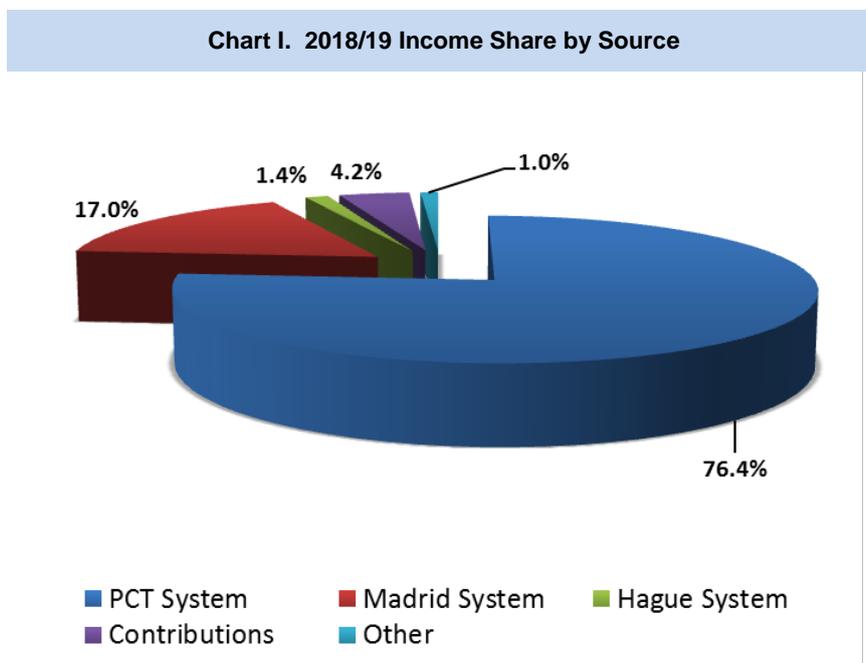
^{1a} In accordance with the decision of the 26th session of the PBC (document WO/PBC/26/11), details on the personnel expenditure figures according to the ICSC decision and the outcome of the consultations between Geneva-based Organizations and the ICSC in Vienna, July 2017, are included in the section on Personnel Costs, paragraphs 25-33.

Proposed Program and Budget 2018/19

Table 2. Income Estimates for 2018/19
(in millions of Swiss francs)

| | 2016/17 Program & Budget (budgetary basis) | 2016/17 Program & Budget (accrual basis) | 2016/17 Updated Estimates (accrual basis) | 2018/19 Income Estimates (accrual basis) | Difference 2018/19 vs. 2016/17 Program & Budget (accrual basis) | | Difference 2018/19 vs. 2016/17 Updated Estimates (accrual basis) | |
|--|--|--|---|--|---|--------------|--|---------------|
| | | | | | Amount | % | Amount | % |
| Contributions | | | | | | | | |
| Contributions (unitary) | 34.7 | 34.7 | 34.7 | 34.8 | 0.0 | 0.1% | 0.0 | 0.1% |
| Subventions (Lisbon) | - | - | 1.2 | - | - | n/a | (1.2) | -100.0% |
| <i>Sub-total, Contributions</i> | 34.7 | 34.7 | 35.9 | 34.8 | 0.0 | 0.1% | (1.2) | -3.3% |
| Fees | | | | | | | | |
| PCT System | 575.9 | 568.4 | 597.9 | 634.1 | 65.7 | 11.6% | 36.2 | 6.1% |
| Madrid System | 128.8 | 128.3 | 132.0 | 140.8 | 12.5 | 9.7% | 8.8 | 6.7% |
| Hague System | 10.3 | 10.2 | 9.9 | 11.3 | 1.2 | 11.6% | 1.4 | 14.2% |
| Lisbon System* | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 33.3% | (0.0) | -11.1% |
| <i>Sub-total, Fees</i> | 715.0 | 706.9 | 739.9 | 786.3 | 79.4 | 11.2% | 46.4 | 6.3% |
| Arbitration | 2.5 | 2.5 | 3.1 | 3.1 | 0.6 | 24.0% | - | 0.0% |
| Publications | 0.3 | 0.3 | 0.8 | 0.4 | 0.1 | 32.3% | (0.4) | -50.2% |
| Other | | | | | | | | |
| Investment revenue** | - | - | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 10.7% |
| Miscellaneous | 3.8 | 3.8 | 6.3 | 5.1 | 1.3 | 33.5% | (1.2) | -19.5% |
| <i>Sub-total, Other</i> | 3.8 | 3.8 | 6.3 | 5.1 | 1.3 | 34.7% | (1.2) | -19.3% |
| TOTAL | 756.3 | 748.2 | 786.1 | 829.6 | 81.4 | 10.9% | 43.6 | 5.5% |
| <i>Note (thousands of Swiss francs):</i> | | | | | | | | |
| <i>*Details of Lisbon fee income</i> | 30.0 | 30.0 | 45.0 | 40.0 | 10.0 | 33.3% | (5.0) | -11.1% |
| <i>**Details of Investment rev.:</i> | - | - | 41.6 | 46.0 | 46.0 | n/a | 4.4 | 10.7% |

5. The share of income by source is illustrated in Chart I below. Fee income from the PCT, Madrid and the Hague registration Systems represent 94.8 per cent of total income. PCT fee income alone represents 76.4 per cent.



economy, PCT fee income in the 2018/19 Proposed Budget is estimated at 634.1 million Swiss francs, 2 per cent lower than the projected base-case scenario, i.e. an increase of 6.1 per cent as compared to the 2016/17 Updated Estimates (accrual basis).

- *Madrid fee income.* The number of Madrid registrations and renewals is projected to increase by 6.7 per cent and 11 per cent in 2018/19, respectively, as compared to the 2016/17 Updated Estimates. These estimations are based on a 3-4 per cent longer-term projected growth in applications with continued strong filing numbers expected from top filing offices. Taking duly into account operational factors, the Madrid fee income for 2018/19 is estimated at 140.8 million Swiss francs, 2 per cent lower than the projected base-case scenario, i.e. representing an increase of 6.7 per cent as compared to the 2016/17 Updated Estimates (accrual basis).
- *The Hague fee income.* The increase in the number of registrations and renewals under the Hague System is estimated at 10.7 per cent and 6.4 per cent in 2018/19, respectively, compared to the 2016/17 Updated Estimates. This estimate is based on the assumption of a double-digit growth from 2018 onwards, following the expected accessions by China and the Russian Federation. The Hague fee income is therefore expected to reach 11.3 million Swiss francs, an increase of 14.2 per cent compared to the 2016/17 Updated Estimates (accrual basis).
- *Lisbon fee income.* The number of applications under the Lisbon System is estimated at 20 applications per year in 2018/19. The corresponding Lisbon fee income for the biennium is estimated at 40,000 Swiss francs, an increase of 33.3 per cent compared to the 2016/17 Program and Budget estimate.
- *Assessed contributions.* Estimates for Member States' assessed contributions in 2018/19 are based on a contribution unit value of 45,579 Swiss francs². The contribution class per country is assumed to be similar in 2018/19 to the class in 2017. Income from Member States Contributions is therefore estimated at 34.8 million Swiss francs in 2018/19 as compared to 34.7 million Swiss francs in 2016/17.
- *Income from the WIPO Arbitration and Mediation Center.* Based on a similar volume of WIPO domain name cases in 2018 and 2019 as in 2016, in which a record number of WIPO domain name cases were filed, income from the Arbitration and Mediation Center is projected at 3.1 million Swiss francs, that is at the same level as the 2016/17 Updated Estimates. This represents an increase of 24 per cent compared to the 2016/17 Program and Budget estimate.
- *Income from publications.* Following the implementation in 2017 of the Global Dissemination Of IP Data Initiative, which enables users to access IP data more cost-efficiently, the publications income is estimated at 0.4 million Swiss francs, which represents a decrease of 50.2 per cent compared to the 2016/17 Updated Estimates.
- *Investment revenue.* By the end of 2017, operating, core and strategic cash will be invested in line with the new investment policy. Investment revenue is estimated based on current interest rates and projected at 46,000 Swiss francs in 2018/19.
- *Miscellaneous income.* Miscellaneous income is projected at 5.1 million Swiss francs in 2018/19, an increase of 1.3 million Swiss francs, or 33.5 per cent, compared to the 2016/17 Program and Budget estimate but a decrease of 1.2 million Swiss francs, or 19.5 per cent compared to the 2016/17 Updated Estimates. The increase in the 2016/17 Updated Estimates and the 2018/19 Income Estimates as compared to the 2016/17 Program and Budget is primarily due to higher income expected from administrative charges on the Funds-in-Trust (based on income received in 2016) and the recognition of deferred revenue on the *Fondation des Immeubles pour les Organisations Internationales* (FIPOI)-financed security perimeter construction work. The decrease in the 2018/19 Income Estimates as compared to the 2016/17 Updated Estimates is due to an assumption of no exchange rate gains and/or credit notes in 2018/19.

² See Appendix A on Member States' Contributions

RESULTS AND RESOURCES

9. The proposal for the biennium 2018/19 ensures that the Organization's resources continue to be deployed towards the achievement of results that are of highest value to Member States and other stakeholders. The total proposed expenditure for the 2018/19 biennium amounts to 725.9 million Swiss francs, representing an increase of 18.9 million Swiss francs or 2.7 per cent over the 2016/17 Approved Budget of 707 million Swiss francs. This should be seen in the context of a projected increase in filings under the international registration systems and associated increase in income of 12.5 per cent compared to the 2016/17 Approved Budget.

10. The Organization requires continued capital investments in the areas of premises, safety and security, and ICT initiatives in order to remain fit-for-purpose. A Capital Master Plan (CMP) outlining the major premises as well as safety and security related capital investments required over 10 years has been developed. In addition, several high priority ICT projects have been identified to strengthen the business operations of the international registration systems and the integration and resilience of WIPO's major IT systems. The CMP³ identifies five key capital investment projects with a total estimated budget of 25.5 million Swiss francs for implementation in the 2018/19 biennium, proposed to be financed from the Reserves in line with the Revised WIPO Policy related to Reserves⁴.

11. The Results Framework Chart sets out the 38 organizational Expected Results for the 2018/19 biennium, as compared to 39 in 2016/17,⁵ providing the mandate for the Programs contributing to these results. In addition, the Expected Results under Strategic Goals II, VII and IX have been chronologically renumbered. The WIPO Development Agenda, Gender and the Sustainable Development Goals (SDGs) are cross-cutting issues, which are mainstreamed across all Strategic Goals. The Chart also provides the results-based view of the budget for the biennium 2018/19 and the development share of resources for each result. A breakdown of the extra-budgetary resources potentially available under each Program is reflected at the program level and in Annex V.

12. The 2018/19 Proposed Budget by Program and cost category is summarized in Tables 4 and 5 below. The Program structure remains the same as in the biennium 2016/17. The comparison of the 2018/19 Proposed Budget by Program with the 2016/17 Approved Budget and Budget after Transfers⁶ is provided in Annex II. Annex III, contains the 2018/19 allocation of income and expenditure by Unions. The Annex has been considerably improved compared to previous biennia and now includes detailed substantive explanations of the current union allocation methodology.

13. The income estimates for the biennium 2018/19 have been prepared on an accrual basis. 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 of 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 VI of this document.

³ Document WO/PBC/26/9.

⁴ Document WO/PBC/23/8

⁵ Expected Result III.3 (Mainstreaming of the DA) and III.5 (Enhanced understanding of the DA) have been merged and the activities consolidated under Expected Result III.3.

⁶ As at March 8, 2017

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.

| Program | Planning assumptions | Impact on budget |
|---|---|---|
| | A provision of 1 million Swiss francs has been included in the budget for the possibility of a Diplomatic Conference should Member States decide to convene one in the biennium 2018/19. The provision is reflected in "Unallocated". | |
| Program 1 (Patent Law) | Up to three sessions of the Standing Committee on the Law of Patents (SCP) | Additional estimated non-personnel resources of 60,000 Swiss francs for translation costs related to the SCP survey |
| Program 2 (Trademark Law) | Up to three sessions of the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) | Additional estimated non-personnel resources of 107,000 Swiss francs |
| Program 3 (Copyright and Related Rights) | Up to four sessions of the Standing Committee on Copyright and Related Rights (SCCR) | Additional estimated non-personnel resources of 80,000 Swiss francs for the promotion, in particular, of the Beijing and Marrakesh treaties |
| 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) | The associated resources are reflected in the Program |

Note: Comparisons are against the 2016/17 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 skills 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.

| Program | Planning assumptions | Impact on budget |
|-------------------------------|---|--|
| Program 5 (PCT) | 13% increase in applications | Additional estimated non-personnel resources of 6.8 million Swiss francs for PCT operations |
| Program 6 (Madrid System) | 15% and 12.5% increase in registrations and renewals respectively | Additional estimated non-personnel resources of 2.2 million Swiss francs for Madrid operations |
| Program 31 (The Hague System) | 15.2% and 20.5% increase in registrations and renewals respectively | Additional estimated non-personnel and personnel resources of 1.1 million and 2.5 million Swiss francs, respectively, for strengthening the Hague operations and deployment of the new IT platform |

Note: Comparisons are against the 2016/17 Approved Budget

Facilitating the use of IP for Development

- Further strengthen the implementation of WIPO’s development-oriented activities guided by the integrated and indivisible Sustainable Development Goals (SDGs) and the principles enshrined in the 2030 Agenda for Sustainable Development and the WIPO Development Agenda Recommendations; strengthen focus on improving the design, planning, monitoring and evaluation of WIPO’s development-oriented activities and creating enduring partnerships at all levels to enhance sustainability of development results.
- 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 building⁷.

| Program | Impact on budget |
|---|--|
| | The total development share of the 2018/19 budget for the Organization amounts to 132.8 million Swiss francs or 18.3 % in 2018/19 |
| Program 8 (Development Agenda Coordination) | The associated resources are reflected in the Program |
| Program 10 (Transition and Developed Countries) | Additional estimated personnel resources of 760,000 Swiss francs to facilitate the use of IP in transition countries |
| Program 11 (The WIPO Academy) | Additional estimated non-personnel resources of 329,000 Swiss francs for the implementation of the DA Project on Cooperation with Judicial Training Institutes. Additional estimated non-personnel resources of 189,000 Swiss francs for the mainstreaming of the same project |
| Program 14 (Services for Access to Information & Knowledge) | Additional estimated personnel and non-personnel resources for the implementation of the DA Projects on the Use of Information in the Public Domain (350,000 Swiss francs) and the IP Management and Technology Transfer (509,000 Swiss francs) |
| Program 16 (Economics and Statistics) | Estimated non-personnel and personnel resources of 225,000 and 357,700 Swiss francs, respectively, for the mainstreaming of the DA project on IP and Socio-economic development |

Note: Comparisons are against the 2016/17 Approved Budget

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; develop a software tool to support the implementation of WIPO Standard ST.26 (presentation of nucleotide and amino acid sequence listings).
- Expand the geographical coverage of WIPO Global Databases, PATENTSCOPE, Global Brand Database and Global Design Database, by increasing the national data collections, as well as improving the quality of data and timeliness of updating; further refine the search tools, in particular, by improving WIPO Translate using Neural Machine Translation technology.
- Further develop the IPAS suite of applications (IPAS, WIPO File, WIPO Publish, WIPOScan), ensuring that it meets the needs of IP Offices at different levels of maturity; solicit direct feedback from IP Offices on the future direction of the work program through the establishment of an advisory group with representation from all regions; deploy the WIPO Connect solution in at least eight CMOs and further enhance the system with a view to ensuring long-term sustainability.

⁷ Innovation in practice contributes directly to the achievement of SDGs 2, 3, 6, 7, 8, 11 and 13. Innovation as a policy setting can assist in realizing SDGs 1, 8, 14 and 15. A mapping of the SDGs to which WIPO contributes is included in Annex IX.

| Program | Impact on budget |
|---|---|
| Program 12 (International Classifications and Standards) | Additional estimated non-personnel resources of 350,000 Swiss francs for the development of a software tool to support the implementation of ST 26 (presentation of nucleotide and amino acid sequence listings) |
| Program 13 (Global Databases) | Additional estimated non-personnel and personnel resources of 700,000 Swiss francs and 814,600 Swiss francs, respectively, for the expansion of the geographical coverage of WIPO Global Databases and the improvement of WIPO Translate. |
| Program 14 (Services for Access to Information & Knowledge) | The associated resources are reflected in the Program |
| Program 15 (Business Solutions for IP Offices) | Additional estimated non-personnel and personnel resources of 423,532 and 357,700 Swiss francs, respectively, to support the IPAS suite of applications in national IP Offices, the establishment of the advisory group and WIPO Connect |

Note: Comparisons are against the 2016/17 Approved Budget

World Reference Source for IP Information and Analysis

- Continue to expand the geographical and thematic coverage of IP statistics collected through WIPO’s annual statistics survey; continue to benchmark innovation performance by enriching and co-publishing the Global Innovation Index; provide in-depth analysis on the role the IP system plays in the global economy by publishing thematic World Intellectual Property Reports; further develop and solidify the research program on policy and performance in the creative economy.

| Program | Impact on budget |
|---------------------------------------|--|
| Program 16 (Economics and Statistics) | Additional estimated non-personnel and personnel resources of 215,000 and 357,700 Swiss francs, respectively, for enhancing statistical reporting and economic research and analysis using big data techniques and enriching the Global Innovation Index |

Note: Comparisons are against the 2016/17 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) | Additional estimated non-personnel resources of 162,450 Swiss francs |

Note: Comparisons are against the 2016/17 Approved Budget

Responsive Communications Interface

- Implement integrated marketing, communications and press strategies; create engaging multimedia content and news for dissemination to key audiences (e.g. WIPO website and social media channels, WIPO Wire, WIPO Magazine, Newsletters, etc.); support and promote WIPO’s flagship economics and statistics publications and public-private initiatives; optimize and grow WIPO’s social and other digital media presence, including the development of a new mobile app and increasing multi-format and interactive content.
- Strengthen partnerships with UN Organizations and IGOs to support the implementation of the 2030 Development Agenda and other shared global goals; support the United Nations Framework Convention on Climate Change (UNFCCC) process, in particular, the UNFCCC Technology

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Mechanism; develop new strategic cooperation possibilities with existing and new partners to support implementation of WIPO's Programs.

- Ensure that WIPO's External Offices, including the new External Offices in Algeria and Nigeria, form a seamless extension of the Organization in the field and are fully integrated into the functioning of the Organization.

| Program | Impact on budget |
|--|--|
| Program 19 (Communications) | The associated resources are reflected in the Program. |
| Program 20 (External Relations, Partnerships and External Offices) | Additional estimated non-personnel resources of 600,000 Swiss francs are provisioned for the establishment of two new External Offices in Algeria and Nigeria Additional personnel resources of 562,700 Swiss francs for the consolidation of the WIPO Office in the Russian Federation A provision of 1 million Swiss francs has been included in the budget for the establishment of new External Offices in 2018/19 in line with the decisions of the Member States. The provision is reflected in "Unallocated". |

Note: Comparisons are against the 2016/17 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 United Nations (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.

| Program | Impact on budget |
|-----------------------------------|---|
| Program 21 (Executive Management) | Additional estimated non-personnel resources of 1.2 million Swiss francs provisioned for the organization of events at WIPO premises, protocol services and the organization of the WIPO Assemblies |

Note: Comparisons are against the 2016/17 Approved Budget

- Manage investments, under the oversight of the Advisory Committee on Investments (ACI) and with the assistance of investment advisors; strengthen management of foreign exchange risks by gradually extending the netting solution for foreign exchange flows between IP Offices and the IB; implement a common payment platform that will better integrate with the Organization's business operations, in particular, those that generate revenue from fees.
- Complete and close the ERP Portfolio of projects and effectively mainstream the delivered systems into operations; transform related structure, processes and skill sets and shift towards managed services to ensure effective operation of the ERP system and its ongoing evolution to respond to business needs; and support for the ERP system which will have a significantly enlarged footprint after the completion of the portfolio of projects.

| Program | Impact on budget |
|--|---|
| Program 22 (Program and Resource Management) | Additional estimated non-personnel and personnel resources of 150,865 and 1.7 million Swiss francs respectively for treasury management and mainstreaming of ERP projects |

Note: Comparisons are against the 2016/17 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, including through expanding the use of Long Term Agreements and enhancing cooperation with the UN.
- Carry out regular quality maintenance of the premises and technical installations on the WIPO Campus, with a view to preserving optimal working conditions and reduce the need for delayed, emergency and costly repairs and interventions.

| Program | Impact on budget |
|---------------------------------------|---|
| Program 24 (General Support services) | The associated resources are reflected in the Program |

- Provide reliable, secure and cost-effective ICT infrastructure services to WIPO's key business sectors and users across the Headquarters in Geneva and External Offices in compliance with WIPO's security and risk management framework; review and re-align ICT processes, structure and service delivery models to enhance responsiveness to business needs; ensure cost-effectiveness of ICT operations and services through optimization of existing infrastructure, strategic sourcing and strengthened vendor and service provider management.

| Program | Planning assumptions | Impact on budget |
|------------------|--|--|
| Program 25 (ICT) | Rationalization of servers and storage Unit cost decrease | Additional estimated non-personnel resources of 603,848 Swiss francs for hosting of WIPO's major business systems and applications |

Note: Comparisons are against the 2016/17 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.

| Program | Impact on budget |
|---|---|
| Program 27 (Conference and Language Services) | The associated resources are reflected in the Program |

- Continue to progress the implementation of information assurance (IA) strategies, focusing on strengthening current IA capabilities; limit exposure and protect areas of highest risks to WIPO's business; protect WIPO's sensitive information assets by enforcing the information classification and handling policy; implement risk-based protection mechanisms to enhance resilience of PCT and other sensitive business systems; improve WIPO's cyber-security operations by 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 (lock-down doors, protective screening controls, deterrence etc.).

| Program | Impact on budget |
|---|--|
| Program 28 (Information Assurance, Safety & Security) | Additional estimated non-personnel and personnel resources of 3.9 million and 1.4 million Swiss francs, respectively, for strengthening cyber and physical security and safety |

the increases of 0.9 million Swiss francs, or 60 per cent, for the strengthening of the Madrid fellowship program in Program 6 (Madrid System); and 0.3 million Swiss francs, or 15 per cent, to support the increased workload related to domain names and alternative dispute resolution (ADR) cases in Program 7 (Arbitration and Mediation).

19. An increase of 0.8 million, or 6.2 per cent, compared to the 2016/17 Approved Budget, can be observed under “Staff Missions” within the “Travel, Training and Grants” category. This increase is mainly composed of cost increases in Program 3 (Copyright and Related Rights), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDC), Program 6 (Madrid System) and Program 31 (The Hague System).

20. The estimated cost for “Individual Contractual Services” in 2018/19 has increased moderately by 1.5 million Swiss francs, or 5.8 per cent, compared to the 2016/17 Approved Budget. The overall increase compared to the 2016/17 Approved Budget, is primarily driven by increases of 1 million and 1.9 million Swiss francs for the outsourcing of translation in Program 27 (Conference and Language Services) and information assurance specialists in Program 28 (Information Assurance, Safety and Security), respectively. These increases are partially offset by decreases of 1.9 million and 0.9 million Swiss francs in Program 5 (PCT) and Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDC), respectively.

21. The budget for “Other Contractual Services” has increased substantially from 120.5 million Swiss francs in the 2016/17 Approved Budget to 145.9 million Swiss francs in 2018/19, which represents an increase of 25.4 million Swiss francs or 21.1 per cent. This is primarily driven by an increase of: (i) 9.7 million Swiss francs in Program 28 (Information Assurance, Safety and Security) for additional security guard surge capacity, additional security elements to the guard contract, and a shift of physical security costs from “Premises and Maintenance” to “Other Contractual Services”; (ii) 7.7 million Swiss francs for PCT translation in Program 5 (PCT); and (iii) 4.2 million Swiss francs in Program 22 (Program and Resource Management).

22. The estimated “Finance Costs” for 2018/19 have decreased by 5.6 million Swiss francs, or 76.8 per cent, compared to the 2016/17 Approved Budget. This decrease is primarily driven by the repayment of the loans on the New Building in 2017. The relevant provision for interest payments of 4.2 million in 2016/17 has subsequently been removed from Program 24 (General Support Services).

23. The estimated “Premises & Maintenance” cost for 2018/19 has decreased by 6.3 million Swiss francs, or 18.5 per cent, compared to the 2016/17 Approved Budget. This is mainly driven by, on the one hand, a decrease of 6.5 million Swiss francs in Program 28 (Information Assurance, Safety and Security), which includes a shift for security guard costs to “Other Contractual Services”, and, on the other hand, increases in Program 5 (PCT) and Program 20 (External Relations, Partnerships and External Offices).

24. The budget for “Representation & Other Operating Expenses” in 2018/19 has increased by 0.6 million Swiss francs, or 59.6 per cent, compared to the 2016/17 Approved Budget. This is primarily driven by a shift of 0.4 million Swiss francs from “Finance Costs” to “Representation & Other Operating Expenses” in Program 22 (Program and Resource Management), reflecting a more accurate classification of external auditor costs, and an increase of 0.2 million Swiss francs in Program 21 (Executive Management) for the organization of events at WIPO premises.

PERSONNEL COSTS

Methodology

25. The personnel resource budget for the biennium 2018/19 continues to be derived on the basis of actual costs, following the change in the costing methodology introduced in 2016/17, and a number of planning assumptions outlined below. Changes to the planning assumptions will affect actual personnel expenditure in the biennium which is reported on in the Annual Financial Statements, the Program Performance Reports and the Financial Management Report..

26. The 2018/19 personnel resource budget incorporates the changes related to the introduction of

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the unified salary scale from January 1, 2017 and the new common system compensation package for the professional and higher categories, as established by the International Civil Service Commission¹⁰ (ICSC) and the related amendments to the Staff Regulations and Rules.

27. The ICSC, at its 85th session in July 2017, decided to: (i) approve a margin of 3 percent to be added to the results of all cost-of-living surveys conducted in 2016 that are lower than the prevailing pay index by more than 3 per cent; (ii) change the implementation date of the results of the 2016 cost-of-living survey in Geneva from May 1, 2017 to August 1, 2017; (iii) pay in full the personal transition allowance (PTA)¹¹ for the first six months after the implementation date; (iv) adjust the PTA downward every four months until it is phased out¹²; and, (v) request the Advisory Committee on Post Adjustment Questions to continue its work on improving the methodology underlying the post adjustment system, in collaboration with representatives of administrations and staff federations of the UN common system.

28. At the moment of budgeting of personnel costs for the biennium 2018/19 the Secretariat needed more guidance in order to translate the ICSC decisions taken at its 85th session into precise planning parameters. The ICSC will provide all information requested in due time, so that WIPO implements ICSC decisions, including and in relation to all those listed in paragraph 27 that will have to be applied from 1st February 2018.

29. While costs for occupied positions are based on the latest available UN salary and pensionable remuneration scales, as well as 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 2018/19 takes into account the latest available scales (for general services category) and/or the unified salary scale and within-grade step increments effective January 1, 2017 (for professional and higher categories), prorated for 2018/19. It also takes into account the revised compensation package for staff in the professional and higher categories and the amended Staff Regulations and Rules (SRR). For vacant positions, standard costs are calculated based on grade step I;
- The exchange rate and post adjustment multiplier (PAM) are applied as of March 2017, where applicable (for salaries of professional and higher categories);
- The USD/CHF exchange rate is applied at a 1:1 ratio for pensionable remunerations at the applicable ICSC salary scale as of February 2017;
- All applicable benefits and entitlements for occupied positions are estimated at position level, taking into account both the revised ICSC dependency allowances and the latest payroll information. An average cost has been estimated for vacant positions;
- Provisions for home leave have been revised to take into account the full implementation of the new policy on home leave introduced in 2014;
- 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;
- No new positions are foreseen in 2018/19. An overall vacancy rate assumption of 4 per cent has been applied to the overall costing of posts to take into account recruitment delays;
- Provisions for ASHI have been maintained at 6 per cent for posts; a 1 per cent separation provision has been applied for temporary positions;

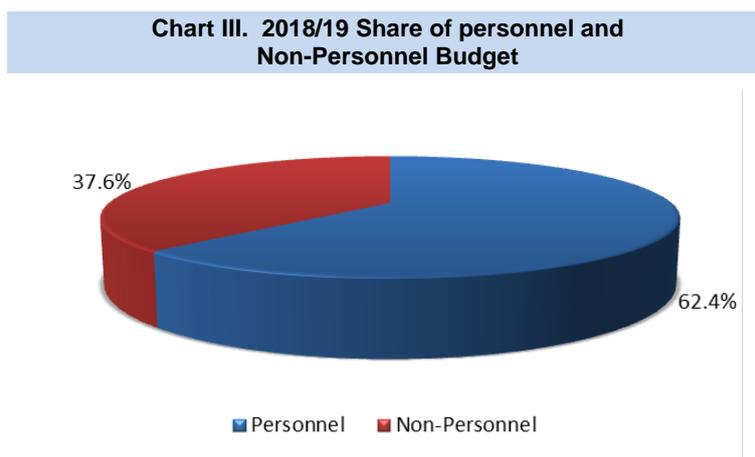
¹⁰ The General Assembly approved [A/RES/70/244](#) a revised compensation package for the staff in the professional category and above on 23 December 2015, based on the recommendations of the ICSC.

¹¹ The personal transition allowance is the difference between the prevailing and the revised post adjustment multipliers (PAM).

¹² The new PTA is calculated by taking the difference between the prevailing pay index and the pay index applicable to existing staff, reduced by 3 per cent.

- Other Staff Costs include the budgeted 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 introduced in 2014 (120,000 Swiss francs);
- The provision for reclassifications amounts to 2.9 million Swiss francs in “Unallocated (Personnel)” based on reclassification costs in 2016/17;
- A provision of 0.4 million Swiss francs has been earmarked in “Unallocated (Personnel)” for the remaining regularization of continuing functions, within the framework of the 156 regularization posts approved by Member States at the Assemblies in 2010 (reference document WO/CC/63/5). A total of 26 regularizations are currently pending;
- 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 left at the level of 2016/17 at 2 million Swiss francs. These costs will continue to be closely monitored in coordination with Program 23 (Human Resources Management and Development) and concerned Program areas.

30. Based on the above planning assumptions, the increase in personnel costs for 2018/19 has been contained at 3.4 million Swiss francs, or 0.8 percent, compared to the 2016/17 Approved Budget. The share of budgeted personnel costs compared to the total budget has decreased from 64.6 per cent in 2016/17 to 62.4 per cent in 2018/19. This is the result of continuous ongoing efforts to contain personnel costs and move towards a more flexible, agile workforce for time-bound projects and initiatives.



31. The overall increase in 2018/19 under “Posts” compared to the 2016/17 Approved Budget relates primarily to statutory increases. It also reflects completed regularizations offset by a reduction under “Temporary Staff”.

32. The provisions under “Other Staff Costs” have been maintained at the level of 2016/17.

33. The net increase of 1 million Swiss francs in “Unallocated (Personnel)” is due to an increase of 1.4 million Swiss francs in the provision for reclassifications offset by a reduction of 400,000 Swiss francs for regularizations.

DEVELOPMENT ACTIVITIES AND DEVELOPMENT AGENDA RESOURCES

34. The Organization will continue in the biennium 2018/19 to further strengthen the implementation of WIPO’s development-oriented activities guided by the principles enshrined in the 2030 Agenda for Sustainable Development and the WIPO Development Agenda Recommendations.

* A conservative estimate for the legal costs of litigation associated with implementation of the ICSC decision taken in its 85th session and legal costs could be estimated at 1.6 million Swiss francs.

Table 7. Development Agenda Projects in 2018/19
(in millions of Swiss francs)

| Projects | Programs | 2018/19 Proposed Budget | | |
|---|------------|-------------------------|---------------|--------------|
| | | Personnel | Non-Personnel | Total |
| 1. Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries (Phase II)* | Program 3 | 20 | 80 | 100 |
| 2. Capacity-Building in the Use of Appropriate Technology Specific Technical and Scientific Information as a Solution for Identified Development Challenges – Phase II* | Program 9 | 62 | - | 62 |
| 3. Cooperation with Judicial Training Institutes in Developing and Least Developed Countries* | Program 11 | - | 329 | 329 |
| 4. Use of Information in the Public Domain for Research and Development in Developing Countries* | Program 14 | 100 | 250 | 350 |
| 5. 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 | 240 | 269 | 509 |
| Total | | 422 | 928 | 1,350 |

*Amounts reflect remaining project budget balances.

**Subject to CDIP approval. Total project budget is 584,000 Swiss francs. Implementation timeframe: 2017-2020.

II. PROGRAM NARRATIVES BY STRATEGIC GOAL

STRATEGIC GOAL I BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR IP

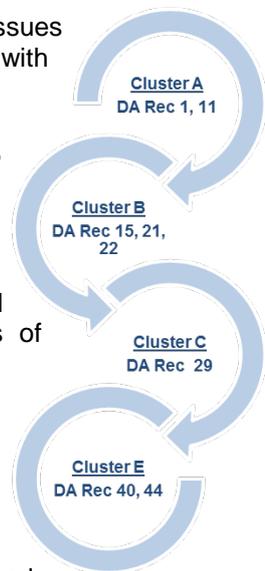
| Expected Result | Performance Indicators | Responsible Program(s) |
|--|--|-------------------------|
| I.1. Enhanced cooperation among Member States on development of balanced international normative frameworks for IP | Progress on the implementation of agreed work, according to the SCP Agenda | Program 1 |
| | Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters | Program 1 |
| | 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 |
| | 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 |
| 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 |
| | No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications | Program 2 |
| | % of countries that have provided positive feedback on WIPO's legislative advice | Program 3 |
| | No. of countries that have ratified or acceded to the WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty | Program 3 Program 20 |
| | No. and/or % of countries providing positive feedback on WIPO's legislative policy advice | Program 9 |
| | No. of transition countries with updated national laws and regulations | 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 |
| | No. of ratifications/accessions to the Singapore Treaty | Program 2 Program 20 |
| | No. of ratifications to WIPO administered treaties | Program 10 |
| | % of participants in training and capacity building activities on IP and Competition Policy who apply the enhanced knowledge and upgraded skills in their work | Program 18 |

| Expected Result | Performance Indicators | Responsible Program(s) |
|--|---|------------------------|
| 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 6 <i>ter</i> database | Program 2 |
| 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 |

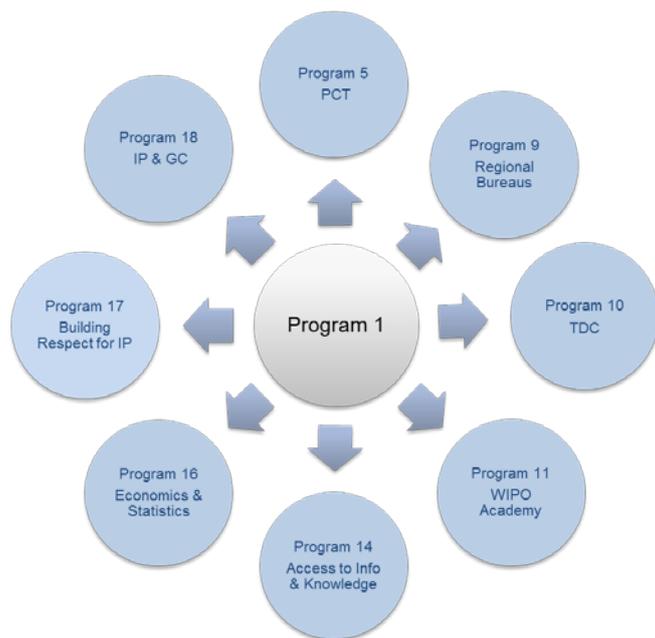
PROGRAM 1 PATENT LAW

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



| 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, professional and inclusive environment for dialogue among Member States. Provision of timely, accurate and substantive information to Member States. |

| 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/25 Report | SCP agreed outcome |
| | Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters | 89% satisfaction based on surveys collected in 2016 | 90% satisfaction |
| | Level of satisfaction of participants in WIPO patent-related capacity building and training activities | TBD end 2017 | 90% of respondents are satisfied |
| | % of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge | TBD end 2017 | 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 | 100% based on 24 responses in 2016 | 90% |
| | No and % of Member States satisfied with the legislative and policy advice provided | 92% based on 2016 survey | 90% |
| 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 | 81% based on 18 responses to a survey in 2016 | 70% |

Resources for Program 1

1.1 The overall resources for the Program in the 2018/19 biennium shows a decrease of 6.2 per cent compared to the 2016/17 Approved Budget.

1.2 The increase in non-personnel resources is due to a provision for additional translation costs for the SCP survey. The decrease in personnel resources is the result of a change in the grade composition of staff following staff movements into/from the Program during the biennium 2016/17.

1.3 The increases in resources under Expected Result I.1 (Balanced international normative frameworks) reflect an increased focus on targeted awareness raising and promotional activities on patents and related matters. Resources dedicated to legislative and policy advice, reflected under Expected Result I.2 (Legislative advice), shows a subsequent reduction compared to the 2016/17 Approved Budget.

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

| Expected Result No. and Description | | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|-------------------------------------|--|-------------------------------|-----------------------------------|----------------------------|
| I.1 | Enhanced cooperation among Member States on development of balanced international normative framework for IP | 2,239 | 2,721 | 2,999 |
| I.2 | Tailored and balanced IP legislative, regulatory and policy framework | 2,559 | 2,130 | 1,653 |
| 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 | 494 | 368 | 312 |
| Total | | 5,291 | 5,219 | 4,965 |

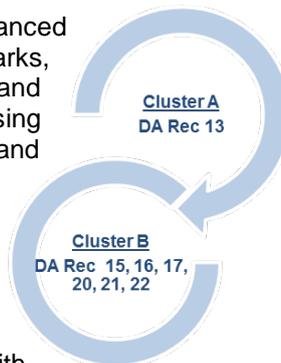
Program 1: Resources by Cost Category (in thousands of Swiss francs)

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|----------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,953 | 3,695 | 3,567 | (386) | -9.8% |
| Temporary Staff | - | 194 | - | - | n/a |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 3,953 | 3,888 | 3,567 | (386) | -9.8% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | 60 | 30 | 60 | - | 0.0% |
| WIPO Fellowships | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>60</i> | <i>30</i> | <i>60</i> | - | <i>0.0%</i> |
| Travel, Training and Grants | | | | | |
| Staff Missions | 268 | 220 | 250 | (18) | -6.6% |
| Third-party Travel | 540 | 552 | 538 | (2) | -0.4% |
| Training and Related Travel Grants | - | - | 15 | 15 | n/a |
| <i>Sub-total</i> | <i>808</i> | <i>771</i> | <i>803</i> | <i>(5)</i> | <i>-0.6%</i> |
| Contractual Services | | | | | |
| Conferences | 340 | 323 | 370 | 30 | 8.8% |
| Publishing | - | 14 | 30 | 30 | n/a |
| Individual Contractual Services | 130 | 113 | 45 | (85) | -65.4% |
| Other Contractual Services | - | 73 | 70 | 70 | n/a |
| <i>Sub-total</i> | <i>470</i> | <i>523</i> | <i>515</i> | <i>45</i> | <i>9.6%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | - | 15 | 15 | n/a |
| Representation & Other Operating Expenses | 1 | 6 | 5 | 4 | 400.0% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>1</i> | <i>6</i> | <i>20</i> | <i>19</i> | <i>1900.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | - | - | - | n/a |
| Supplies & Materials | - | 2 | - | - | n/a |
| <i>Sub-total</i> | - | <i>2</i> | - | - | <i>n/a</i> |
| Total, B | 1,339 | 1,331 | 1,398 | 59 | 4.4% |
| TOTAL | 5,291 | 5,219 | 4,965 | (327) | -6.2% |
| 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);
- Continue ongoing discussions aimed at further developing a balanced international framework on 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. Efforts will be targeted at modernizing the information technology infrastructure used for data entry and maintenance, facilitating more expedient access to the data by States Party to the Paris Convention and other users of the Article 6^{ter} Express Database;
- Continue to focus on the need for balanced approaches, both in terms of geographical and subject matter considerations, as well as mainstreaming gender equality into relevant activities.



Cross-Program Collaboration



Proposed Program and Budget 2018/19

| 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, professional and inclusive environment for ongoing dialogue and exchange of views among Member States. Provision of timely, accurate and substantive information to Member States. |

| 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 advancement of SCT work at the end of 2016 as per relevant working documents | Agreement on specific work programs for the SCT sessions to be held in the biennium |
| I.2. Tailored and balanced IP legislative, regulatory and policy frameworks | No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications. No. of ratifications/accessions to the Singapore Treaty | Advice was provided to 12 Member States. Feedback was received in 2016 from 2 respondents, whom (100%) reported satisfaction with the advice offered. 45 Contracting Parties (as at January 2017) | 90% report satisfaction with the advice offered 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 3,294 signs were contained in the Article 6ter Express Database at the end of 2016 | 100 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 | TBD | 80% of respondents provide positive feedback |

Resources for Program 2

2.1 The overall resources for Program 2 in 2018/19 show an increase of 1.5 per cent compared to the 2016/17 Approved Budget.

2.2 The increase in non-personnel resources is primarily due to the allocation of additional resources based on actual expenditure patterns for the holding of the SCT sessions as reflected under Expected Result I.1 (Balanced international normative frameworks).

2.3 The redistribution of resources across Expected Results is due to more accurately capturing resources dedicated to: (i) the provision of legislative advice offered in the area of trademarks, industrial designs and geographical indications under Expected Result I.2 (Legislative advice); and (ii) general awareness raising and promotional activities on trademarks, industrial designs and geographical indications under Expected Result III.2 (Enhanced human resource capacities).

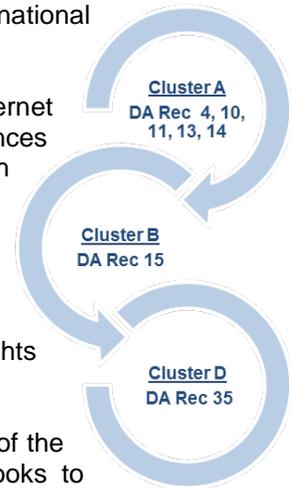
2.4 The personnel resources remain stable in 2018/19.

2.5 The resources under Expected Result III.4 (Strengthened cooperation agreements) in the 2016/17 Budget after Transfers reflect the DA project on IP and Design Creation for Business Development in Developing and Least Developing Countries, which was completed in 2016 and being evaluated in 2017. No resources are foreseen under this Expected Result in 2018/19.

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;
- Contribute to the development of research studies in close collaboration with Program 16;
- Enrich the tools and information resources available to creators and rights holders to assist in the management of their rights;
- 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;
- Support and assist Member States with a view to strengthening human resource capacity and institutional development by enhancing and consolidating the skills needed by the national copyright offices, Collective Management Organizations (CMO’s), and among stakeholders 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



| 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 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 2016 WIPO General Assembly directed the SCCR to continue its work | SCCR agreed outcomes as reflected in Chair's Summaries and 2018-19 General Assembly decisions |
| I.2. Tailored and balanced IP legislative, regulatory and policy frameworks | % of countries that have provided positive feedback on WIPO's legislative advice No. of countries that have ratified or acceded to the WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty | 100% of respondents satisfied with advice offered (2016) - WCT (95) - WPPT (95) - Beijing Treaty (15) - Marrakesh Treaty (26) (as at February 2017) | 85% of respondents satisfied with advice offered - WCT: 100 (cumulative) - WPPT: 100 (cumulative) - Beijing: 40 (cumulative) - Marrakesh: 45 (cumulative) |
| III.1. National IP strategies and plans consistent with national development objectives | No. of countries that are in the process of formulating national copyright strategies as part of their national IP strategies No. of countries that have adopted national copyright strategies as part of their national IP strategies | Africa: (3 additional) Arab: (2 additional) Asia and the Pacific: (2 additional) Latin America and the Caribbean: (4 additional) (2016) End 2016: Africa: 25 (cumulative) Arab: 2 (cumulative) Asia and the Pacific: 7 (cumulative) Latin America and the Caribbean: 8 (cumulative) | - Africa (3 additional) - Arab (4 additional) - Asia and the Pacific (6 additional) - Latin America and the Caribbean (3 additional, completion of 5 ongoing) - Africa (3 additional) - Arab (1 additional) - Asia and the Pacific (6 additional) - Latin America and the Caribbean (3 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 | No. of institutions 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 No. of users accessing or downloading WIPO online and print publications, tools and resources for copyright management in the creative industries | n/a 3,259 educational titles produced (cumulative as at February 2017) TBD | 16 institutions in 2018/19 25% increase (biennium) TBD |
| 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 | 1 (May 2017) TBD in 2017 | 5 additional 5% |

Proposed Program and Budget 2018/19

| | | | |
|---|---|---|-------------------------|
| | No. of countries that have taken measures to improve their technical capacities or to modernize their copyright and/or CM structures to facilitate cross-border exchanges | n/a | 16 countries in 2018/19 |
| IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of online or print copyright resources including non-binding guidelines or databases prepared with or reflecting input from Member States and stakeholders to provide information about the copyright legal framework and its practical application | n/a | TBD |
| 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 participating libraries | 6,000 books downloaded (cumulative as at February 2017) | 25% increase (biennium) |
| | No. of books in accessible format loaned to library patrons through ABC participating libraries | 100,000 books loaned to library patrons through ABC Book Service participating libraries (cumulative as at February 2017) | 25% increase (biennium) |

Resources for Program 3

- 3.1 The overall resources for the Program in the 2018/19 biennium show a slight decrease of 0.3 per cent as compared to the 2016/17 Approved Budget.
- 3.2 The net decrease in non-personnel resources is due, on the one hand, to a reduction in the provision for the DA Project - Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries (Phase II), as compared to the 2016/17 Approved Budget, as the project is expected to be finalized in 2018 and, on the other hand, an additional provision for the promotion, in particular, of the Beijing and Marrakesh treaties.
- 3.3 The increase in the number of posts and associated personnel resources reflects the strengthening of the planning and implementation of key copyright related IT projects and regularization of three temporary staff and statutory personnel cost increases.
- 3.4 Resources linked to Expected Results VIII.1 (More effective communication) under this Program reflect efforts dedicated by the Office of the Deputy Director General of the Copyright and Creative Industries Sector to the activities of Program 19 (Communications).

Proposed Program and Budget 2018/19

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------------|-----------------------------------|----------------------------|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP | 3,339 | 3,623 | 2,959 |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 2,325 | 2,620 | 2,835 |
| III.1 National IP strategies and plans consistent with national development objectives | - | - | 223 |
| 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 | 8,409 | 8,563 | 2,426 |
| III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs | - | - | 4,610 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 2,640 | 2,615 | 1,278 |
| 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 |
| 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 |
| VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role | 20 | - | 236 |
| Total | 16,733 | 17,421 | 16,680 |

Funds in Trust Potentially Available for Programming in 2018/2019¹ (in thousands of Swiss francs)

| Fund-in-Trust (FIT) | Balance end 2016 | Estimated Contributions 2017 | Estimated Expenditure end 2017 | Expected Balance end 2017 | Estimated Contributions 2018/19 ² | Estimated Available for Programming in 2018/19 |
|---|---------------------|------------------------------------|--------------------------------------|---------------------------------|--|---|
| Program 3 | | | | | | |
| Finland CHF | 3 | - | 3 | - | - | - |
| Japan/Copyright ³ | 283 | 469 | 520 | 232 | 938 | 1,170 |
| Republic of Korea (Copyright) ³ | 504 | 350 | 350 | 504 | 700 | 1,204 |
| United States of America/USPTO Creative Industries | 63 | - | 63 | - | - | - |
| United Nations Office for Partnerships (UNOP)/UNFIP | 45 | - | 45 | - | - | - |
| TOTAL | 898 | 819 | 981 | 736 | 1,638 | 2,374 |

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.

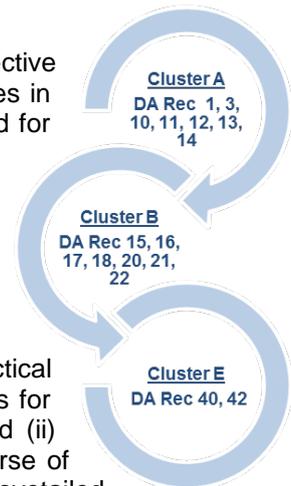
² This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

³ Annual contributions 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 2017 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 decide on whether to convene a diplomatic conference or continue negotiations, and consider the need for additional meetings, taking account of the budgetary process.
- 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;
- Coordinate and cooperate with other organizations, as appropriate;
- Facilitate the undertaking of studies as may be requested and agreed by Member States in the IGC;
- 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;
- 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.
- The normative and capacity-building pillars of the Program are development-oriented, inter-related and complementary.



Cross-Program Collaboration



| Risk(s) | Mitigation Action(s) |
|--|--|
| Member States are expected to agree on the IGC mandate and schedule for the 2018/2019 biennium at the GA in October 2017. 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 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/34/4, WIPO/GRTKF/IC/34/5 and WIPO/GRTKF/IC/34/8 (as expected after IGC 34 in June 2017) | 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 | <p>Level of satisfaction of participants in general awareness raising and promotional activities related to GRs, TK and TCEs</p> <p>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</p> | <p>n/a</p> <p>n/a</p> | <p>80% of participants highly satisfied with general awareness raising and promotional activities on GRs, TK and TCEs</p> <p>80%</p> |
| IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | <p>No. of records in or accessible from the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs</p> <p>No. of distinct users of the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs.</p> | <p>n/a</p> <p>n/a</p> | <p>TBD</p> <p>TBD</p> |

Resources for Program 4

4.1 The overall resources for Program 4 show an increase of 15.4 per cent as compared to the 2016/17 Approved Budget. This is due to an increase in personnel resources following: (i) the redeployment of two posts to the Department of Traditional Knowledge and Global Challenges, reflected across all Expected Results; and (ii) the regularization of three continuing functions in the Tradition Knowledge Division.

4.2 Non-personnel resources remain at the same level as the 2016/17 Approved Budget.

4.3 Personnel resources dedicated to Expected Result IV.2 (Enhanced access to, and use of, IP information) reflects the planned development of GRs, TK and TCEs databases, inventories, registers, portals and other such platforms, subsequently resulting in a decrease in personnel resources under Expected Result III.2 (Enhanced human resource capacities).

4.4 Resources linked to Expected Result VII.1 (IP-based platforms) under this Program reflect the work of the Department of Traditional Knowledge and Global Challenges in respect of WIPO GREEN and WIPO Re:Search in Program 18 (Global Challenges).

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------------|-----------------------------------|----------------------------|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP | 4,116 | 4,052 | 4,348 |
| 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 | 1,999 | 2,635 | 1,713 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | - | - | 559 |
| 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 |
| Total | 6,115 | 6,686 | 7,057 |

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

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 2,306 | 3,313 | 3,726 | 1,420 | 61.6% |
| Temporary Staff | 1,276 | 847 | 798 | (478) | -37.5% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 3,581 | 4,160 | 4,524 | 942 | 26.3% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | 25 | - | 49 | 24 | 99.8% |
| WIPO Fellow ships | 201 | 150 | 167 | (34) | -17.2% |
| <i>Sub-total</i> | <i>226</i> | <i>150</i> | <i>215</i> | <i>(10)</i> | <i>-4.4%</i> |
| Travel, Training and Grants | | | | | |
| Staff Missions | 322 | 156 | 185 | (137) | -42.5% |
| Third-party Travel | 1,050 | 1,052 | 1,071 | 21 | 2.0% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>1,372</i> | <i>1,208</i> | <i>1,257</i> | <i>(116)</i> | <i>-8.4%</i> |
| Contractual Services | | | | | |
| Conferences | 781 | 918 | 831 | 50 | 6.4% |
| Publishing | 3 | - | - | (3) | -100.0% |
| Individual Contractual Services | 142 | 162 | 200 | 58 | 41.2% |
| Other Contractual Services | - | 72 | 18 | 18 | n/a |
| <i>Sub-total</i> | <i>925</i> | <i>1,153</i> | <i>1,049</i> | <i>123</i> | <i>13.3%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>n/a</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | 10 | - | - | n/a |
| Representation & Other Operating Expenses | 5 | 4 | 9 | 5 | 100.0% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>5</i> | <i>14</i> | <i>9</i> | <i>5</i> | <i>100.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | - | 3 | 3 | n/a |
| Supplies & Materials | 6 | 1 | 1 | (5) | -83.3% |
| <i>Sub-total</i> | <i>6</i> | <i>1</i> | <i>4</i> | <i>(2)</i> | <i>-33.3%</i> |
| Total, B | 2,534 | 2,526 | 2,534 | - | 0.0% |
| TOTAL | 6,115 | 6,686 | 7,057 | 942 | 15.4% |
| POSTS | 5 | 10 | 10 | 5 | |

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 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 | % of survey respondents showing increased use of WIPO services within 4 months of attending Roving Seminars on WIPO Services and Initiatives | Program 10 |
| | 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 |
| II.3. Wider and more effective use of the Hague system, including by developing countries and LDCs | Information systems service levels | Program 5 |
| | 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 |
| | Membership of the Geneva (1999) Act | Program 20 Program 31 |
| | Hague filings, renewals and decisions | Program 31 |
| | Predominance of the 1999 Act in the System | Program 31 |
| II.4. Improved productivity and service quality of the Hague operations | 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 |

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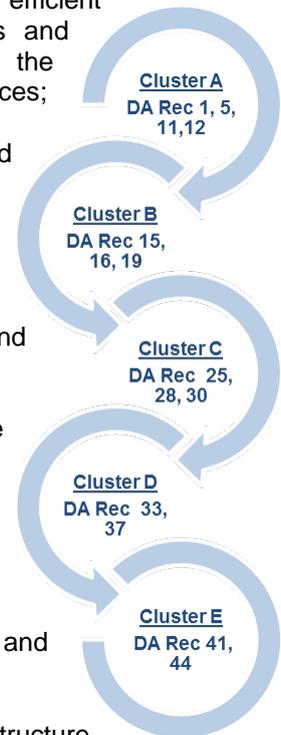
| Expected Result | Performance Indicators | Responsible Program(s) | |
|--|---|--|-----------|
| | Hague IT system is operating efficiently and being managed according to best practices | Program 31 | |
| | Adaptation of the legal framework to the expansion of the System, including with a view to ensuring the System's financial viability | Program 31 | |
| | Flexibility of data recorded in the International Register | Program 31 | |
| | No. of Offices communicating fully electronically, including the use of structured data | Program 31 | |
| | Total Membership of the Madrid System | Program 6 Program 20 | |
| II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs | 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 (Rule 12 and 13) | Program 6 | |
| | Functional improvements to the Madrid System | Program 6 | |
| | II.6. Improved productivity and service quality of Madrid operations | Overall customer satisfaction with Madrid services | 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 | |
| Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures | | Program 7 Program 10 | |
| 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 | Program 7 Program 9 Program 10 | |
| | 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.8. Effective intellectual property protection in the gTLDs and the ccTLDs | Expansion of the geographical coverage of the Lisbon System | Program 32 | |

| Expected Result | Performance Indicators | Responsible Program(s) |
|--|--|------------------------|
| | No. of international applications and other transactions | Program 32 |
| 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 32 |
| II.10 Improved productivity and service quality of Lisbon operations | Progress towards the enhancement of the legal framework | 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 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 and/or International Authority services;
- Ensure processes of all Offices (receiving Office, International Authority and International Bureau) remain effective and produce timely accurate results, in order to be relied upon for the later stages of international and national phase processing;
- Support International Authorities to improve the quality and timeliness of their work products, including the development of quality metrics and investigation of collaborative search and examination of PCT applications;
- 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, in collaboration with Program 25 (ICT);
- Continue alignment of staff skill sets with needs, particularly in view of changing linguistic and geographical demand;
- Continue to automate, streamline processes and strengthen management to improve the productivity and service quality of PCT operations;
- Promote efforts to improve synergies between the various IT systems for the Global IP Systems;
- Pursue proactive procurement approaches and rapid adoption of new technologies, to reduce increases in translation cost;
- Continue cooperation with other Programs concerning PCT technical assistance and capacity building for developing countries and LDCs.



Cross-Program Collaboration



| Risk(s) | Mitigation Actions(s) |
|---------|-----------------------|
|---------|-----------------------|

Decrease in PCT filings, in absolute terms or relative to Paris route filings

Prolonged unavailability of PCT services due to malfunction of PCT electronic data processes

Malicious or unintentional disclosure of confidential information

Regression in quality of international work products

Continued improvement of PCT international phase services and promotion of the system to current and potential users.

Strengthen the control on the PCT data received from PCT Offices and Authorities and assure rapid detection, correction and processing of system failures.

Continued awareness program for staff; increase cutting-edge controls in the physical and electronic environment; continue to improve strategic surveillance; maintain high level of oversight with outsourced service providers.

Continued strengthening of quality control procedures at the International Bureau and encouragement of process improvements and quality assurance at national Offices, particularly those acting as International Authorities.

| 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 | 89% overall PCT user satisfaction with WIPO-provided PCT services (2015 survey) | 90% (+/-2%) |
| | Level of Satisfaction of Offices and International Authorities with PCT-related cooperative activities | 96% (58 out of 60 beneficiaries of PCT-related cooperative activities who responded to the 2014/15 survey) | 95% (+/-2%) |
| | Satisfaction of Offices with patent examination related activities (ICE, support on patent examination) | TBD | TBD |

Proposed Program and Budget 2018/19

| Expected Result | Performance Indicators | Baselines | Targets |
|--|--|---|--|
| II.2 Improved productivity and service quality of PCT operations | 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 2017 | Decisions by appropriate PCT bodies up to the end of 2019 |
| | Improved electronic services for applicants, third parties, Offices and Authorities | No. of transactions by different modes (paper, ePCT, PCT-EDI, etc) carried out at the end of 2017 by different user types; geographic availability of electronic services | Increased use of ePCT or machine-machine automations supported by the IB; increase in no. of national and regional Offices providing electronic services; increase in number of transactions passing machine-readable data |
| | Application Unit Cost | 685 CHF (2016) | 690 CHF |
| | Aggregate Quality of Formalities Examination (including timeliness) | 95.1% (2016) | 95 (+/-2%) |
| | Timeliness of Report Translation | 89.1% (2016) | 90% (+/- 2%) |
| | Quality of Translation | 86% (2016) | 88% (+/- 3%) |
| Quality of software development (QSD) | 93.3% (2016) | 94 (+/-2%) | |
| Information systems service levels | 97.1% (2016) | 97(+/-2%) | |

Resources for Program 5

5.1 The overall resources for the Program in 2018/19 show an increase of 2.4 per cent compared to the 2016/17 Approved Budget.

5.2 The increase in non-personnel resources is primarily due to the additional provision for PCT translation costs in 2018/19 to continue meeting the challenges of the changing geographical composition of demand for PCT services.

5.3 The reduction in the number of posts and associated personnel resources primarily reflects the longer-term continuing trend of increased productivity in PCT operations despite an increase in applications and the strengthening of the promotion of the PCT system in the External Offices.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs | 27,129 | 26,074 | 27,830 |
| II.2 Improved productivity and service quality of PCT operations | 181,080 | 177,330 | 185,277 |
| Total | 208,209 | 203,404 | 213,107 |

Program 5 Annex: Indicators of PCT Operations

**PERFORMANCE INDICATORS FOR THE EXPECTED RESULT
“IMPROVED PRODUCTIVITY AND SERVICE QUALITY OF PCT OPERATIONS”**

General

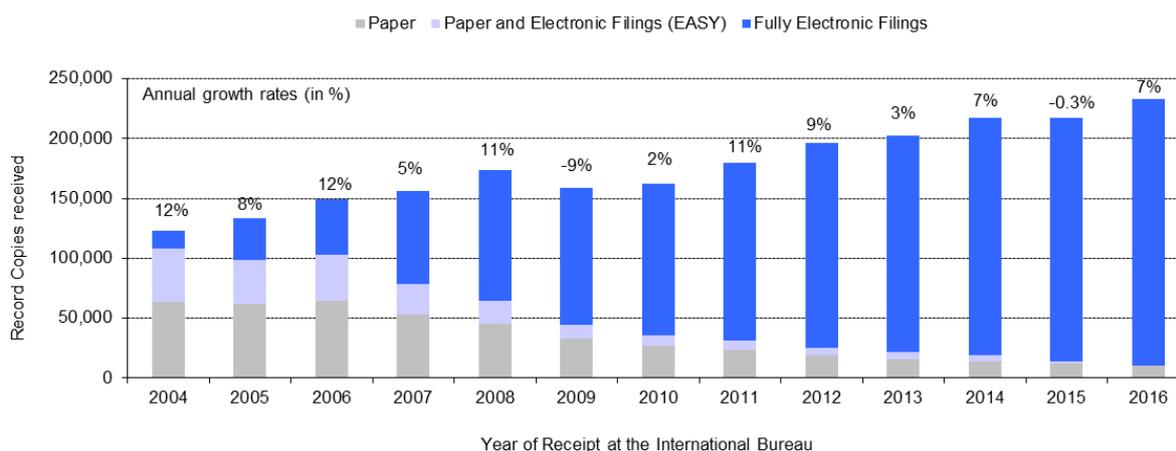
1. As background for the performance indicators for the expected result “improved productivity and service quality of PCT operations”, the evolution of the following factors need to be considered:

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

Workloads

2. The workloads are tracked on the basis of the yearly number of record copies received by the International Bureau (IB).¹⁴

Evolution of Record Copies by Medium of Filing



Source: WIPO Statistics Database, February 2017

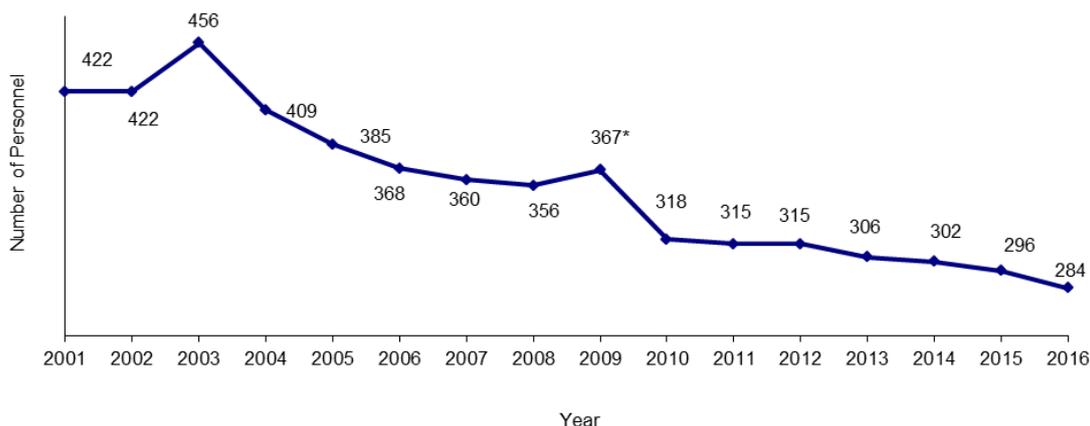
- The IB received about 233,000 record copies in 2016, representing an increase of 7.4 per cent compared to 2015.
- The share of fully electronic filing methods continued to increase in 2016 and now represents 95 per cent of total filings.

Language distribution

3. 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.

¹⁴ 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.

Number of Personnel in PCT Operations



Source: PCT Services, February 2017

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

* Note that the increase in personnel in 2009 is due to the integration into the PCT Operations Division of two units which were not part of the Division prior to 2009 (and therefore were not counted as part of its personnel at that time). The units in question are the PCT Information Systems Service (30 persons) and the PCT fee handling team (2 persons). Without the integration of these two units, the number of personnel in the Division would have decreased from 356 in 2008 to 335 in 2009.

- The number of personnel in PCT Operations further decreased in 2016.

Unit cost of processing an application

7. 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.

8. The expenditure relating exclusively to the PCT System includes those of Program 5 (the PCT System).

9. 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).

10. 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.

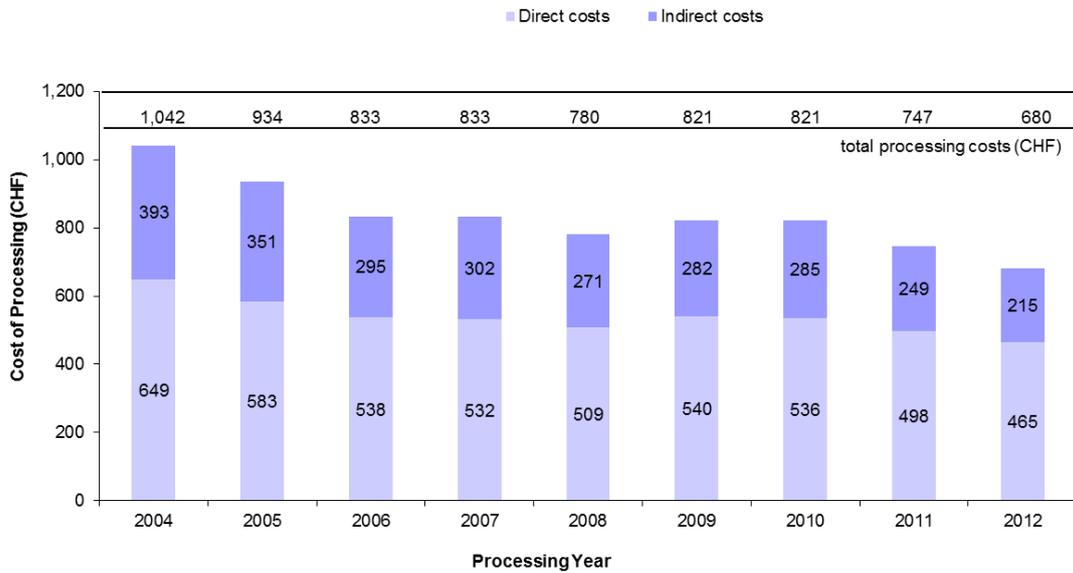
10. Formally, unit cost is defined as:

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

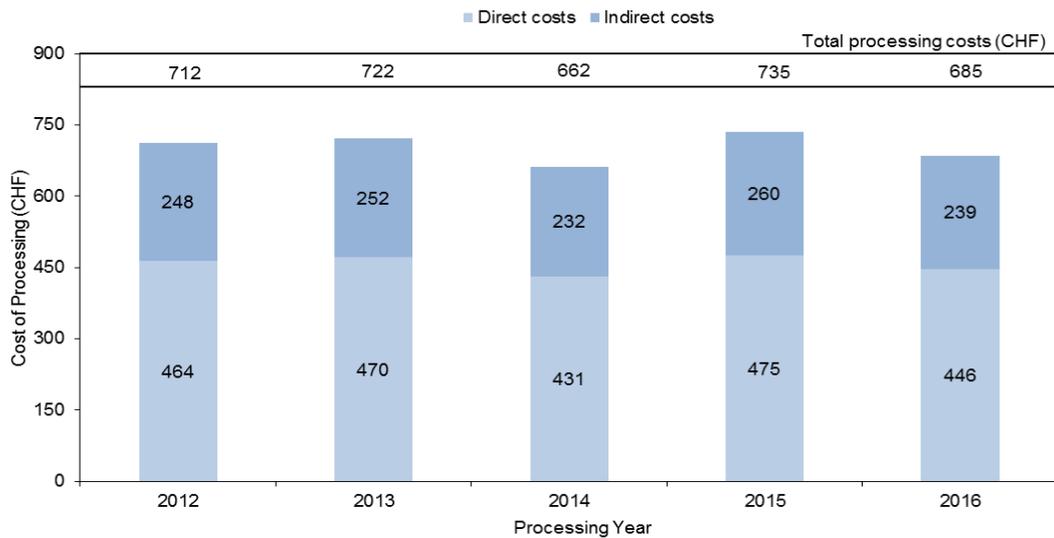
11. The graphs below depict the evolution of the unit cost of processing from 2004 to 2012 using the old method and from 2012 to 2016 using the new method, including a breakdown of the contribution of direct and indirect costs.

Unit Cost of Processing a Published PCT Application

Old method



New method



Source: WIPO Statistics Database, March 2017

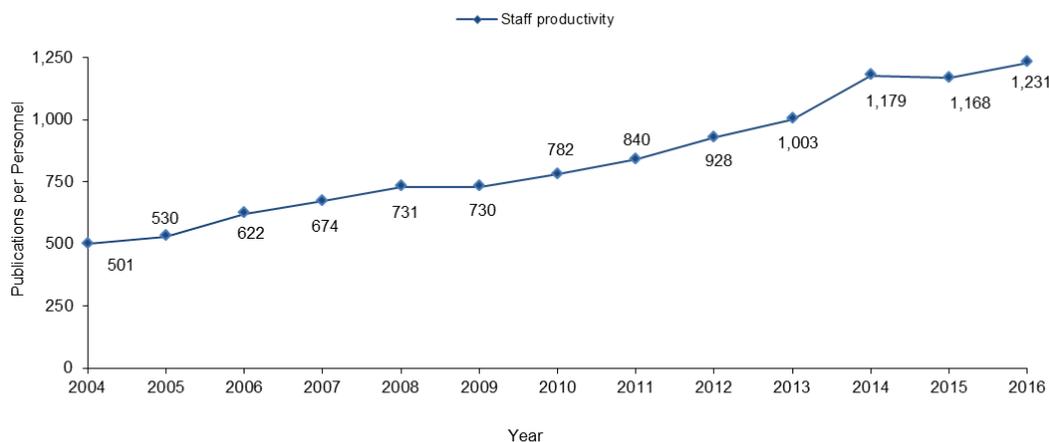
Note: The average cost of processing a published PCT application is an estimation which is calculated by dividing the total processing cost by the number of published PCT applications. Historical data have been revised.

- The average cost of processing a published PCT application was 685 Swiss francs in 2016, representing a decrease of 6.8 per cent compared to 2015. This decrease was due to a decrease of the total cost of production in spite of an increase in the total number of published PCT applications. This was the lowest average cost of the period 2012-16, after the exceptionally low unit cost of 2014.

Productivity of formalities examination

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

Productivity of Formality Examination



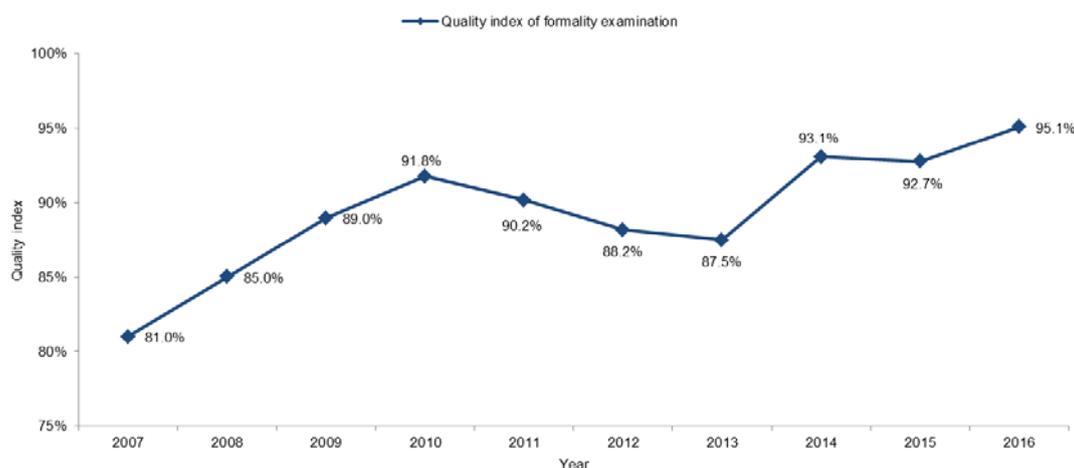
Source: WIPO Statistics Database, February 2017
 Note: Personnel is counted in full time equivalent from December lists of staff.

- 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 2016, the productivity of formalities examination increased by 5.4 per cent compared to 2015.

Aggregate quality of formalities examination

13. In order to measure the quality of the work performed by the IB in a simple and comprehensive manner, the IB has developed an aggregate quality index, calculated as the average of four lead quality indicators. Three of these indicators are based on the timeliness of key transactions: acknowledgement of receipt of the PCT application, publication and republication. The fourth indicator reflects errors made during the processing of PCT applications.

Quality Index of Formalities Examination



Source: WIPO Statistics Database, February 2017

- The overall quality, as measured by the aggregate index, improved markedly from an average of 81 per cent in 2007 to 95.1 per cent in 2016.

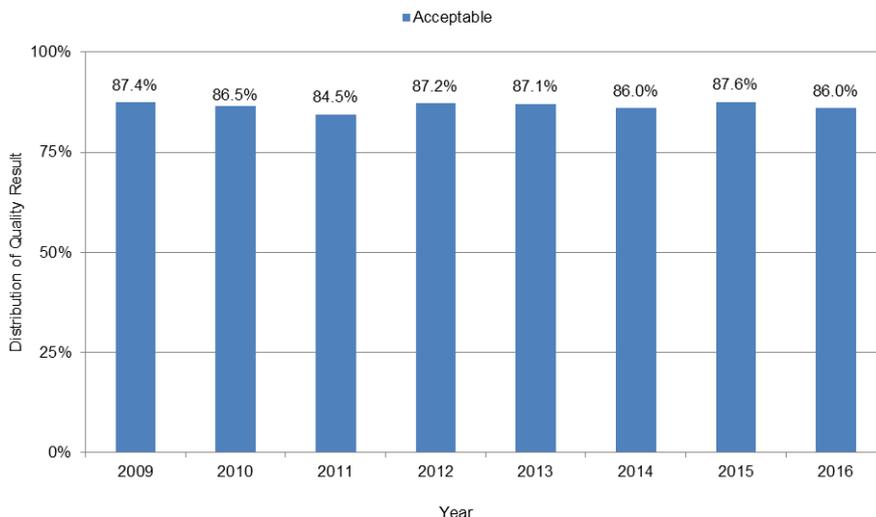
Timeliness of formalities examination

14. 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 allows them to know whether their application has any formal defects.

Quality of translation

17. 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. A slight drop in quality to 86 per cent resulted from efforts to reduce costs via post-editing.

Quality of PCT Translation

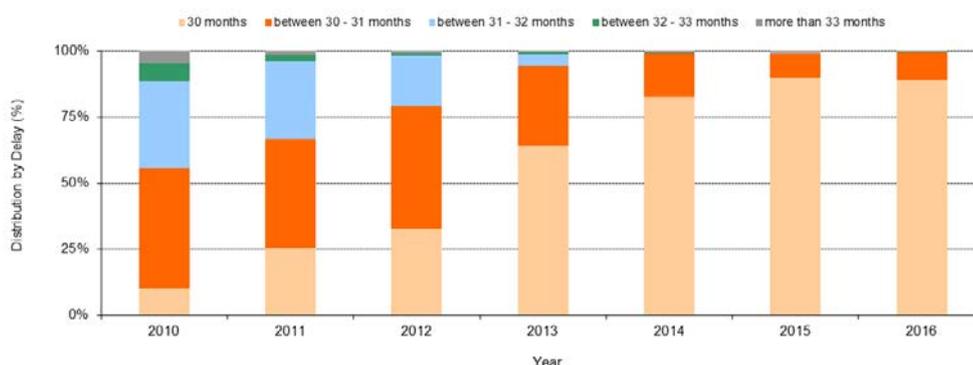


Source: PCT Services, February 2017

Timeliness of report translation

18. 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 2016, 89 per cent of patentability report translations were delivered at 30 months, with 99 per cent were delivered by 31 months.

Timeliness of Report Translation



Source: PCT Services, February 2017

Quality of software development

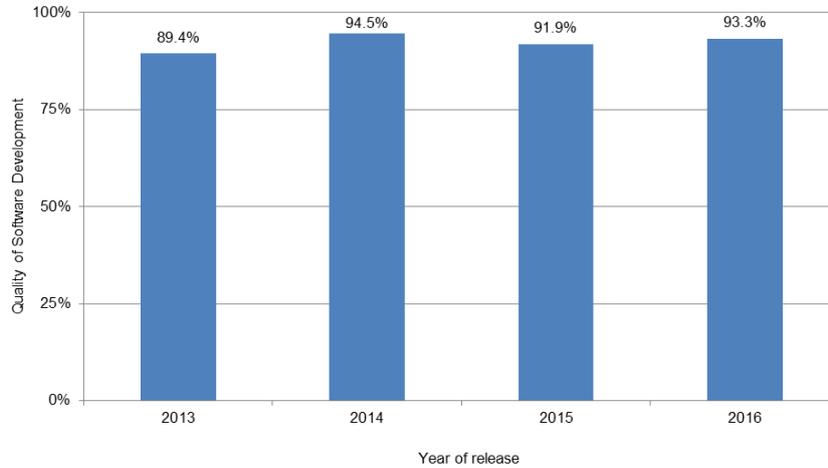
19. The quality of software development (QSD) indicator provides a measure of the quality of major software releases for eDossier and ePCT projects. The QSD reflects the share of the time spent delivering new functionality in the release (i.e. work) out of the total time spent (i.e. work + rework). Rework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

20. 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.

21. The QSD is defined as:

$$\text{Quality of software development} = \frac{\text{Work}}{\text{Work} + \text{Rework}} * 100$$

Quality of Software Development



Source: PCT Services, February 2017

Information systems service levels

22. 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.

23. This composite indicator is calculated using the weighted average of five target-based performance indicators¹⁵. Each indicator is expressed as the percentage of the target actually attained.

24. In 2016, the overall service level improved for the third consecutive year to reach the level of 97.1 per cent.

¹⁵ 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

| Id | Performance Indicator <i>Short description</i> | Target | Conditions | Results | | | |
|--|---|--|--|--------------|--------------|--------------|--------------|
| | | | | 2013 | 2014 | 2015 | 2016 |
| 1 | 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% |
| 2 | 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% | 89.5% |
| 3 | 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% |
| 4 | eDossier system availability | 99% | 7am-7pm on working days | 100.0% | 100.0% | 100.0% | 100.0% |
| 5 | ePCT system availability | 99% | 24 hours | 100.0% | 100.0% | 100.0% | 100.0% |
| Information systems service levels (ISSL) | | | | | | | |
| <i>Weighted average of the above indicators: (1): 20%(2): 20%(3) 20% (4) 20%(5) 20%</i> | | | | 93.0% | 95.1% | 96.5% | 97.1% |

Source: PCT Services February 2017

Receiving Office at the International Bureau (RO/IB)

Filings

25. This table presents PCT filings by the top 10 receiving Offices over the past five years to 2016. 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 | | | | | 2016 Share (%) | Changed compared to 2015 (%) |
|--------------------------|---------------------------|----------------|----------------|----------------|----------------|----------------|------------------------------|
| | 2012 | 2013 | 2014 | 2015 | 2016 | | |
| United States of America | 52,010 | 57,686 | 61,974 | 57,594 | 56,679 | 24.3 | -1.6 |
| Japan | 42,787 | 43,075 | 41,292 | 43,097 | 44,513 | 19.1 | 3.3 |
| China | 19,924 | 22,927 | 27,088 | 31,045 | 44,473 | 19.1 | 43.3 |
| European Patent Office | 32,430 | 32,043 | 32,905 | 34,158 | 35,309 | 15.2 | 3.4 |
| Republic of Korea | 11,869 | 12,439 | 13,137 | 14,592 | 15,601 | 6.7 | 6.9 |
| International Bureau | 9,789 | 10,403 | 10,541 | 10,329 | 10,029 | 4.3 | -2.9 |
| United Kingdom | 4,128 | 3,894 | 4,241 | 4,100 | 4,006 | 1.7 | -2.3 |
| France | 3,266 | 3,313 | 3,508 | 3,515 | 3,621 | 1.6 | 3.0 |
| Canada | 2,135 | 2,091 | 2,174 | 1,987 | 1,851 | 0.8 | -6.8 |
| Australia | 1,607 | 1,521 | 1,622 | 1,615 | 1,703 | 0.7 | 5.4 |
| All others | 15,399 | 15,913 | 15,851 | 15,203 | 15,215 | 6.5 | 0.1 |
| Total | 195,344 | 205,305 | 214,333 | 217,235 | 233,000 | 100 | 7.3 |

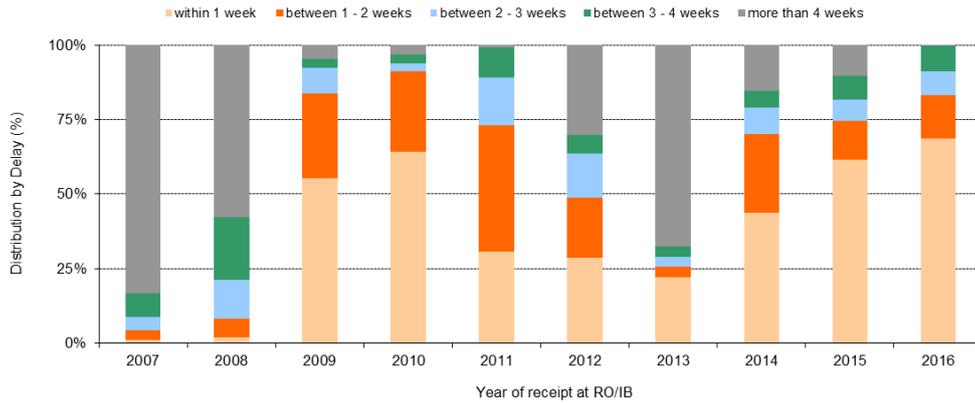
Source: WIPO Statistics Database, February 2017

Note: 2015 data are estimated

Timeliness of notification of international filing date

26. 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.

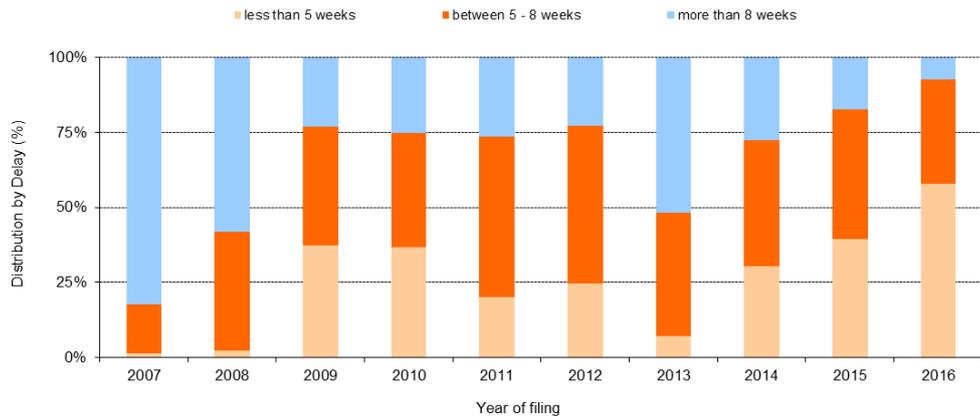
Timeliness of Notification of International Filing Date



Timeliness of transmittal of search copy

27. 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.

Timeliness of Transmittal of Search Copy



[End of Annex]

PROGRAM 6 MADRID SYSTEM

Implementation Strategies

- Actively promote membership to the Madrid System and support accession of States having indicated interest in becoming members of the System;
- Increase the use of the Madrid System through the implementation of a strategic marketing approach to promotion, involving market research and delivery of targeted information campaigns and activities;
- 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;
- Improve productivity and transactional quality of Madrid operations;
- Optimize the information and communication technology environment supporting all Madrid System operations in alignment with the Organization-wide Global IP Platform initiative;
- Design, develop and deploy a new Madrid System IT platform¹⁶ to better enable the modernization and streamlining of all internal- and external-facing Madrid System business functions;
- Develop state-of-the-art customer support services that offer enhanced user and customer experience (E-Madrid).

Cross-Program Collaboration



¹⁶ Subject to the approval of the Madrid Union Assembly.

| Risk | Mitigation |
|---|--|
| Due to the inherent complexity of the System and/or inability to process service requests in a timely manner, applicants may prefer the national route 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 the inability of Madrid Information Systems to sustain all processes at a satisfactory quality level, growing customer dissatisfaction may adversely affect the attractiveness of the System and thus its use. | Proposal to the Madrid Union Assembly for the development of a new Madrid IT Platform, offering state of the art database and communication functionalities for the Madrid System. Improve staff profile alignment; improve quality and consistency of Madrid Information systems support and operational practices; continue to strengthen quality control procedures; and provide training and support. |

| 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 | 98 members (as of February 2017) | 110 members (end 2019) |
| | Filing rate | 2016: 52,550 applications | 4% increase per annum |
| | Registrations | 2016: 44,726 | 2018: 54,524 2019: 56,638 |
| | Renewals | 2016: 30,103 | 2018: 33,300 2019: 34,890 |
| | Total no. of international registrations in force | 2016: 641,587 | 2018: 675,000 2019: 695,000 |
| | Total no. of designations | 2016: 5.69 million | 2018: 5.79 million 2019: 5.81 million |
| II.6 Improved productivity and service quality of Madrid operations | Classification irregularities (Rule 12 and 13) | 2016: 38% | 2018: 29% 2019: 28% |
| | Functional improvements to the Madrid System | Common Regulations and Administrative Instructions in force at December 31, 2016 MM/LD/WG/14/2 REV | Amendments to the Common Regulations and Administrative Instructions |
| | Overall customer satisfaction with Madrid services | TBD | TBD |
| | Unit cost | 746 CHF (new/renewed registration); Inscription Unit Cost: 318 CHF (2016) | Reduction in both unit cost categories |
| | Timeliness of transactions | 2016: Registrations: 64 days Renewals: 65 days Subsequent Designations: 42 days Modifications: 62 days Decisions: 24 days Corrections: 140 days | 2018/19: Registrations: 40 days Renewals: 50 days Subsequent Designations: 40 days Modifications: 50 days Decisions: 20 days Corrections: 65 days |
| | Quality output in Operations | QC in examination: Nice 91% Formalities examination 94% Decisions 96% Modifications 95% Renewals 96% Other areas: Client Records 100% Customer Service 83% Translation: EN 99% FR 99% ES 97% | QC 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% |

Proposed Program and Budget 2018/19

| Expected Result | Performance Indicators | Baselines | Targets |
|-----------------|---|---|---------------------------------------|
| | Quality of Software Development (QSD) | TBD | TBD |
| | Information System Service Levels (ISSL) | TBD | TBD |
| | No. of Offices communicating fully electronically | 30 CPs communicating via XML, 2 via e-filing (2016) | 45 CPs communicating via XML/e-filing |

Resources for Program 6

6.1 The overall resources for the Program in the 2018/19 biennium shows an increase of 1.3 per cent compared to the 2016/17 Approved Budget.

6.2 The increase in non-personnel resources is due to: (i) the expansion of the Madrid Fellowship Program reflected under Expected Result II.5 (Wider and more effective use of the Madrid System); (ii) an increase in Madrid translation and production support costs; and (iii) provision for the enhancement of the Madrid IT system reflected under Expected Result II.6 (Improved productivity and service quality of Madrid operations). This increase is slightly offset by a decrease in resources under Expected Result II.5, which primarily reflects a downward adjustment, based on actual expenditure patterns, for the Madrid, the Hague and Lisbon Assemblies.

6.3 The decrease in the number of posts and associated personnel resources is due to (i) the redeployment of two posts to the WIPO Office in China to support the promotion of the Madrid and the Hague Systems; and (ii) the completion of a temporary assignment in the Madrid Legal Division.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs | 15,755 | 16,326 | 12,543 |
| II.6 Improved productivity and service quality of Madrid operations | 42,253 | 41,736 | 46,296 |
| II.10 Improved productivity and service quality of Lisbon operations | 99 | - | - |
| Total | 58,106 | 58,062 | 58,839 |

Program 6 Annex: Indicators of Madrid Operations

PERFORMANCE INDICATORS FOR THE EXPECTED RESULT
“IMPROVED PRODUCTIVITY AND SERVICE QUALITY OF MADRID OPERATIONS”

General

1. 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.

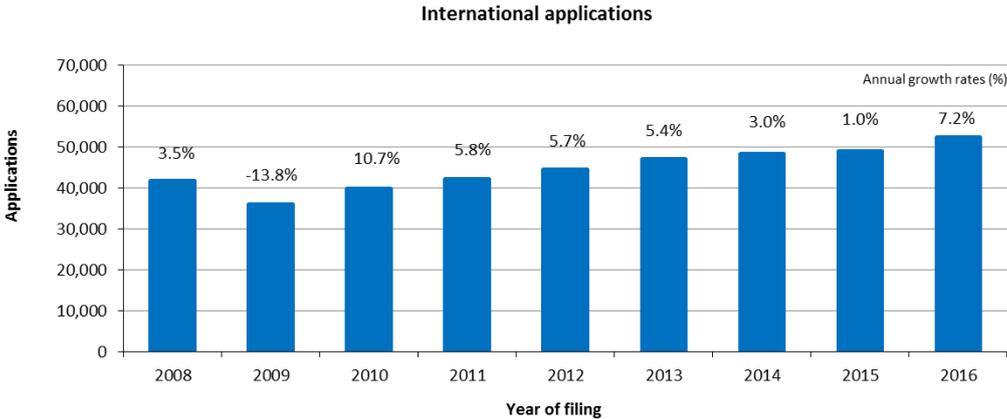
2. When assessing performance indicators to determine the expected result “improved productivity and service quality of Madrid operations”, the following factors should be considered:

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

I. Incoming documents

3. 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 documents rather than on 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.

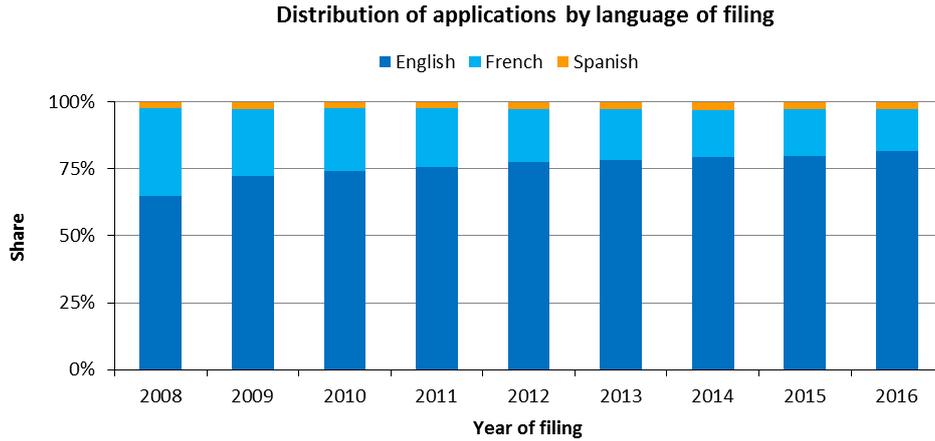
International applications



- The IB received 52,550 applications filed in 2016, representing an increase of 7.2 per cent compared to 2015.¹⁷
- The numbers of applications received have increased continuously since 2010.

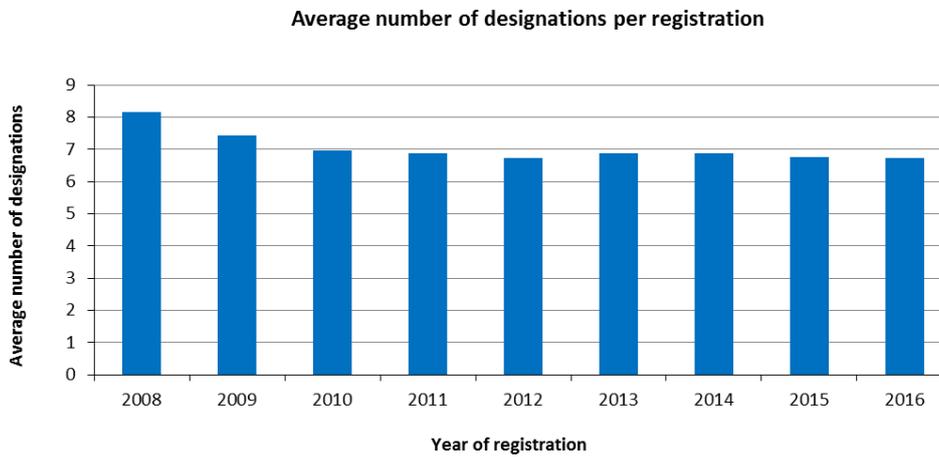
¹⁷ Data are provided based on the date of filing at the Office of origin instead of the date of receipt at the IB as presented in previous Program Performance Reports.

Distribution of applications by language of filing



- In 2016, 82 per cent of all applications were filed in English. This share grew by 17 percentage points since 2008, when English applications comprised 65 per cent of all applications filed.

Average number of designations per registration



- An average 6.7 designations were made in applications registered in 2016.¹⁸

Average number of classes per registration

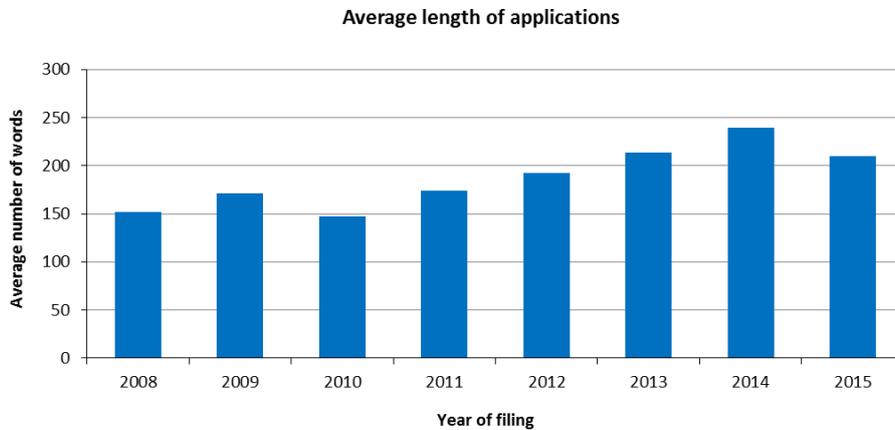


- On average, 2.5 classes were specified in applications registered in 2016, the same as in 2014 and 2015.

¹⁸ The average number of classes per registration in 2015 amounted to 6.8 instead of 7.7 as reported in the PPR 2014/15.

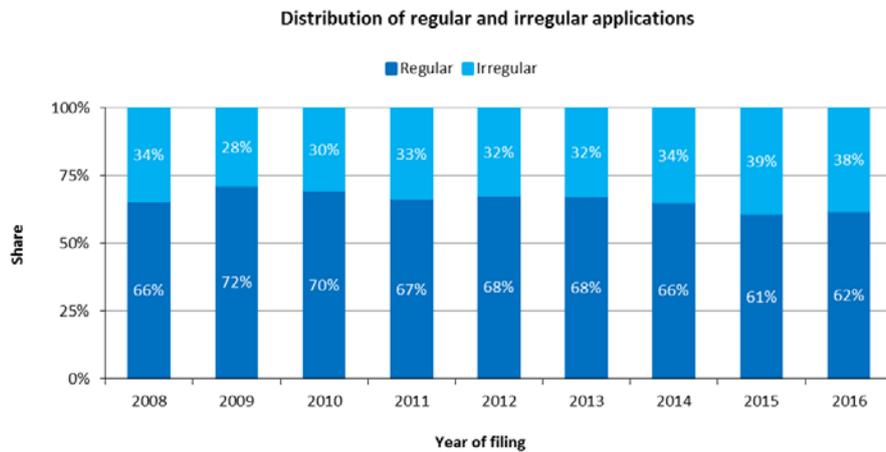
Average length of applications

4. 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.



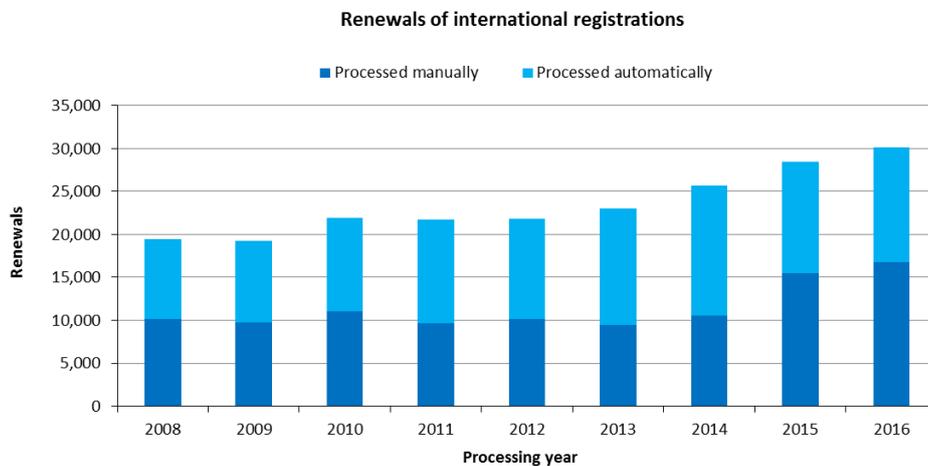
- Due to the IT system migration, data for 2016 were not available at the time of the release of the report.

Distribution of regular and irregular applications



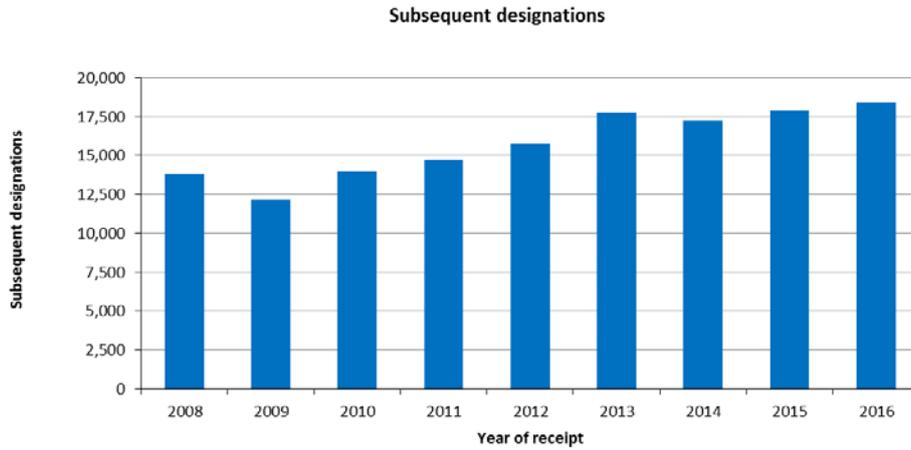
- The share of regular applications remained relatively stable in 2016 compared to 2015, with an increase of 1 percentage point.

Renewals



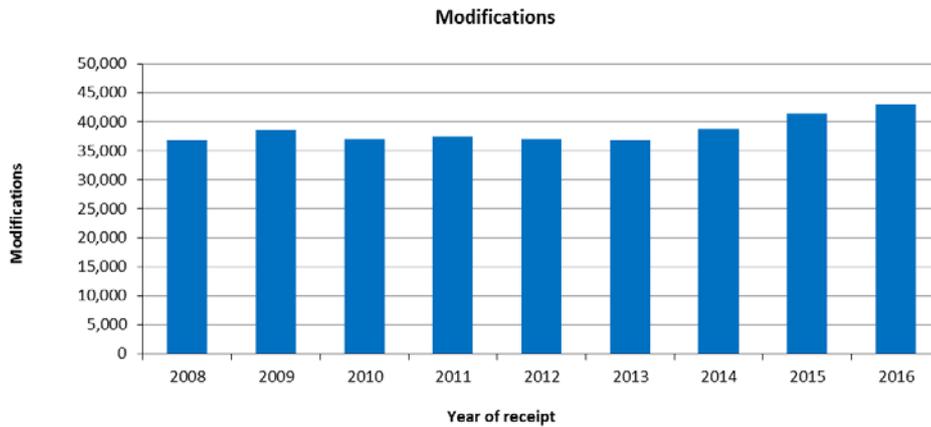
- In 2016, the IB recorded 30,103 renewals, up 6 per cent from 2015.

Subsequent Designations



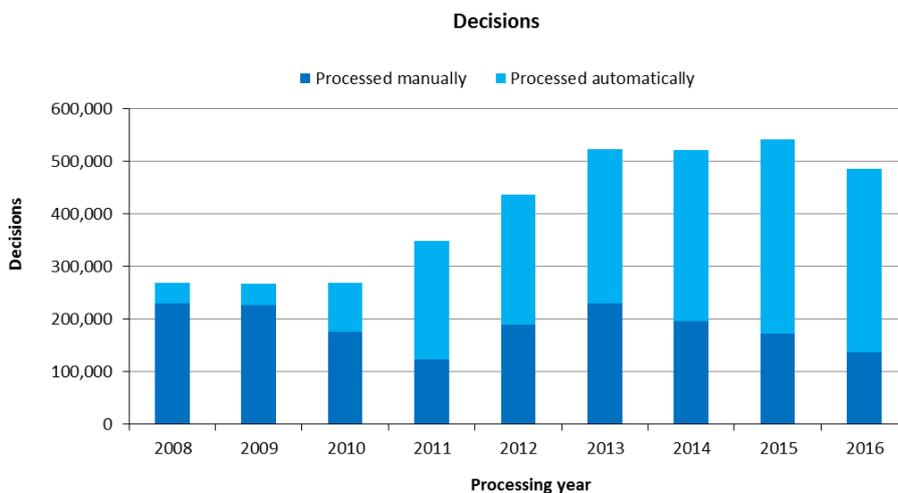
- In 2016, the IB received 18,398 subsequent designations, up 2.9 per cent from 2015.

Modifications



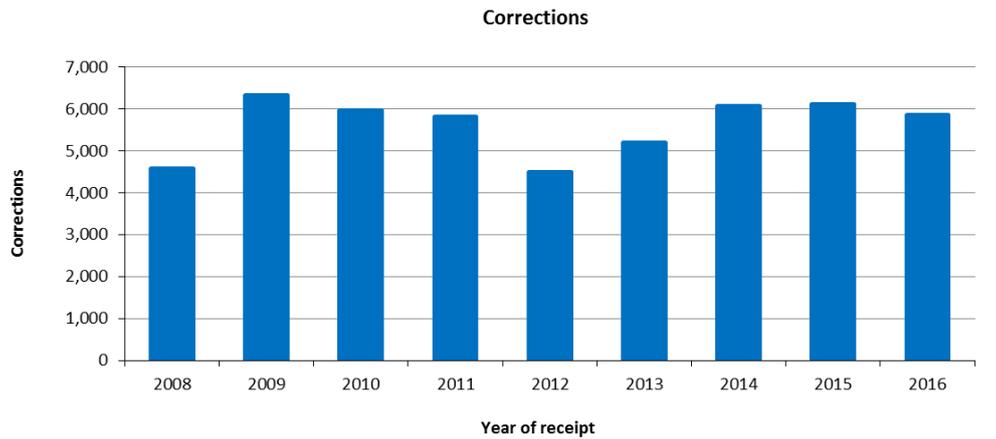
- In 2016, the IB received 43,026 requests for modification, up 4 per cent from 2015.

Decisions



- In 2016, the number of decisions processed by the IB decreased by 10 per cent compared to 2015, totaling 486,295. Between 2010 and 2013, the number of decisions processed sharply increased.
- In 2016, 72 per cent of decisions were processed automatically, a proportion which has consistently increased since 2011.

Corrections



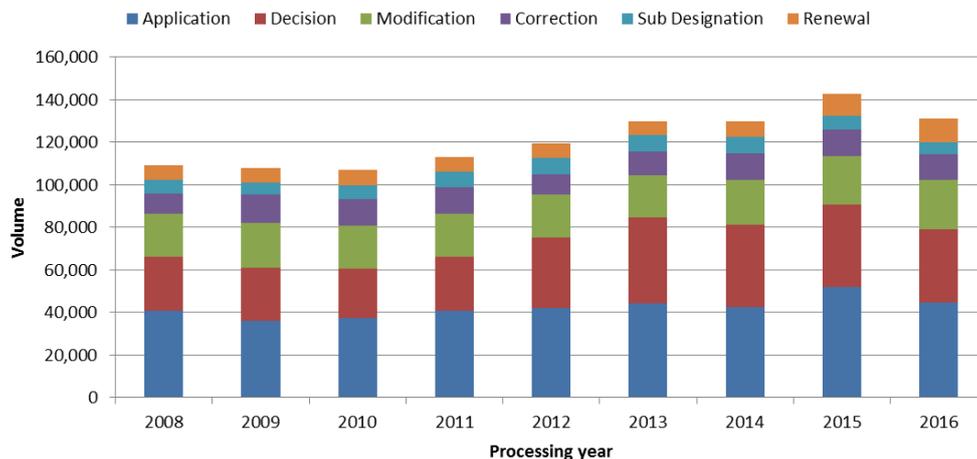
- In 2016, the IB received 5,860 requests for corrections, representing a decrease of 4.4 per cent compared to 2015.

II. Total processed workload

5. The total processed workload represents the weighted total number of documents processed by the IB. All six categories of documents are included (applications, renewals, subsequent designations, modifications, decisions and corrections).

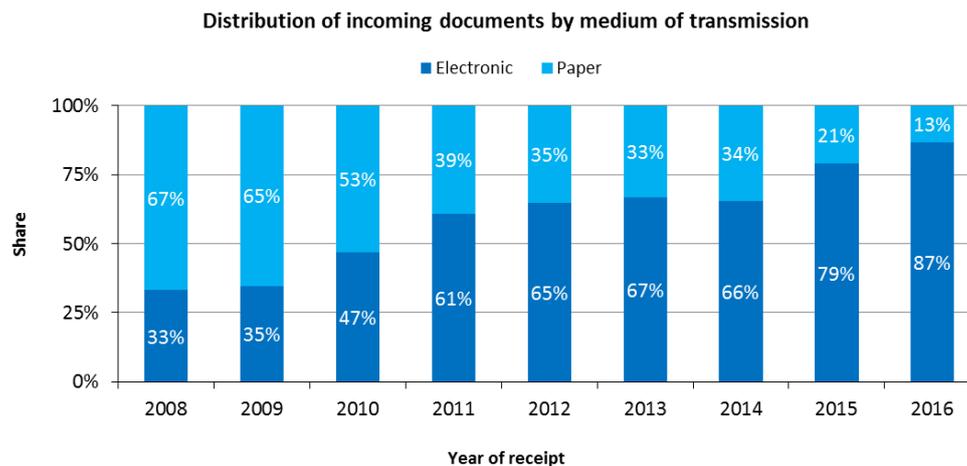
6. As the processing of these types of documents do not require an equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, a full time equivalent (FTE) examiner can process 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10 decisions. Similarly, for documents processed automatically, a FTE in IT systems support is deemed to process 17 documents.

Total processed workload



- In 2016, the total processed workload decreased by 8 per cent compared to 2015. Applications, decisions and modifications represented nearly 78 per cent of the total processed workload.
- The overall decrease observed in 2016 included decreases in the number of subsequent designations, applications and decisions processed, with respective reductions of 15, 14 and 12 per cent compared to 2015. This was primarily attributable to the initial instability of the new IT system (MIRIS), which resulted in a backlog of pending documents.

III. Medium of Transmission of Incoming Documents



- In 2016, 87 per cent of all incoming documents were transmitted electronically to the IB, which represented an 8 percentage points increase compared to 2015.
- The share of incoming documents transmitted electronically has consistently increased since 2008, except in 2014 where it decreased by 1 percentage point.

IV. Processing

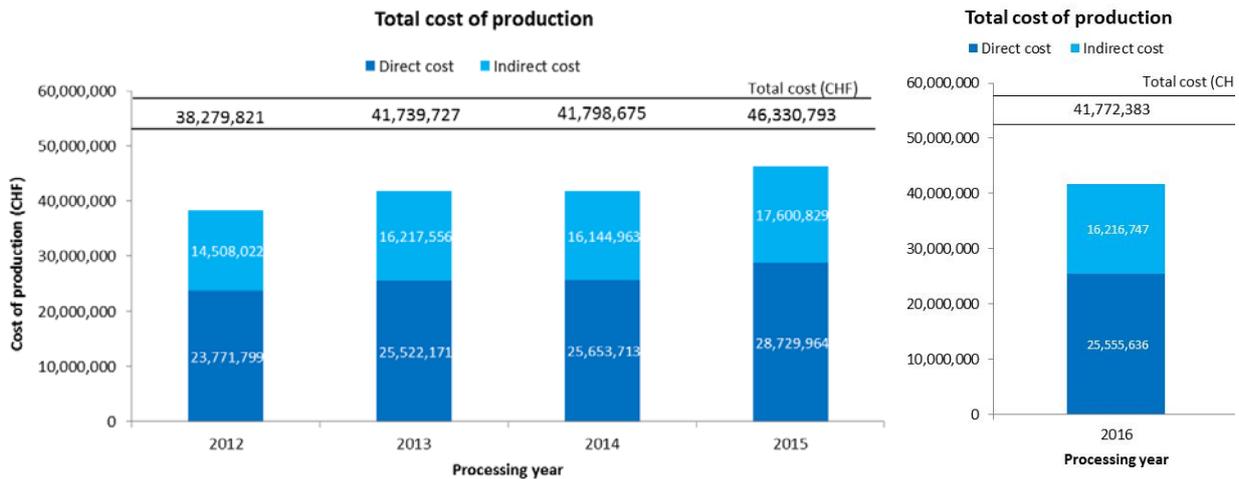
Total cost of production

7. The total cost of production comprises expenditure relating exclusively to the Madrid System and expenditure of activities supporting the System.

8. 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 data is not comparable with previous years and is therefore presented in a different graphical view.

9. 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).

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- The total cost of production is estimated at 41.8 million Swiss francs in 2016.
- In 2016, the direct costs accounted for 61 per cent of total costs.

Unit cost

10. 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.

11. 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.

12. 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:

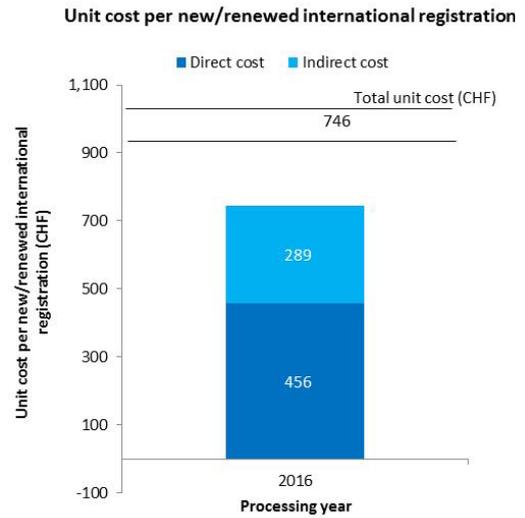
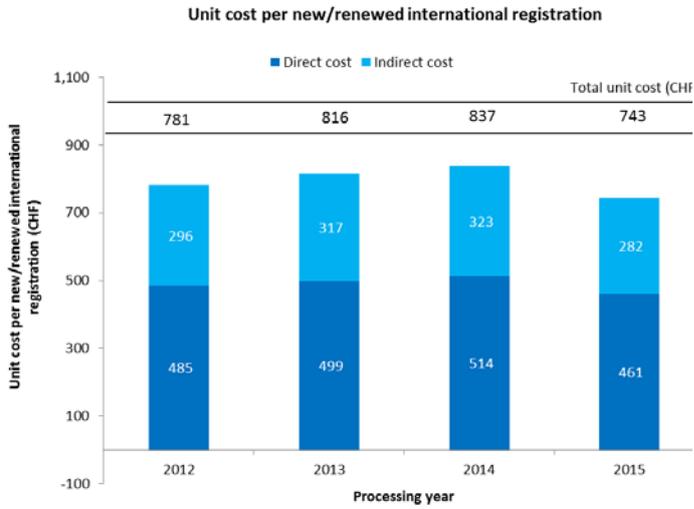
- The methodology for calculating direct and indirect Madrid costs has been aligned with the methodologies for calculating PCT and the Hague unit costs.
- The weighted system described in Section II, was introduced to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.¹⁹
- 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

13. 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.

¹⁹ See "Total processed workload" above.

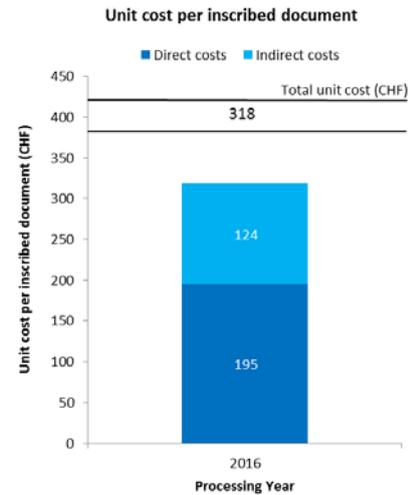
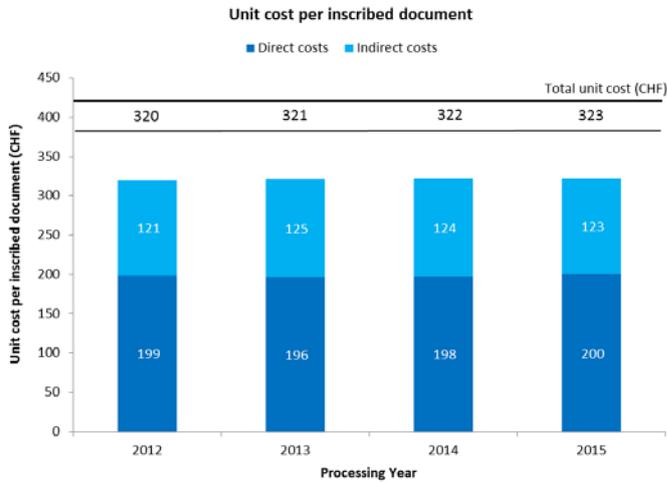
14. As processing these two types of transactions do not require equal resources, they are each weighted differently.²⁰ The unit cost is calculated by dividing the total cost of production by the number of new/renewed international registrations.



- The average cost of processing a new/renewed international registration was 746 Swiss francs in 2016.

Unit cost per document inscribed in the register

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

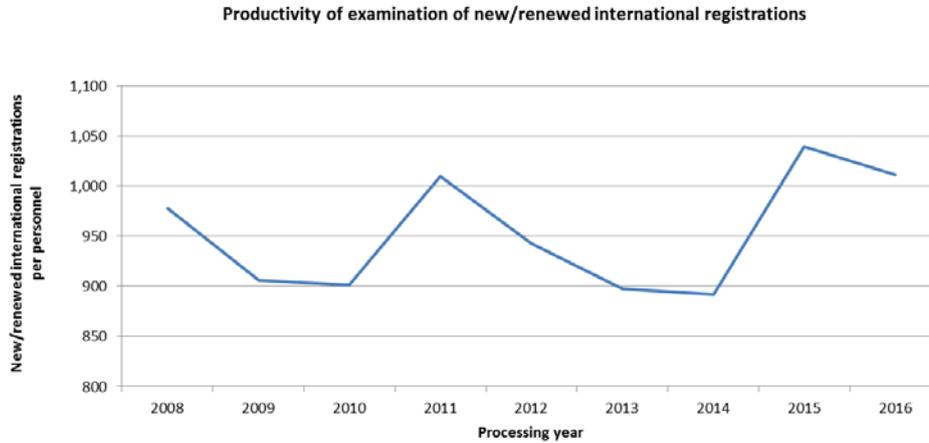


- The average cost of inscribing a document was 318 Swiss francs in 2016.

²⁰ See “Total processed workload” above.

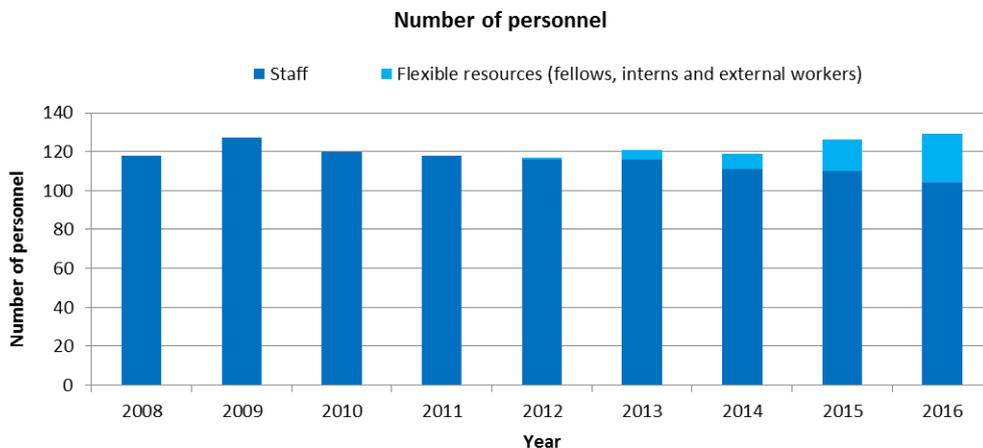
V. Productivity of examination

16. 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.



- In 2016, the productivity of examination decreased by 3 per cent compared to 2015. The 1,011 new and renewed international registrations per personnel in 2016 was the second highest during the period 2008-2016.

VI. Personnel

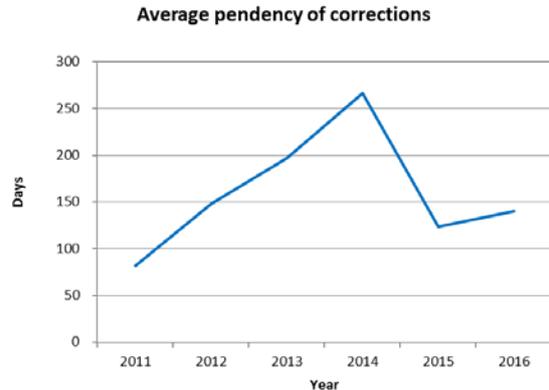
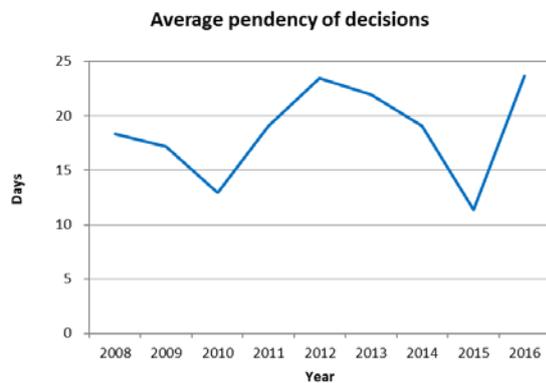
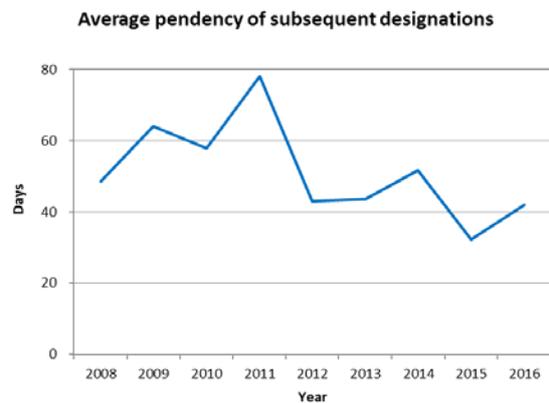
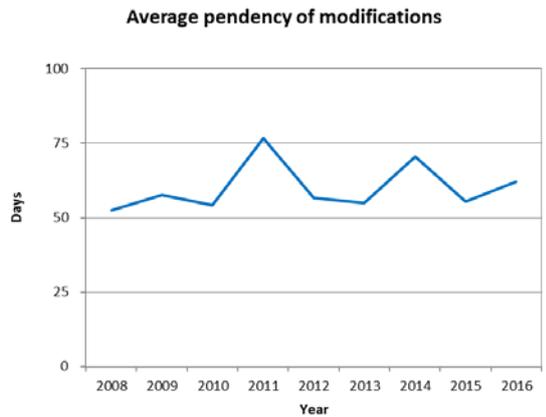
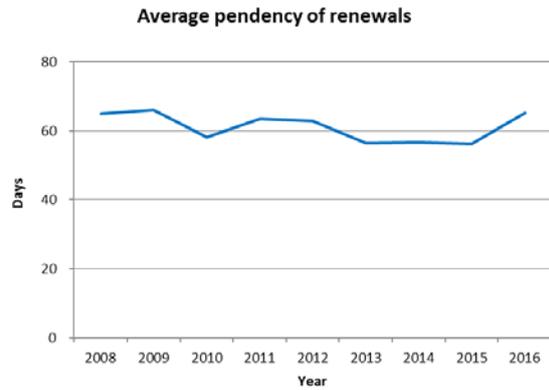
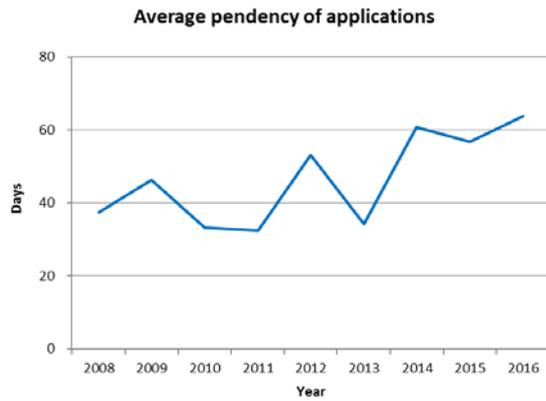


Note: The ability to distinguish the personnel of the Lisbon Registry was only feasible beginning with the 2014/15 biennium. For the years prior to 2014, the personnel of the Lisbon System are included in the overall number of personnel of the Madrid System. Agency workers not working on WIPO premises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

- The number of staff decreased from 110 in 2015 to 104 in 2016, while the number of flexible resources increased from 16 in 2015 to 25 in 2016.

VII. Pendency

17. 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.



- Compared to 2015, the average pendency in 2016 increased for the six transactions performed by the IB. The most important increases were recorded for corrections, decisions and subsequent designations.

VIII. Quality of examination

18. The following key indicators on the overall quality of trademark examination produced by the IB are the result of the quality control undertaken following the implementation of the Madrid Registry Quality Management Framework (QMF) in 2015, in compliance with ISO 9001:2015 and ISO 2859 guidance.²¹

²¹ The Madrid Registry QMF is available on request at madrid.qp@wipo.int.

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19. 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 confirmed to have been made by the IB following the receipt of correction requests under Rule 28 of the Common Regulations.

Review of examination transaction samples

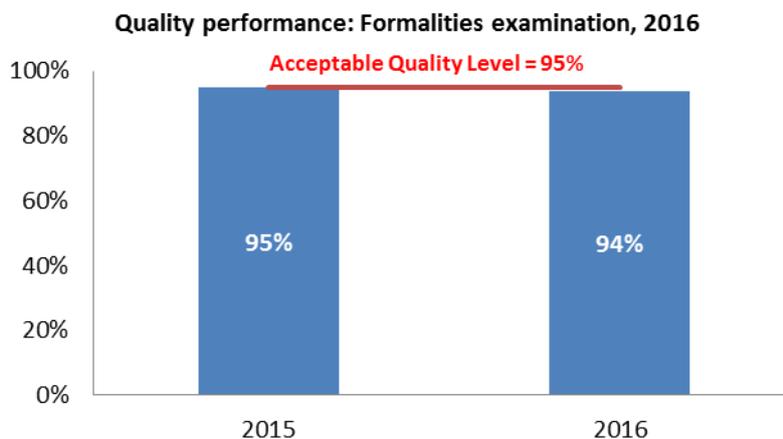
20. Quality control was carried out based on the size of the following samples for the manually processed transactions in 2016.

- 1,444 applications for Nice Classification
- 1,499 applications for formalities examination (APEX)
- 540 decisions
- 1,188 requests for modification
- 310 requests for renewal

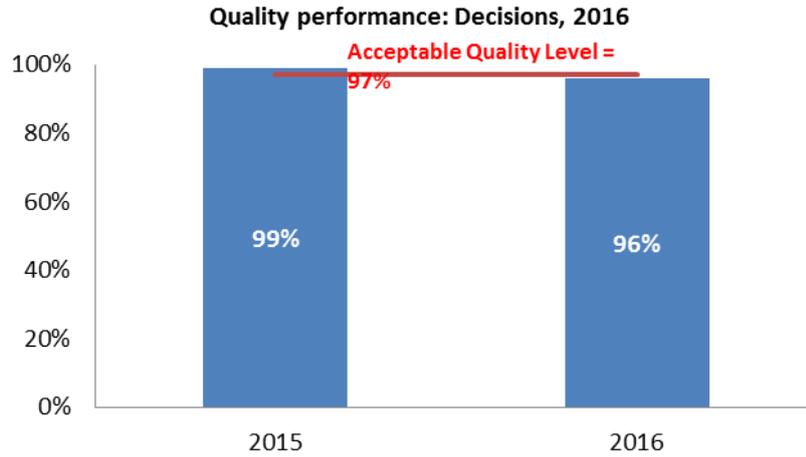
21. An Acceptable Quality Level (AQL) is set for each transaction and is the criteria against which quality of trademark examination is measured.



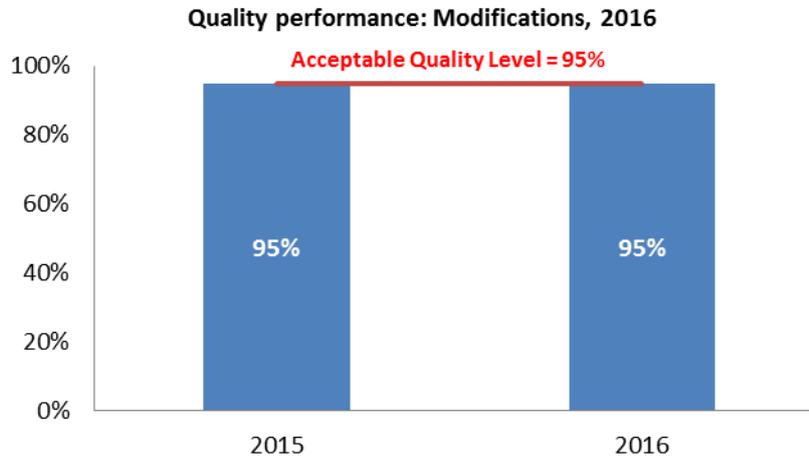
- The overall quality performance in 2016 was one percentage point above the acceptable quality level.



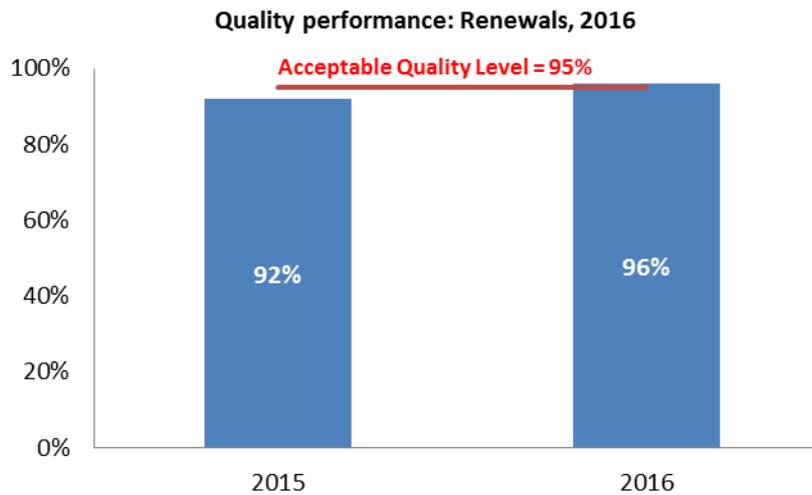
- The overall quality performance was one percentage point below the acceptable quality level for 2016 primarily due to the incorrect recording of applicants' and representatives' details.



- The overall quality performance for the processing of decisions was one percentage point below the target for 2016.



- The overall quality performance met the target quality level of 95 per cent. However, the same issue as for formalities examination was observed.

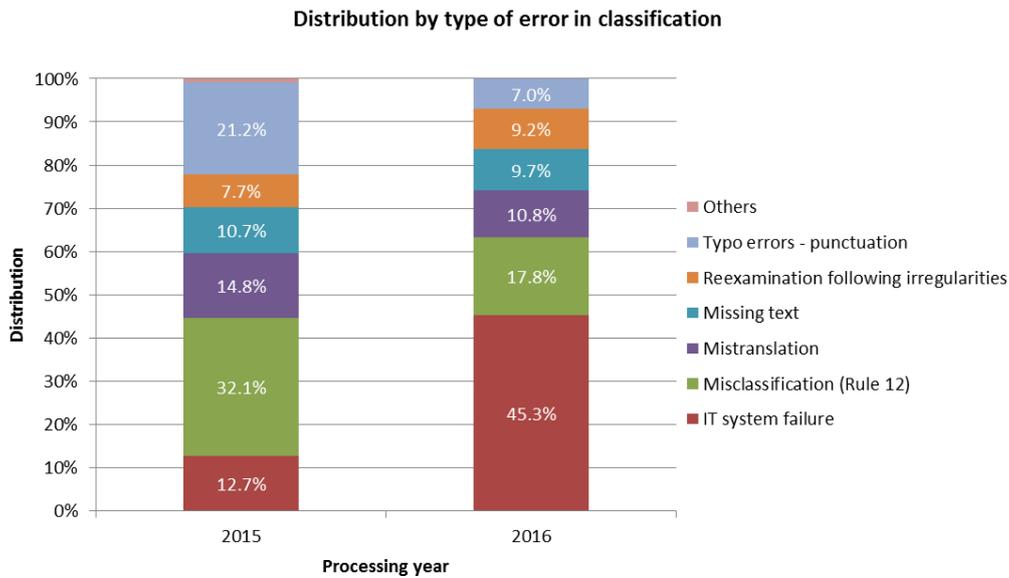


- The overall quality performance for the processing of renewals was one percentage point above the target for 2016.

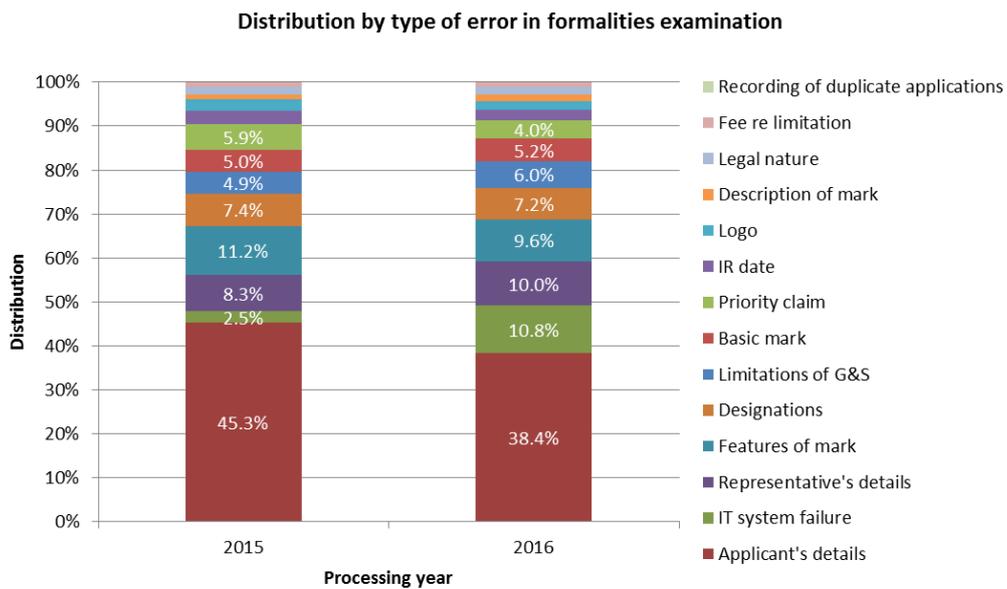
Errors made by the IB

22. The distribution of errors presented in the charts below is based on analyses of the following samples of 2016 transactions.²²

- 371 classifications
- 250 formalities examinations (APEX)
- 276 renewals
- 293 modifications



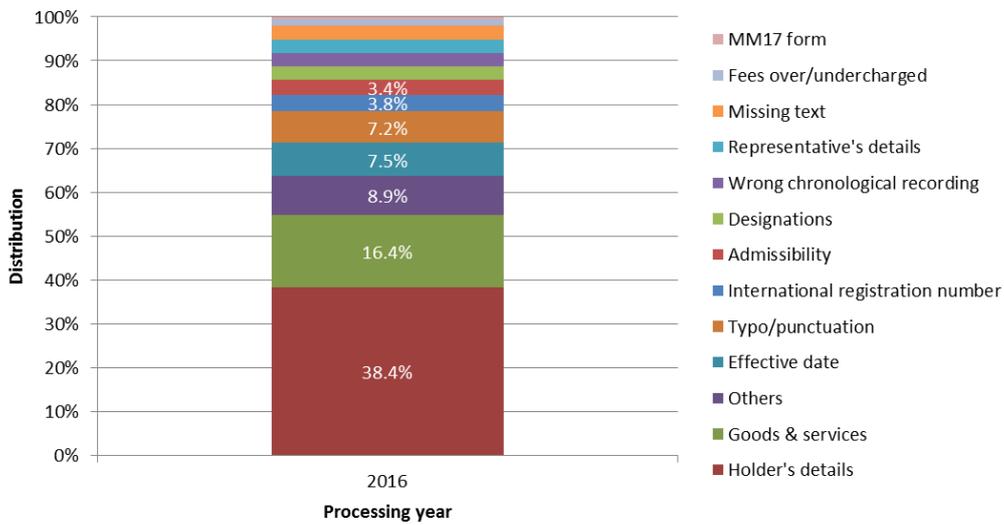
- IT system (MIRIS) failure accounted for 45.3 per cent of errors in classification in 2016, representing a 32.6 percentage point increase over 2015.



²² Transactions which contain one or more errors.

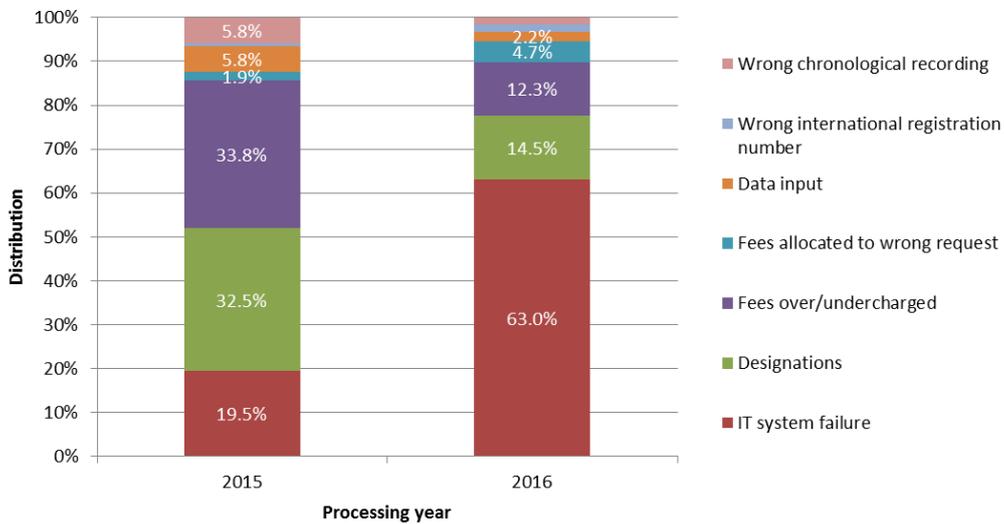
- In 2016, the majority of the corrections in formalities examination were due to errors in entering the details of applicants' (38.4 per cent) and IT system failure (10.8 per cent).

Distribution by type of error in modifications



- In 2015, the analysis of errors regarding modifications was presented by type of modification rather than type of errors. It was changed in 2016 to conform to the analysis of the other transactions. Data for 2015 by type of error are not available.
- In 2016, about 42.2 per cent of the corrections in modifications were due to errors in entering the details of holders' (38.4 per cent) and representatives' (3.8 per cent). Errors made in relation to goods and services accounted for 16.4 per cent.

Distribution by type of error in renewals



- The increase of the share of errors due to IT system failure was mainly due to the deployment of the new IT system in 2016.

[End of Annex]

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 and carefully monitor evolution of program expenditure with a view to ensuring the financial sustainability of the 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 to ensure state-of-the-art services to users and member Offices;
- Design, develop and deploy a new Hague IT platform to support the modernization and streamlining of all internal- and external-facing business functions to improve the quality of operations;
- Enhance user and customer experience through responsive customer support services.



Cross-Program Collaboration



| 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 the International Bureau is able to cope with. | Enhancing efficiency and effectiveness in all aspects of System administration, promotion of best practices and convergence amongst the Offices concerned; development of IT solutions to assist users and examiners of Offices and the International Bureau. |

| 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 | 52 Members (end 2016) | 62 Members |
| | Hague filings, renewals and decisions | Registrations: 5,233 Applications: 5,562 Decisions: 7,642 Designs contained in applications: 18,716 Renewals: 3,150 Extracts and Copies: 351 extracts and 2,469 copies (2016) | Registrations: - 6,464 (2018) - 7,124 (2019) Applications: - 6,950 (2018) - 7,660 (2019) Decisions: - 17,242 (2018) - 22,622 (2019) Designs contained in applications: - 24,100 (2018) - 26,550 (2019) Renewals: - 3,320 (2018) - 3,350 (2019) Extracts and Copies: - 2,961 (2018) - 2,720 (2019) |
| II.4 Improved productivity and service quality of Hague operations | Predominance of the 1999 Act in the System | 3 countries outside the EU or OAPI bound solely by the 1960 Act | 1 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 | 20% of regular applications inscribed within a week (7 calendar days) | 30% of regular applications inscribed within a week (7 calendar days) |
| | Timeliness to communicate an incoming refusal | TBD | 90% of regular refusals communicated within a week (7 calendar days) |
| | Level of usage of electronic forms | - e-Filings: 89% - e-Renewals: 77.3% - Replies to Irregularities (launched on April 1, 2016): 41% - Requests for priority documents: n/a - Requests for change in name and address: n/a - Limitations: n/a - Renunciations: n/a (end 2016) | - e-Filings: 85% - e-Renewals: 80% - Replies to Irregularities: 60% - Requests for priority documents: 20% - Requests for change in name and address: 20% - Limitations: 20% - Renunciations: 20% (by end 2019) |
| | Hague IT system is operating efficiently and being managed according to best practices | - 100% uptime - 2 of incidents (2016) | - 99% uptime - 3 incidents/year |

Proposed Program and Budget 2018/19

| Expected Result | Performance Indicators | Baselines | Targets |
|-----------------|---|---|---|
| | Flexibility of data recorded in the International Register | Inability to receive, record, retrieve and communicate design-centric data and data in characters other than Latin (end 2016) | Ability to receive, record, retrieve and communicate design-centric data, including in non-Latin characters |
| | No. of Offices communicating fully electronically, including the use of structured data | 3 out of 6 Offices were communicating fully electronically, including the use of structured data, by end 2016. | 6 out of 8 Offices communicating fully electronically, including the use of structured data, by end 2019 |

Resources for Program 31

31.1 The overall resources for the Program in the 2018/19 biennium shows an increase of 47.8 per cent compared to the 2016/17 Approved Budget.

31.2 The increase in personnel resources and the number of posts in 2018/19 as compared to the 2016/17 Approved Budget reflects the regularization of three examiners to support the additional examination and language demands following recent accessions, reflected under Expected Result II.3 (Wider and more effective use of the Hague System) and the addition of three posts to support: (i) the growing legal complexities of the System (Expected Result II.3); (ii) the increased workload in the Hague Operations; and (iii) the implementation of the Hague IT Platform project, as reflected under Expected Result II.4 (Improved productivity and service quality of the Hague operations). In addition, temporary staff resources have increased in anticipation of further accessions, as reflected under Expected Result II.3 and to support the implementation of the Hague IT platform, reflected under Expected Result II.4.

31.3 The increase in non-personnel resources as compared to the 2016/17 Approved Budget reflects a provision for the implementation of the Hague IT Platform, reflected under Expected Result II.4.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|---|-------------------------|--------------------------------|-------------------------|
| II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs | 5,337 | 5,865 | 5,449 |
| II.4 Improved productivity and service quality of the Hague operations | 2,234 | 3,506 | 5,744 |
| Total | 7,572 | 9,371 | 11,193 |

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

| | 2016/17 | 2016/17 | 2018/19 | Difference from 2016/17 | |
|---|-----------------|------------------------|-----------------|-------------------------|----------------|
| | Approved Budget | Budget after Transfers | Proposed Budget | Approved Budget Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 5,472 | 6,398 | 6,863 | 1,391 | 25.4% |
| Temporary Staff | 754 | 1,126 | 1,904 | 1,150 | 152.6% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 6,226 | 7,524 | 8,767 | 2,541 | 40.8% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | 50 | 13 | - | (50) | -100.0% |
| WIPO Fellowships | 62 | - | - | (62) | -100.0% |
| <i>Sub-total</i> | <i>112</i> | <i>13</i> | <i>-</i> | <i>(112)</i> | <i>-100.0%</i> |
| Travel, Training and Grants | | | | | |
| Staff Missions | 237 | 218 | 440 | 203 | 85.7% |
| Third-party Travel | 24 | 19 | 30 | 7 | 27.7% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>261</i> | <i>237</i> | <i>470</i> | <i>210</i> | <i>80.4%</i> |
| Contractual Services | | | | | |
| Conferences | 94 | 85 | 125 | 31 | 33.0% |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | 427 | 255 | 871 | 444 | 104.1% |
| Other Contractual Services | 428 | 1,231 | 960 | 532 | 124.3% |
| <i>Sub-total</i> | <i>949</i> | <i>1,571</i> | <i>1,956</i> | <i>1,007</i> | <i>106.2%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>n/a</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | 0 | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | 5 | 5 | - | (5) | -100.0% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>5</i> | <i>6</i> | <i>-</i> | <i>(5)</i> | <i>-100.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 10 | 9 | - | (10) | -100.0% |
| Supplies & Materials | 10 | 13 | - | (10) | -100.0% |
| <i>Sub-total</i> | <i>20</i> | <i>22</i> | <i>-</i> | <i>(20)</i> | <i>-100.0%</i> |
| Total, B | 1,346 | 1,847 | 2,426 | 1,080 | 80.3% |
| TOTAL | 7,572 | 9,371 | 11,193 | 3,621 | 47.8% |
| POSTS | 14 | 19 | 20 | 6 | |

Program 31 Annex: Indicators of the Hague System Operations

PERFORMANCE INDICATORS FOR THE EXPECTED RESULT
 “IMPROVED PRODUCTIVITY AND SERVICE QUALITY OF THE HAGUE OPERATIONS”

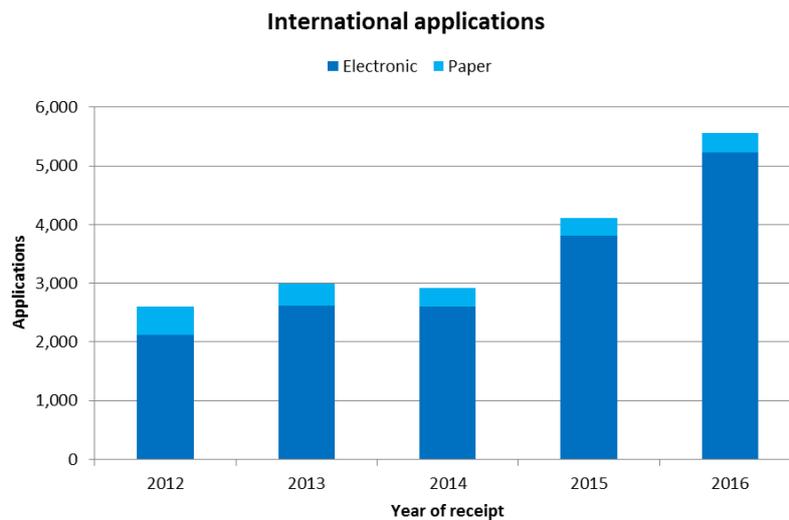
1. As background for the performance indicators for the expected result “improved productivity and service quality of the Hague System Operations”, the evolution of the following factors needs to be considered:

- The Hague System workloads;
- The composition of those workloads;
- The level of automation; and,
- The resources assigned to cope with the workload.

2. 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 the irregularities issued shows data based on processed rather than incoming documents.

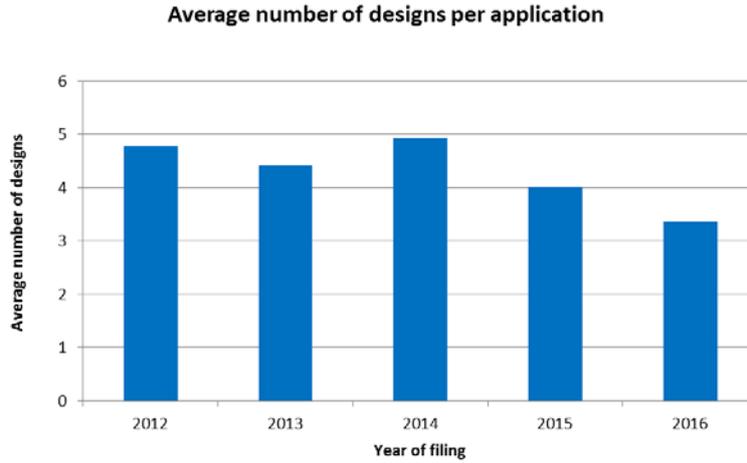
I. Incoming Documents

Applications received



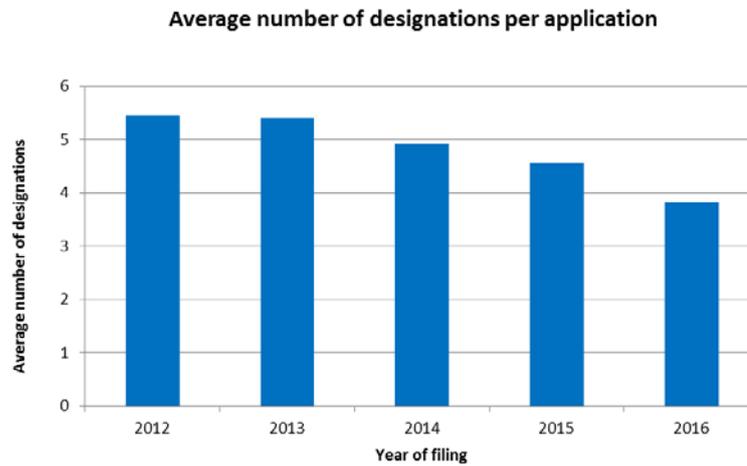
- In 2016, the IB received 5,562 international applications, up 35 per cent from 2015. In addition to applications from the European Union (+186 applications), those from the Republic of Korea (+747 applications), Japan (+220 applications) and the United States of America (+211 applications), all of which joined the Hague System in 2014/15, also contributed to this increase.
- In 2016, 94 per cent of applications were filed electronically, a thirteen percentage points increase over 2012.

Average number of designs per application



- In 2016, an application contained, on average, 3.4 designs, confirming a downward trend.

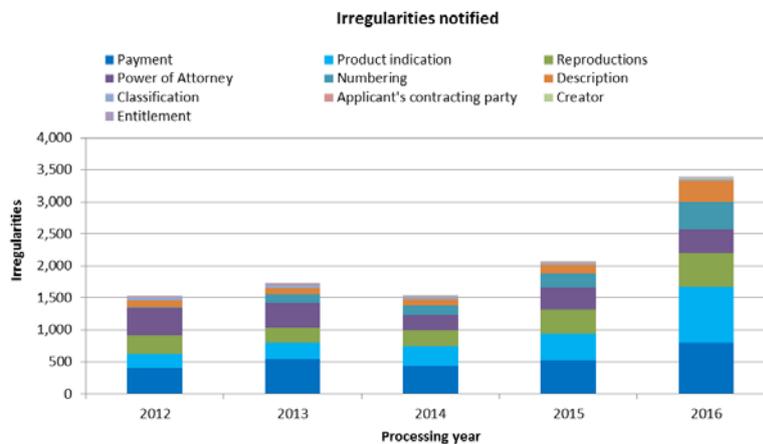
Average number of designations per application



- In 2016, an application contained on average 3.8 designations. Since 2012, the average number of designations per application has decreased continuously.

Trend of irregularities in applications

3. Irregularities notified are grouped among the ten categories shown below.

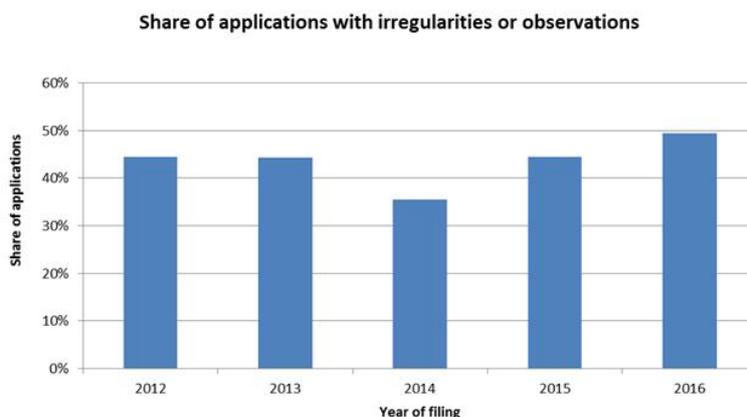


- In 2016, the IB notified 3,383 irregularities in respect of applications.

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- Irregularities relating to product indications, descriptions and the numbering of reproductions were those experiencing the sharpest relative increase in 2016.
- Overall, irregularities notified in 2016 increased 64 per cent compared to 2015,²³ which is an increase in excess of the growth in terms of applications.

4. The evolution of the share of applications containing one or more irregularities and/or substantive observations is shown below.²⁴



- In 2016, some 49 per cent of applications registered contained at least one irregularity or substantive observation. This represented an increase of about 5 percentage points compared to 2015.

Renewals



- In 2016, the number of renewals decreased by 1.4 per cent compared to 2015, to a total of 3,150 renewals.
- Since 2012, the majority of renewals have been processed electronically, accounting for 77 per cent of total renewals in 2016 compared to 73 per cent in 2015, an increase of about 4 percentage points.

²³The total number of irregularities in 2015 amounted to 2,062 instead of 2,118 as reported in the PPR 2014/15.

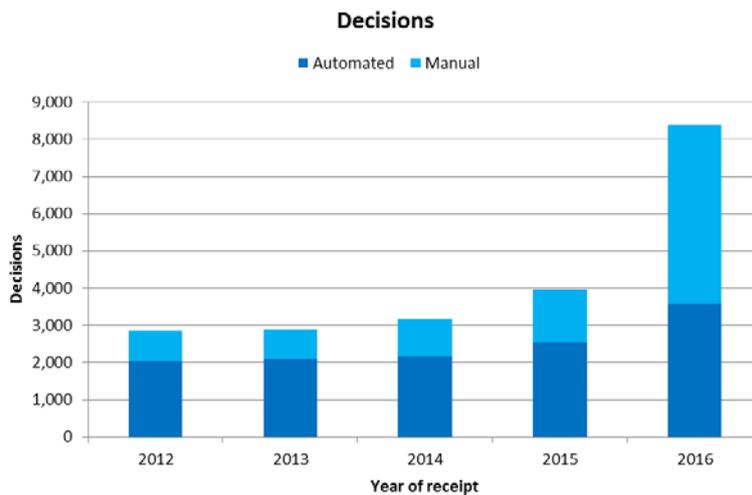
²⁴ Due to inconsistencies found in calculating the share of applications with irregularities or observations, the data previously reported in the Program Performance Report of the Organization, has now been corrected for the whole period 2012-2016.

Changes



- Applicants requested 1,020 changes in international registrations in 2016, up 0.2 per cent from 2015.

Decisions

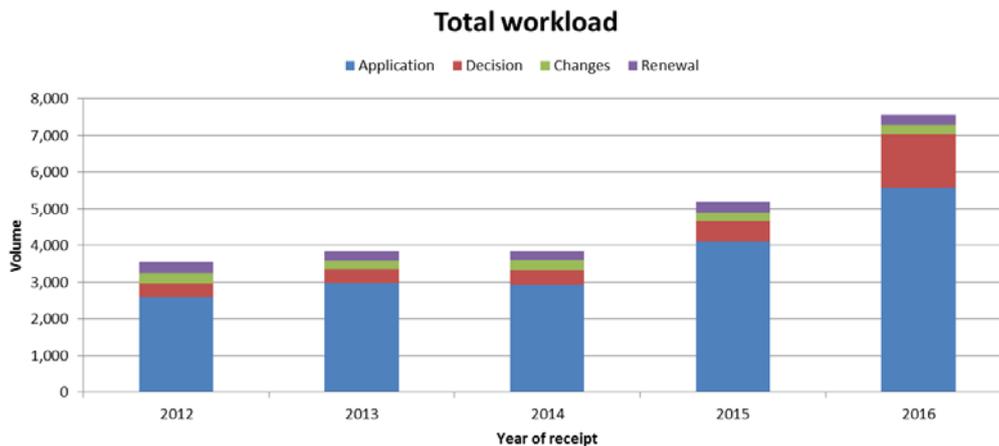


- The number of decisions received in 2016 increased by 112 per cent as compared to 2015, to 8,386 decisions, reflecting the impact on the Hague operations of the System's recent expansion to substantive examination jurisdictions.
- The share of decisions processed automatically in 2016 (42 per cent) was the lowest since 2012.

II. Total Workload

5. 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).

6. 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 eight renewals, four changes or four 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 2016, the total workload increased by 46 per cent compared to 2015. Between 2012 and 2016, the increase in workload was mainly due to the increase in the number of applications received although decisions are becoming an increasingly significant part of that workload.

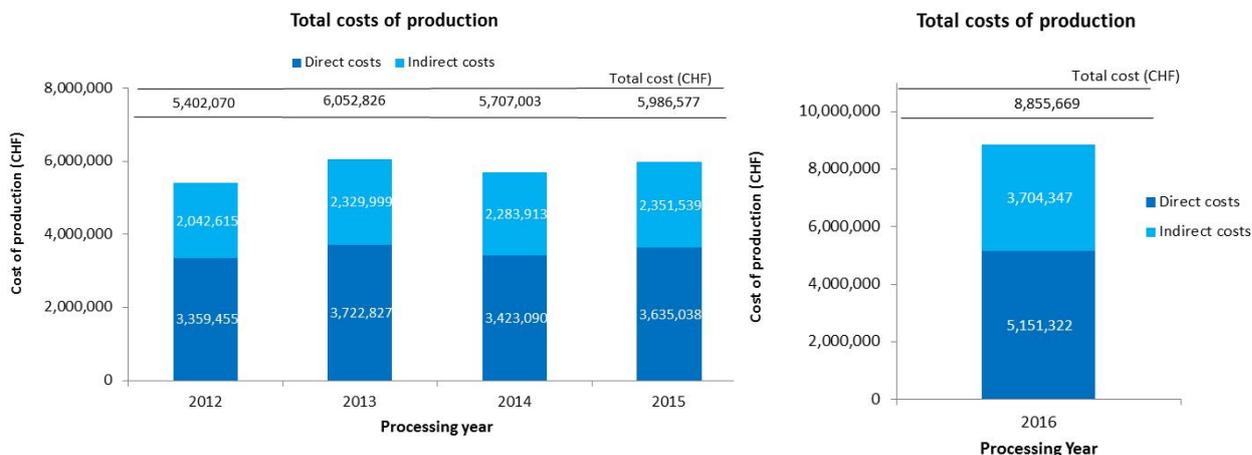
III. Cost of Processing

Total cost of production

7. The total cost of production comprises expenditure relating exclusively to the Hague System and expenditure of activities supporting the System.

8. For data prior to 2016, the expenditure relating exclusively to the Hague System includes those of Program 31 (the Hague System) and about eight 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 relation to translation and IT developments in Program 6 (Madrid System), and were therefore not included in the calculation. Because of this refinement in the calculation, the 2016 result is not comparable with previous year’s results. For this reason, the data for the period 2012-15 and for 2016 are shown in two different graphical views.

9. 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 8.86 million Swiss francs in 2016.
- In 2016, the direct costs accounted for 58 per cent of total expenditures.

Unit cost

10. 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.

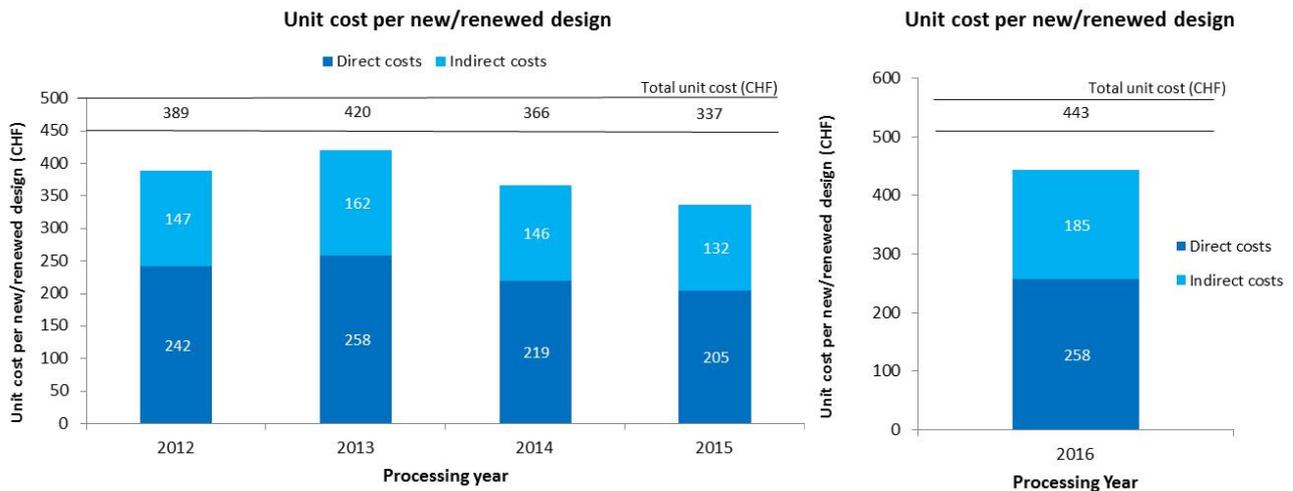
11. As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which includes a set of transactions. Two unit cost indicators are presented below using two different units of output.

12. 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.²⁵

Unit cost per new/renewed design

13. 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.

14. As processing designs contained in these two types of documents do not require equal resources, they are each weighted differently.²⁶ The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.



- The average cost of processing a new/renewed design is estimated at 443 Swiss francs in 2016. For the reasons mentioned above (see total cost of production indicator), the results for 2016 cannot be compared with previous years.

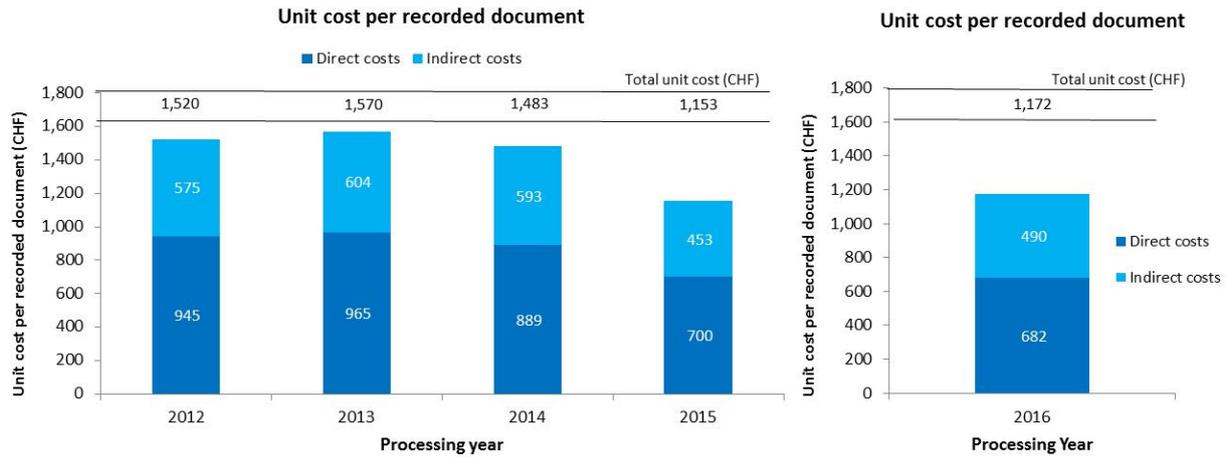
Unit cost per document recorded in the register

15. The documents recorded in the Register correspond to the total workload (see “Total Workload” above).

²⁵ 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.

²⁶ See the ratios for applications and renewals in “Total Workload”, above.

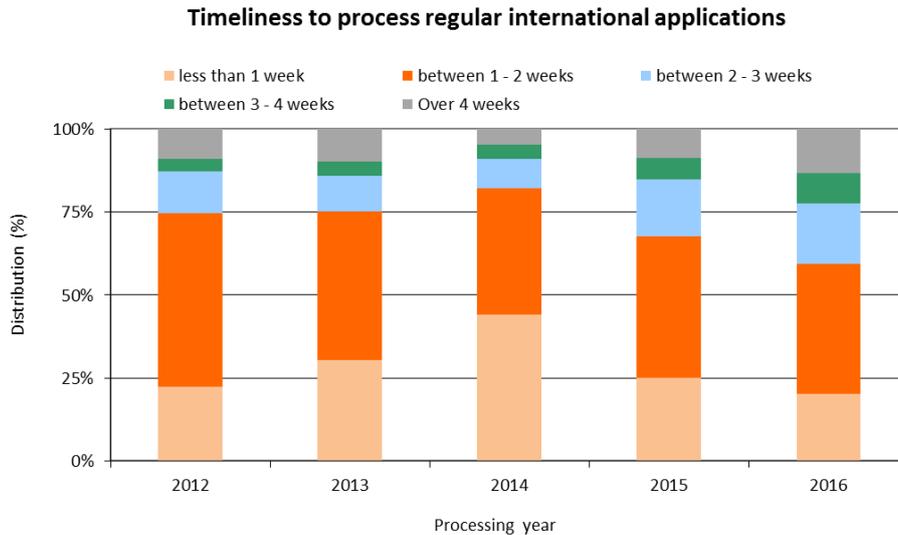
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- The average cost of recording a document in the Register is estimated at 1,172 Swiss francs in 2016. For the reasons mentioned above (see total cost of production indicator), the results for 2016 cannot be compared with previous years.

IV. Timeliness to Process International Applications

16. 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.



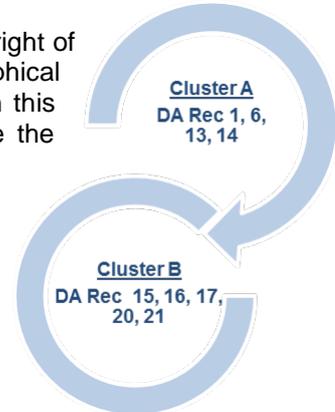
- In 2016, the share of regular applications processed within less than one week decreased to 20 per cent, as compared to 45 per cent in 2014, reflecting the increase in complexity referred to in Section II above.
- In 2016, 78 per cent of applications were processed within three weeks from the date of receipt at the IB.

[End of Annex]

PROGRAM 32 LISBON SYSTEM

Implementation Strategies

- Organize and participate in awareness-raising and promotional activities aimed at bringing the Geneva Act into force;
- 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 and simplifying 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



Risk(s) Mitigation Action(s)

The Geneva Act of the Lisbon Agreement was adopted in 2015; the absence of Member State ratification of the Geneva Act could jeopardize its entering into force.

Raising awareness of Member States of the advantages of the Lisbon System and the improved flexibilities and safeguards introduced in the Geneva Act will encourage more countries to adhere to the Lisbon System; it will include a reinforced collaboration with interested Member States, international organizations, IGOs and improved access of information (website, international events, etc.).

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| 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 | No. of Contracting Parties to the Geneva Act at the end of 2017 | Up to 5 Contracting Parties to the Geneva Act by the end of 2019 |
| | No. of international applications and other transactions | 89 transactions in 2016: - 25 international applications - other transactions: <ul style="list-style-type: none"> • 8 statements of grant of protection • 54 refusal declarations • 2 withdrawals of refusals | 260 transactions in 2018/19: - 100 new international applications - 160 other transactions: <ul style="list-style-type: none"> • 40 statements of grant of protection • 120 refusal declarations |
| | No. of international registrations from developing countries and LDCs in force under the Lisbon System | 95 out of 1,020 (end 2016) | 100 out of 1,070 |
| II.10 Improved productivity and service quality of Lisbon operations | Progress towards the enhancement of the legal framework | Current legal framework (1958 Act and 1967 Act) and legal framework of the Geneva Act (2015) | Amendments to the Lisbon Regulations and Administrative Instructions and introduction of new features following new accessions to the 1967 Act and the Geneva Act (2015) |
| | 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

32.1 The overall resources for the Program in the 2018/19 biennium remain stable.

32.2 The slight increase in personnel resources is due to statutory increases in staff costs. Non-personnel resources remain at the same level as in 2016/17.

32.3 The shift in resources from Expected Result II.9 (Wider and more effective use of the Lisbon System) to Expected Result II.10 (Improved productivity and service quality of Lisbon operations) reflects a greater focus on enhancing the Lisbon operational processes and IT systems in 2018/19.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs | 785 | 996 | 703 |
| II.10 Improved productivity and service quality of Lisbon operations | 550 | 588 | 644 |
| Total | 1,335 | 1,584 | 1,347 |

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

| | 2016/17 | 2016/17 | 2018/19 | Difference from 2016/17 | |
|---|-----------------|------------------------|-----------------|-------------------------|--------------|
| | Approved Budget | Budget after Transfers | Proposed Budget | Approved Budget Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 904 | 1,154 | 898 | (6) | -0.7% |
| Temporary Staff | 220 | 220 | 238 | 19 | 8.4% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 1,124 | 1,373 | 1,136 | 12 | 1.1% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | - | - | - | n/a |
| WIPO Fellowships | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 45 | 66 | 46 | 1 | 2.2% |
| Third-party Travel | 15 | 14 | 15 | - | 0.0% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>60</i> | <i>80</i> | <i>61</i> | <i>1</i> | <i>1.7%</i> |
| Contractual Services | | | | | |
| Conferences | 151 | 129 | 100 | (51) | -33.8% |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | - | - | - | - | n/a |
| Other Contractual Services | - | - | 50 | 50 | n/a |
| <i>Sub-total</i> | <i>151</i> | <i>129</i> | <i>150</i> | <i>(1)</i> | <i>-0.7%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | - | 2 | - | - | n/a |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | - | <i>2</i> | - | - | <i>n/a</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | - | - | - | n/a |
| Supplies & Materials | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | <i>n/a</i> |
| Total, B | 211 | 211 | 211 | - | 0.0% |
| TOTAL | 1,335 | 1,584 | 1,347 | 12 | 0.9% |
| POSTS | 2 | 2 | 2 | - | |

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, webinars as well as 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 case procedures and IT infrastructure to the evolving needs of users;
- Engage with IP owners, users, and authorities to establish and update mechanisms specifically adapted to the particular features of recurrent disputes in their areas of activity, on the basis *inter alia* of an updated 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 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



| Risk(s) | Mitigation Action(s) |
|--|--|
| Reduced market recognition of WIPO arbitration and mediation services; shifting resource comparisons with existing ADR providers and establishment of further providers. | Leveraging the Center's position as the international IP ADR specialist: intensified collaboration with other Programs; participation in events through WIPO neutrals or online; 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 monitoring of 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 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 | - 482 disputes and 256 bons offices (cumulative per end 2016) | - 150 additional disputes and bons offices |
| | | - 7,680 incoming queries (2015/16) | - 7,500 additional queries |
| II.8 Effective intellectual property protection in the gTLDs and the ccTLDs | Alternative dispute resolution policies to which the Center has contributed in respect of their development or support | - 3.06 million Web visits (2015/16) | - 3.0 million additional Web visits |
| | | - 980 participants at Center events (2015/16) | - 1,500 participants at Center events |
| II.8 Effective intellectual property protection in the gTLDs and the ccTLDs | No. of UDRP based gTLD and ccTLD cases administered by the Center | - 9,860 participants at events involving Center representation (2015/16) | - 9,500 participants at events involving Center representation |
| | | 28 schemes adopted (cumulative per end 2016) | 2 to 4 additional schemes adopted |
| II.8 Effective intellectual property protection in the gTLDs and the ccTLDs | Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support | 3 schemes supported (2016) | 4 schemes supported |
| | | 32,220 gTLD cases administered by the Center (cumulative per end 2016) | 4,000 additional gTLD cases |
| II.8 Effective intellectual property protection in the gTLDs and the ccTLDs | Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support | 3,903 ccTLD-only cases administered by the Center (cumulative per end 2016) | 450 additional ccTLD-only cases |
| | | UDRP, Updated UDRP Rules for new Registrar Lock provisions, ICANN Pre-Delegation Dispute Resolution Policy, ICANN Trademark Post-Delegation Dispute Resolution Procedure (cumulative per end 2016) | Implementation in the Domain Name System of WIPO policy and process recommendations |
| II.8 Effective intellectual property protection in the gTLDs and the ccTLDs | Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support | 74 ccTLD policies administered (cumulative per end 2016) | 2 additional ccTLD policies administered |
| | | 4 ccTLD policies supported (2016) | 4 ccTLD policies supported (2016) |

Resources for Program 7

7.1 The overall resources for the Program in the 2018/19 biennium remain stable.

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

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 copyright strategies as part of their national IP strategies | Program 3 |
| | No. of countries that have adopted national copyright strategies as part of their national IP Strategies | Program 3 |
| | No. of countries that are in the process of formulating 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 that have adopted national IP strategies | Program 9 Program 10 |
| | No. of countries having developed national IP strategies or IP plans, dovetailed with national development goals | Program 10 |
| | No. of countries which are revising their IP strategies | Program 9 |
| 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 institutions that have taken measures to advance the development of their copyright framework | Program 3 |
| | Level of satisfaction of participants in WIPO general awareness raising and promotional activities | 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 |
| | No. of countries in transition having established annual IP training programs and/or courses for IP Professionals | Program 10 |
| | % of trainees who are satisfied with WIPO Academy training programs | 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 | Program 20 |

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| Expected Result | Performance Indicators | Responsible Program(s) |
|--|--|------------------------|
| | universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development | |
| | % of trained IP professionals using upgraded skills in their work | Program 30 |
| | No. of users accessing or downloading WIPO online and print publications, tools and resources for copyright management in the creative industries | Program 3 |
| | No. of training institutions and IP institutions that offer curricula and training materials on IP and tourism | 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 |
| | % of trained IP professionals and IP Officials using upgraded skills in their work | Program 10 |
| | % of course participants using enhanced IP knowledge and skills in their work | Program 11 |
| | No. and % of participants from Technology Management Offices (TMOs) in universities or research organizations in training and capacity-building activities who obtain a 60% or higher score in a short, substantive, multiple choice questionnaire | Program 30 |
| | 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 |
| | % of supervisors who are satisfied with the use of enhanced IP knowledge and skills by trainees in their work | Program 11 |
| | % 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 |
| | No. of countries engaged in South-South Cooperation | Program 9 |
| | Overall male/female ratio on WIPO Academy courses | 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 |
| 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 |
| | Effective implementation and reporting on the CDIP decision on the External Review of WIPO Technical Assistance in the Area of Cooperation for Development | Program 8 |

| Expected Result | Performance Indicators | Responsible Program(s) |
|--|---|-------------------------|
| | Continued enhancement of the mechanism for the development, implementation, monitoring, and evaluation of DA projects and activities | Program 8 |
| | 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 countries that have taken measures to improve their technical capacities or to modernize their copyright and/or CM structures to facilitate cross-border exchanges | 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 universities and/or research institutions having developed and/or improved their IP policies | Program 9 Program 30 |
| | No. of countries in which IP policies were developed or adopted for SME support institutions | Program 9 Program 30 |
| | Level of satisfaction of participants in WIPO training and capacity building activities targeting SME support institutions | Program 30 |
| | % of trained SMEs support institutions who provide training programs and advisory services on IP asset management | Program 30 |
| | No. of unique page views of the SME website | Program 30 |
| | No. of PCT applications originating from universities and research institutions | 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;
- 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 External Review of the 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; (v) the coordination and implementation of the Committee's decisions related to technology transfer; and, (vi) 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, notably an International Conference on IP and Development.

| Risk(s) | Mitigation Action(s) |
|---------|----------------------|
|---------|----------------------|

| | |
|--|--|
| <p>Divergent Member States' views regarding the mainstreaming of DA recommendations in the work of WIPO.</p> | <p>Engage in regular consultations with Member States aiming at facilitating the convergence of Member State views on the mainstreaming of DA recommendations.</p> |
|--|--|

| Expected Result | Performance Indicators | Baselines | Targets |
|-----------------|------------------------|-----------|---------|
|-----------------|------------------------|-----------|---------|

| | | | |
|--|--|---|---|
| <p>III.3 Mainstreaming of the DA recommendations in the work of WIPO</p> | <p>DA principles and activities related to its implementation are integrated across WIPO programs</p> | <p>During the 2016/17 biennium: - 12 Programs were involved in implementing CDIP approved activities; and - 23 Programs reflected mainstreaming of DA in their work</p> | <p>Continued involvement of the various Programs in the implementation of DA activities and the integration of their outcomes in their work</p> |
| | <p>Effective implementation of the recommendations of the Independent Review of DA and its monitoring and reporting progress to CDIP</p> | <p>Secretariat's response to the recommendations addressed to it presented to CDIP/19</p> | <p>Recommendations approved by the CDIP effectively implemented</p> |

| Expected Result | Performance Indicators | Baselines | Targets |
|-----------------|--|--|---|
| | Effective implementation and reporting on the CDIP decision on the External Review of WIPO Technical Assistance in the Area of Cooperation for Development | Decision by CDIP/18 to implement the proposal contained in Appendix I of the Summary by the Chair of CDIP/17 | 6 items in the decision containing multiple actions effectively implemented |
| | 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 | 86.6% (2016) | 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 | TBD | TBD |

Resources for Program 8

8.1 The overall resources for the Program in 2018/19 show a decrease of 5.9 per cent compared to the 2016/17 Approved Budget.

8.2 The decrease in personnel resources is due to the re-profiling of a vacant post (lower grade) based on business needs. The total number of posts remains stable.

8.3 The non-personnel resources in 2018/19 are at the same level as in the 2016/17 Approved Budget.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|---|-------------------------|--------------------------------|-------------------------|
| III.3 Mainstreaming of the DA recommendations in the work of WIPO | 3,671 | 3,587 | 3,455 |
| Total | 3,671 | 3,587 | 3,455 |

Proposed Program and Budget 2018/19

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

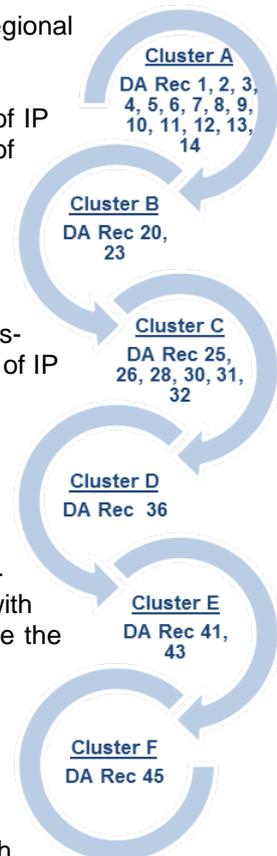
| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|--------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 2,191 | 1,913 | 1,975 | (217) | -9.9% |
| Temporary Staff | 271 | 488 | 272 | 1 | 0.3% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 2,462 | 2,401 | 2,246 | (216) | -8.8% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | - | - | - | n/a |
| WIPO Fellow ships | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 100 | 26 | 30 | (70) | -70.0% |
| Third-party Travel | 460 | 534 | 558 | 98 | 21.3% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>560</i> | <i>561</i> | <i>588</i> | <i>28</i> | <i>5.0%</i> |
| Contractual Services | | | | | |
| Conferences | 460 | 491 | 531 | 71 | 15.4% |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | 143 | 119 | 80 | (63) | -44.2% |
| Other Contractual Services | 36 | - | - | (36) | -100.0% |
| <i>Sub-total</i> | <i>639</i> | <i>610</i> | <i>611</i> | <i>(28)</i> | <i>-4.4%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | 10 | 5 | 10 | - | 0.0% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>10</i> | <i>5</i> | <i>10</i> | - | <i>0.0%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | - | - | - | n/a |
| Supplies & Materials | - | 12 | - | - | n/a |
| <i>Sub-total</i> | - | <i>12</i> | - | - | <i>n/a</i> |
| Total, B | 1,209 | 1,186 | 1,209 | - | 0.0% |
| TOTAL | 3,671 | 3,587 | 3,455 | (216) | -5.9% |
| POSTS | 6 | 6 | 6 | - | |

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*. Increasing the efficiency, transparency and credibility 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 human resources capacities and create a pool of IP experts to better protect and commercialize IP assets through the provision of a range of competence-based learning and training programs working closely with universities, research centers and industry;
- *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 matchmaking on IP-related technical assistance through the revamping of 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; synchronize the existing databases (IP-Technical Assistance Database(TAD) and IP-Roster of Consultants (ROC) with the Enterprise Performance Management (EPM) system in order to automate the data uploading process and improve reporting functions;
- *Least Developed Countries*. Continue strengthening the utilization of Appropriate Technologies in line with the Istanbul Programme of Action and provide reports to the United Nations 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;
- *Small and Medium Enterprises (SMEs)*. Strengthen the business competitiveness of SMEs in different economic/productive sectors (e.g. agro-business, handicrafts, fashion and design industries, culture and tourism) by developing branding and design strategies and capacity building; facilitate the use of global IP systems for IP protection of their products and services in foreign markets.



Cross-Program Collaboration



| 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 | Performance Indicators | Baselines | Targets |
|--|---|---------------|--|
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | No. and/or % of countries providing positive feedback on WIPO's legislative policy advice | 100% (2016) | 90% |
| 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 | 63,957 (2016) | 3% increase (2018) 3% increase (2019) |
| II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs | No. of Hague applications originating from developing countries and LDCs | 1,362 (2016) | 11% increase (2018) 11% increase (2019) |
| II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs | No. of Madrid System applications originating from developing countries and LDCs | 5,479 (2016) | 4% increase (2018) 3% increase (2019) |

| Expected Results | 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 | Alternative dispute resolution policies to which the Center has contributed in respect of their development or support | 12 schemes (cumulative as at March 2017) | 1 additional scheme adopted globally ²⁷ |
| 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 additional) - Arab (2 additional) - Asia and the Pacific (2 additional) - Latin America and the Caribbean (4 additional) (end 2016) | - Africa (3 additional) - Arab (4 additional) - Asia and the Pacific (6 additional) - Latin America and the Caribbean (3 additional) |
| | No. of countries that have adopted national IP strategies | - Africa (25 cumulative) - Arab (2 cumulative) - Asia and the Pacific (7 cumulative) - Latin America and the Caribbean: (8 cumulative) | - Africa (3 additional) - Arab (1 additional) - Asia and the Pacific (6 additional) - Latin America and the Caribbean (3 additional) |
| | | 20 LDCs included in the above regional breakdown | 2 additional LDCs included in the above regional breakdown |
| | No. of countries that are in the process of implementing national IP strategies and IP development plans | Africa (27 cumulative) Arab (2 cumulative) Asia and the Pacific (9 cumulative) Latin America and the Caribbean (6 cumulative) | Africa (10 additional) Arab (1 additional) Asia and the Pacific (5 additional) Latin America and the Caribbean (4 additional) |
| | | 20 LDCs included in the above regional breakdown | 2 additional LDCs included in the above regional breakdown |
| | No. of countries which are revising their IP strategies | Africa (2) Arab (none) Asia and the Pacific (none) Latin America and the Caribbean (none) | Africa (1 additional) Arab (1 additional) Asia and the Pacific (no additional) Latin America and the Caribbean (2 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 (TBD) Arab (TBD) Asia and the Pacific (99%) Latin America and the Caribbean (TBD) LDCs (95%) | Africa (85%) Arab (95%) Asia and the Pacific (90%) Latin America and the Caribbean (85%) LDCs (90%) |
| | % of participants in WIPO workshops who apply the skills learned in their work/enterprise | Africa (TBD) Arab (TBD) Asia and the Pacific (96%) Latin America and the Caribbean (TBD) LDCs (85%) | Africa (80%) Arab (70%) Asia and the Pacific (90%) Latin America and the Caribbean (90%) LDCs (85%) |
| | % of national and regional IP experts used as resource persons in WIPO events | Africa (85%) Arab (55%) Asia and the Pacific (29%) Latin America and the Caribbean (85%) LDCs (75%) | Africa (80%) Arab (60%) Asia and the Pacific (40%) Latin America and the Caribbean (85%) LDCs (75%) |

²⁷ In regions covered by Program 9

Proposed Program and Budget 2018/19

| Expected Results | Performance Indicators | Baselines | Targets |
|---|--|---|--|
| | No. and % of participants in training and capacity-building activities who obtain a 60% or higher score in a short multiple choice substantive questionnaire | n/a | Asia and the Pacific (80%) |
| | No. of training institutions and IP institutions that offer curricula and training materials on IP and tourism | 0 | 3 (globally) ²⁸ |
| | No. of countries engaged in South-South Cooperation | 110 | 115 |
| 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 | Africa (2 cumulative) Arab (4 cumulative) Asia and the Pacific (10 cumulative) Latin America and the Caribbean (11 cumulative) LDCs (8 cumulative) | Africa (2 additional) Arab (3 additional) Asia and the Pacific (8 additional) Latin America and the Caribbean (4 additional) LDCs (4 additional) |
| | No. of matches catalyzed through WIPO Match | 0 | 10 |
| III.6. Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation | No. of countries in which IP policies were developed or adopted for SME support institutions | none (2016) | 3 countries globally ²⁹ (cumulative) |
| | No. of universities and/or research institutions having developed and/or improved their IP policies | 444 universities and/or research institutions (cumulative ³⁰ end 2016) | 6 additional universities and/or research institutions globally ³¹ |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | No. of sustainable ³² national networks of TISCs | 27 sustainable national networks (cumulative as at end 2016) Maturity Level 1: Africa (3 of which 1 LDC) Asia and the Pacific (2) Latin America and the Caribbean (2) (7 Total) Maturity Level 2: Africa (8 of which 6 LDCs) Arab (1) Asia and the Pacific (2) Latin America and the Caribbean (4) (15 Total) | Africa (1 additional) Arab (1 additional) Asia and the Pacific (1 additional) Latin America and the Caribbean (2 additional) |

²⁸ In regions covered by Program 9

²⁹ In regions covered by Program 9

³⁰ Transition countries are included in the cumulative number in the baseline.

³¹ In regions covered by Program 9

³² 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.

| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|---|---|
| | | Maturity Level 3, including the provision of value-added services ³³ : Africa (1) Arab (1) Asia and the Pacific (1) Latin America and the Caribbean (2) (5 Total) | |
| | No. of organizations, communities, individuals that applied and used the Appropriate Technology as a solution to identified development challenges in LDCs | 10 organizations in 6 LDCs (cumulative as at end 2016) | 4 additional organizations in LDCs |
| | Use of Appropriate Technology for development through patent searches and reports, technology landscapes, business plans | - 3 national experts in 3 LDCs - 3 international experts in 3 LDCs - 6 NEGs in 6 LDCs (cumulative as at end 2016) | 4 additional experts and/or NEGs in LDCs |
| | Identified Appropriate Technology commercialized in LDCs | 3 ATs commercialized | 2 additional ATs commercialized |
| | Projects replicated in other areas in LDCs | none (2016) | ATs to be replicated in other areas in 2 LDCs |
| | Institutions established to continue working on Appropriate Technology in LDCs | - 6 NEGs in 6 LDCs - 3 multi-stakeholder groups in 3 LDCs (cumulative as at end 2016) | 3 additional institutions |
| | Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs | 11 programs (cumulative as at end 2016) | 6 additional programs |
| | Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs | none (2016) | 2 additional LDCs |
| | No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain | N/A | Africa (5) Arab (2) Asia and the Pacific (3) Latin America and the Caribbean (3) |
| 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: 2.8 - Africa: 3.0 - Arab: 2.9 - Asia and the Pacific: 3.4 - Latin America and the Caribbean: 3.2 | Overall average of 3.0 |

³³ 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

9.1 The overall resources for Program 9 in 2018/19 show a decrease of 3.5 per cent compared to the 2016/17 Approved Budget.

9.2 The decrease in non-personnel resources is due to the completion in 2016/17 of the DA projects on IP and Tourism and on the Capacity-Building in the Use of Appropriate Technology Specific Technical and Scientific Information as a Solution for Identified Development Challenges (Phase II).

9.3 The decrease in the number of posts and associated personnel resources is due to the consolidation of work on special projects in the Office of the Deputy Director General for the Development Sector.

9.4 The resources dedicated to Expected Result III.6 (SMEs, universities and research institutions) reflects the emphasis in the biennium 2018/19 on capacity building for universities and research institutions, previously reflected under Expected Result III.2 (Enhanced human resource capacity).

9.5 The resources dedicated to Expected Results II.1 (Wider and more effective use of the PCT system), II.3 (Wider and more effective use of the Hague system), II.5 (Wider and more effective use of the Madrid system) and II.7 (Intellectual property disputes are increasingly prevented or resolved through WIPO mediation) reflects an increased prioritization of the promotion of the international registration systems and the related capacity building activities, previously reflected under Expected III.2 (Enhanced human resource capacities).

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

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 20,620 | 19,806 | 20,510 | (110) | -0.5% |
| Temporary Staff | 2,373 | 2,282 | 1,787 | (587) | -24.7% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 22,993 | 22,088 | 22,297 | (697) | -3.0% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | - | - | - | n/a |
| WIPO Fellowships | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 2,031 | 2,200 | 2,293 | 263 | 12.9% |
| Third-party Travel | 3,235 | 3,120 | 3,251 | 16 | 0.5% |
| Training and Related Travel Grants | 310 | 300 | 160 | (150) | -48.4% |
| <i>Sub-total</i> | <i>5,575</i> | <i>5,620</i> | <i>5,704</i> | <i>129</i> | <i>2.3%</i> |
| Contractual Services | | | | | |
| Conferences | 969 | 881 | 963 | (6) | -0.6% |
| Publishing | 50 | 66 | 55 | 5 | 9.0% |
| Individual Contractual Services | 2,196 | 1,926 | 1,330 | (866) | -39.4% |
| Other Contractual Services | 66 | 278 | 409 | 343 | 520.0% |
| <i>Sub-total</i> | <i>3,281</i> | <i>3,152</i> | <i>2,756</i> | <i>(525)</i> | <i>-16.0%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | 57 | 82 | 28 | (29) | -50.6% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>57</i> | <i>82</i> | <i>28</i> | <i>(29)</i> | <i>-50.6%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | 10 | - | - | n/a |
| Supplies & Materials | - | 10 | - | - | n/a |
| <i>Sub-total</i> | - | <i>20</i> | - | - | n/a |
| Total, B | 8,913 | 8,874 | 8,488 | (425) | -4.8% |
| TOTAL | 31,907 | 30,962 | 30,785 | (1,122) | -3.5% |
| POSTS | 50 | 48 | 48 | (2) | |

of which:

| | |
|-----------------------------------|-----------|
| Development Agenda Project | 62 |
|-----------------------------------|-----------|

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

| Expected Result No. and Description | | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|-------------------------------------|---|-------------------------------|-----------------------------------|----------------------------|
| I.2 | Tailored and balanced IP legislative, regulatory and policy framework | 792 | 604 | 609 |
| II.1 | Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs | - | - | 444 |
| II.3 | Wider and more effective use of the Hague system, including by developing countries and LDCs | - | - | 395 |
| II.5 | Wider and more effective use of the Madrid System, including by developing countries and LDCs | - | - | 508 |
| II.7 | International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | - | - | 428 |
| III.1 | National IP strategies and plans consistent with national development objectives | 8,440 | 8,992 | 8,626 |
| 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 | 11,174 | 9,855 | 7,960 |
| III.3 | Mainstreaming of the DA recommendations in the work of WIPO | 214 | 201 | 224 |
| III.4 | Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs | 5,383 | 6,347 | 4,576 |
| III.6 | Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation | - | - | 1,931 |
| IV.2 | Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 4,564 | 3,844 | 2,944 |
| 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 | 1,339 | 1,120 | 2,138 |
| Total | | 31,907 | 30,962 | 30,785 |

Funds in Trust Potentially Available for Programming in 2018/2019¹
(in thousands of Swiss francs)

| Fund-in-Trust (FIT) | Balance end 2016 | Estimated Contributions 2017 | Estimated Expenditure end 2017 | Expected Balance end 2017 | Estimated Contributions 2018/19 ² | Estimated Available for Programming in 2018/19 |
|--|---------------------|------------------------------------|--------------------------------------|---------------------------------|--|---|
| Program 9 | | | | | | |
| Ibero-American Program for Industrial Property | 237 | 60 | 80 | 217 | 120 | 337 |
| France/IP | 705 | 300 | 600 | 405 | 600 | 1,005 |
| Italy | 715 | - | 345 | 370 | - | 370 |
| Japan/IP/Africa | 1,563 | 1,600 | 1,600 | 1,563 | 3,200 | 4,763 |
| Japan/IP ³ | 4,880 | 3,830 | 4,860 | 3,850 | 7,660 | 11,510 |
| Mexico | 215 | - | 70 | 145 | - | 145 |
| Portugal CHF | 64 | - | - | 64 | - | 64 |
| Republic of Korea (IP) ³ | 1,200 | 700 | 1,500 | 400 | 1,400 | 1,800 |
| Spain | 92 | 170 | 160 | 102 | 340 | 442 |
| TOTAL | 9,671 | 6,660 | 9,215 | 7,116 | 13,320 | 20,436 |

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.

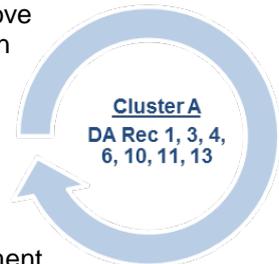
² This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

³ Annual contributions may vary.

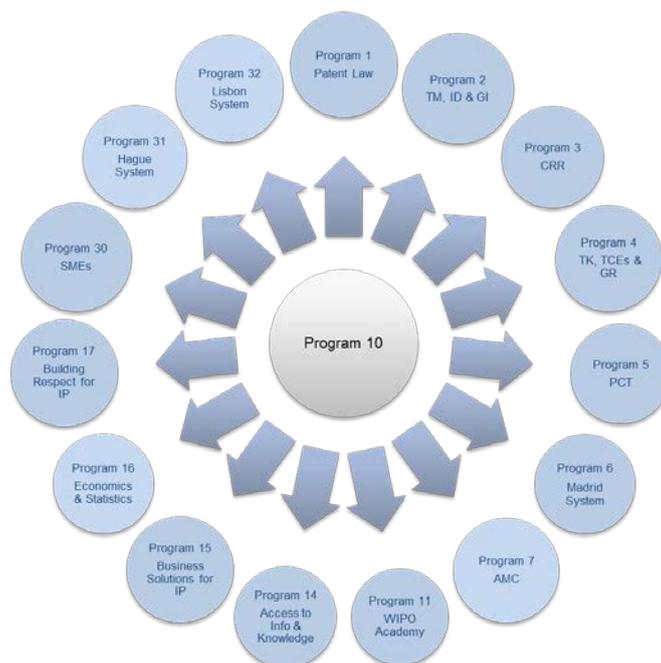
PROGRAM 10 TRANSITION AND DEVELOPED COUNTRIES

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 and implementation 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 for collaboration in partnership with targeted stakeholders;
- 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 collective management organizations; deepen the understanding of relevant stakeholders of the current challenges of copyright in the digital age, as well as improving the transparency, efficiency and good governance of collective management organizations (CMOs) in the countries concerned;
- 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), the Eurasian Patent Organization and the Eurasian Economic Commission (EEC), with a view to maximizing the effectiveness of WIPO's technical assistance.



Cross-Program Collaboration



| Risk(s) | Mitigation Action(s) |
|---------|----------------------|
|---------|----------------------|

| | |
|--|--|
| <p>Economic and political changes might hamper or slowdown the implementation of national IP strategies.</p> | <p>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.</p> |
| <p>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.</p> | <p>Working closely with beneficiaries, donors and Members States. Planning and coordination of all IP related matters with other international and national organizations and partners.</p> |

| Expected Result | Performance Indicators | Baselines | Targets |
|-----------------|------------------------|-----------|---------|
|-----------------|------------------------|-----------|---------|

| | | | |
|---|--|---|---|
| <p>I.2 Tailored and balanced IP legislative, regulatory and policy frameworks</p> | <p>No. of transition countries with updated national laws and regulations.</p> <p>No. of ratifications to WIPO administered treaties</p> | <p>6 countries (2016)</p> <p>7 ratifications (2016)</p> | <p>5 countries in the biennium</p> <p>9 additional countries in the biennium</p> |
| <p>II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs</p> | <p>No. of PCT applications originating from transition and developed countries</p> <p>% of survey respondents showing increased use of WIPO services within 4 months of attending Roving Seminars on WIPO Services and Initiatives</p> | <p>168,832 (2016)</p> <p>20% (end 2016)</p> | <p>1% annual increase</p> <p>25% of survey respondents showing increased use of WIPO services</p> |
| <p>II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs</p> | <p>No. of Hague System applications originating from transition and developed countries</p> | <p>4,132 (2016)</p> | <p>10% annual increase</p> |
| <p>II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs</p> | <p>No. of Madrid System applications originating from transition and developed countries</p> | <p>47,094 (2016)</p> | <p>1% annual increase</p> |

| 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 | 469 disputes and 206 bonds involving parties from transition and developed countries (cumulative as per end 2016) | 136 additional disputes and bonds involving parties from transition and developed countries |
| | Alternative dispute resolution policies to which the Center has contributed in respect of their development or support | 10 schemes adopted in transition and developed countries (cumulative as at March 2017) | 1 additional scheme adopted |
| 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 | At the end of 2016: - 3 countries (Kyrgyzstan, Slovakia, Ukraine) were in the process formulating national IP strategies; - 2 countries (Georgia, Latvia) were finalizing IP strategies. | 4 additional countries |
| | No. of countries having developed national IP strategies or IP plans, dovetailed with national development goals | 21 countries (cumulative as at end 2016) | 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 | 15 programs/courses in 13 countries (Azerbaijan; Bulgaria; Croatia; Czech Republic; Georgia (2); Kazakhstan; Latvia; Poland (2); Republic of Moldova; Romania; Russian Federation; Slovakia; Turkey) (cumulative as at end 2016) | 2 new programs and/or courses established in baseline countries 3 additional countries establishing annual IP training programs and/or courses for IP Professionals |
| | % of trained IP professionals and IP Officials using upgraded skills in their work | 83% | 80% |
| III.4. Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs | No. of established partnerships | 6 IP partnerships established in 2016: - 2 MoUs between <i>l'Institut National de la Propriété Industrielle</i> (INPI) (France) and WIPO - 1 MoU between the National Institute of IP of Kazakhstan and the United States Patent and Trademark Office (USPTO) - 1 agreement between WIPO and the Hellenistic IP Organization (OBI) Concerning the Translation into Greek and Printing of a WIPO Publication (Patents) - 10th WIPO Advanced Intellectual Property Research Forum (Israel) - 2016 Ono Academic College (ONO) (Israel)/WIPO Seminar | 15 additional partnerships established |

Resources for Program 10

10.1 The overall resources in 2018/19 for the Program show an increase of 9.6 per cent as compared to the 2016/17 Approved Budget.

10.2 The non-personnel resources are maintained at the level as the 2016/17 Approved Budget.

10.3 The increase in the number of posts and associated personnel resources is mainly due to regularization of a continuing function to strengthen the roving seminars in transition and developed countries and an additional post to respond to the increasing demand in Caucasian, Central Asian and Eastern European countries.

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

| | Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|-------|---|-------------------------------|-----------------------------------|----------------------------|
| I.2 | Tailored and balanced IP legislative, regulatory and policy frameworks | 833 | 752 | 822 |
| II.1 | Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs | 1,170 | 1,295 | 1,556 |
| II.3 | Wider and more effective use of the Hague system, including by developing countries and LDCs | 550 | 528 | 670 |
| II.5 | Wider and more effective use of the Madrid System, including by developing countries and LDCs | 526 | 555 | 852 |
| II.7 | International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | 343 | 352 | 597 |
| II.9 | Wider and more effective use of the Lisbon system, including by developing countries and LDCs | 111 | 128 | - |
| III.1 | National IP strategies and plans consistent with national development objectives | 1,497 | 1,791 | 1,462 |
| 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 | 1,999 | 2,000 | 1,726 |
| III.4 | Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs | 890 | 911 | 993 |
| | Total | 7,919 | 8,313 | 8,679 |

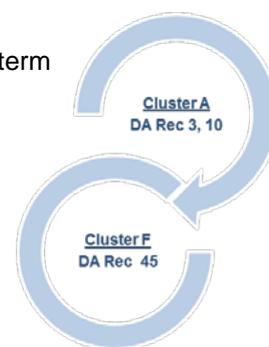
Program 10: Resources by Cost Category
(in thousands of Swiss francs)

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 5,757 | 6,328 | 6,781 | 1,024 | 17.8% |
| Temporary Staff | 264 | 119 | - | (264) | -100.0% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 6,021 | 6,447 | 6,781 | 760 | 12.6% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | 42 | 52 | 58 | 16 | 38.1% |
| WIPO Fellowships | 40 | 43 | - | (40) | -100.0% |
| <i>Sub-total</i> | <i>82</i> | <i>95</i> | <i>58</i> | <i>(24)</i> | <i>-29.3%</i> |
| Travel, Training and Grants | | | | | |
| Staff Missions | 575 | 544 | 601 | 26 | 4.6% |
| Third-party Travel | 481 | 536 | 455 | (26) | -5.5% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>1,056</i> | <i>1,080</i> | <i>1,056</i> | <i>-</i> | <i>0.0%</i> |
| Contractual Services | | | | | |
| Conferences | 496 | 372 | 468 | (28) | -5.5% |
| Publishing | 48 | 45 | 29 | (19) | -39.6% |
| Individual Contractual Services | 128 | 147 | 217 | 90 | 70.2% |
| Other Contractual Services | 30 | 64 | 20 | (10) | -33.3% |
| <i>Sub-total</i> | <i>701</i> | <i>628</i> | <i>734</i> | <i>33</i> | <i>4.7%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>n/a</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | 5 | - | - | (5) | -100.0% |
| Representation & Other Operating Expenses | 21 | 23 | 20 | (1) | -4.8% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>26</i> | <i>23</i> | <i>20</i> | <i>(6)</i> | <i>-23.1%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 18 | 20 | 15 | (3) | -16.7% |
| Supplies & Materials | 15 | 20 | 15 | - | 0.0% |
| <i>Sub-total</i> | <i>33</i> | <i>40</i> | <i>30</i> | <i>(3)</i> | <i>-9.1%</i> |
| Total, B | 1,898 | 1,866 | 1,898 | - | 0.0% |
| TOTAL | 7,919 | 8,313 | 8,679 | 760 | 9.6% |
| POSTS | 15 | 17 | 17 | 2 | |

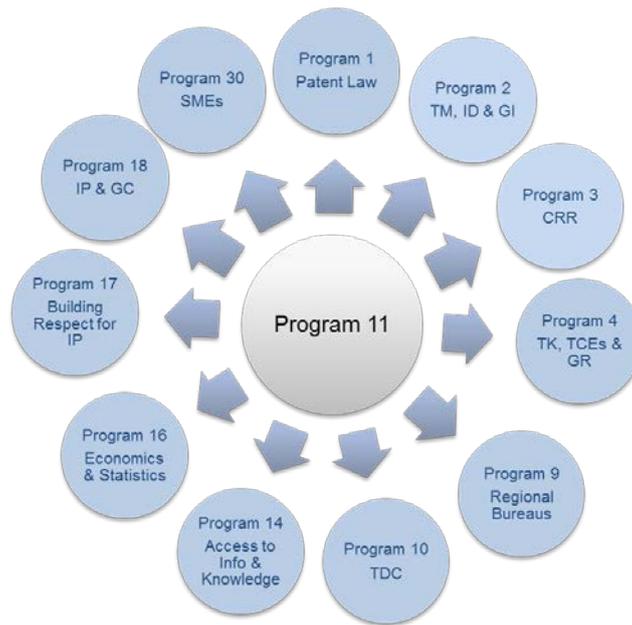
PROGRAM 11 THE WIPO ACADEMY

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 and judicial officers; 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 courses are current and relevant to Member States' needs and priorities through regular review of course content, as well as the portfolio of courses offered, and identify ways to address high demand, in particular for IP distance learning;
- Enhance course assessment methods to help ensure achievement of long-term learning objectives;
- 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 further building on the launch of the Accessible General Course on Intellectual Property (DL-101) in 2016, by offering additional DL courses in accessible formats;
- Scale up deployment of IP education materials for young people through the DL-101-IP4Kids initiative;
- Enhance South-South cooperation by further developing strategic partnerships with developing countries with knowledge and skills to offer in specific IP areas for the benefit of other developing countries and LDCs, in particular in the area of IP professional development training;
- 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;
- Provide support to judicial training institutions through the delivery of the DA Project Cooperation with Judicial Training Institutes in Developing and Least Developed Countries.



Cross-Program Collaboration



| 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 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 training programs | TBD | 70% of respondents |
| | % of course participants using enhanced IP knowledge and skills in their work | TBD | 60% of respondents |
| | % of supervisors who are satisfied with the use of enhanced IP knowledge and skills by trainees in their work | TBD | 50% of respondents |
| | % increase in no. of participants following the Academy's DL courses | 54,596 (2016) | Maintain baseline level |
| | Exam pass rate in advanced DL courses | 69% (2014/15) | 69% |
| | No. of national start-up academies created which have become sustainable | TBD | 4 (cumulative) |
| | Overall male/female ratio on WIPO Academy courses | TBD | 50/50 |

Resources for Program 11

11.1 The overall resources for the Program in 2018/19 show an increase of 2.1 per cent compared to the 2016/17 Approved Budget.

11.2 The increase in the number of posts and associated personnel resources reflects a strengthening of the Professional Development Program.

11.3 The increase in non-personnel resources is the result of an additional provision for the finalization of the DA project on Cooperation with Judicial Training Institutes in Developing and Least Developed Countries and its mainstreaming in 2019 into the work of the Program.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 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 | 13,083 | 13,333 | 13,614 |
| Total | 13,083 | 13,333 | 13,614 |

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

| | 2016/17 | 2016/17 | 2018/19 | Difference from 2016/17 | |
|---|--------------------|---------------------------|--------------------|---------------------------|---------------|
| | Approved Budget | Budget after Transfers | Proposed Budget | Approved Budget Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 7,577 | 7,737 | 8,064 | 487 | 6.4% |
| Temporary Staff | 202 | 202 | 228 | 26 | 13.0% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 7,779 | 7,939 | 8,293 | 514 | 6.6% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | - | - | - | n/a |
| WIPO Fellow ships | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 461 | 551 | 576 | 115 | 25.0% |
| Third-party Travel | 361 | 386 | 687 | 326 | 90.5% |
| Training and Related Travel Grants | 2,580 | 2,099 | 2,020 | (560) | -21.7% |
| <i>Sub-total</i> | <i>3,401</i> | <i>3,037</i> | <i>3,282</i> | <i>(119)</i> | <i>-3.5%</i> |
| Contractual Services | | | | | |
| Conferences | 40 | 65 | 90 | 50 | 125.0% |
| Publishing | - | 70 | 46 | 46 | n/a |
| Individual Contractual Services | 1,387 | 1,688 | 1,377 | (10) | -0.7% |
| Other Contractual Services | 226 | 390 | 335 | 109 | 48.3% |
| <i>Sub-total</i> | <i>1,652</i> | <i>2,213</i> | <i>1,847</i> | <i>195</i> | <i>11.8%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | 20 | 10 | - | (20) | -100.0% |
| Communication | 46 | 31 | 20 | (26) | -56.8% |
| Representation & Other Operating Expenses | 63 | 35 | 112 | 49 | 76.9% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>130</i> | <i>76</i> | <i>132</i> | <i>2</i> | <i>1.8%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 25 | 14 | - | (25) | -100.0% |
| Supplies & Materials | 96 | 55 | 60 | (36) | -37.5% |
| <i>Sub-total</i> | <i>121</i> | <i>68</i> | <i>60</i> | <i>(61)</i> | <i>-50.4%</i> |
| Total, B | 5,304 | 5,394 | 5,322 | 18 | 0.3% |
| TOTAL | 13,083 | 13,333 | 13,614 | 532 | 4.1% |
| POSTS | 18 | 19 | 19 | 1 | |

of which:

| | |
|-----------------------------------|------------|
| Development Agenda Project | 329 |
|-----------------------------------|------------|

Funds in Trust Potentially Available for Programming in 2018/2019¹
(in thousands of Swiss francs)

| Fund-in-Trust (FIT) | Balance end 2016 | Estimated Contributions 2017 | Estimated Expenditure end 2017 | Expected Balance end 2017 | Estimated Contributions 2018/19 ² | Estimated Available for Programming in 2018/19 |
|-------------------------------|------------------|------------------------------|--------------------------------|---------------------------|--|--|
| Program 11 | | | | | | |
| Republic of Korea (Education) | 504 | 340 | 450 | 394 | 680 | 1,074 |
| TOTAL | 504 | 340 | 450 | 394 | 680 | 1,074 |

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

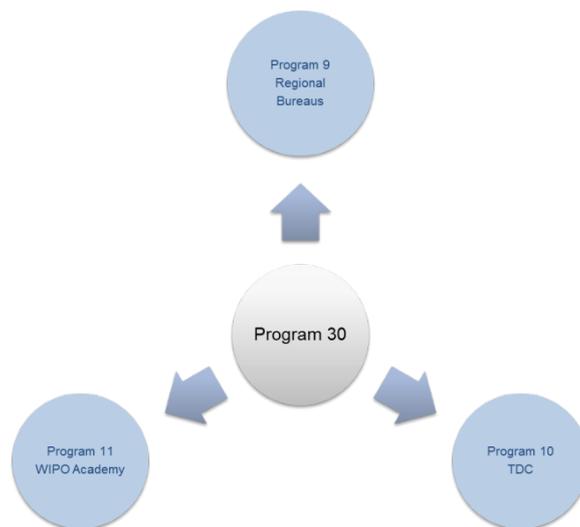
PROGRAM 30 SMES AND ENTREPRENEURSHIP SUPPORT

Implementation Strategies

- Facilitate the effective use of the IP system for innovation actors (SMEs, universities and research organizations and SMEs support institutions) by recommending policy interventions with the aim of achieving national developmental goals;
- Developing training materials tailored to the needs of SMEs, universities and research organizations, making them available for local adaptation;
- Demonstrate the positive impact of using the IP system and relevant policy instruments by SMEs, universities and research organizations on business competitiveness, business start-ups, knowledge sharing and subsequently job creation and economic growth;
- Create and strengthen web presence for the sharing of information on IP management for SMEs, IP licensing and institutional IP policies 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, including IP licensing, focusing on the IP needs of SMEs, universities and research organizations;
- Support universities and research organizations in enhancing their IP management capacity, including the establishment or strengthening of institutional IP Policies;
- 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



| Risk(s) | Mitigation Action(s) |
|---------|----------------------|
|---------|----------------------|

Economic or political changes may lead to reprioritizing of focus on the development of national innovation and IP strategies.

Working closely with beneficiaries, donors and Members States. Planning and coordination of all IP related matters with other international organizations and partners.

| 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 trained IP professionals using upgraded skills in their work | 63% of trainees (end 2016) | 75% of trainees 75% of supervisors |
| | No. and % of participants from Technology Management Offices (TMOs) in universities or research organizations in training and capacity-building activities who obtain a 60% or higher score in a short, substantive, multiple choice questionnaire | n/a | TBD |
| | % 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 | n/a | TBD |
| 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 targeting SME support institutions | 90% - 42% very satisfied - 48% satisfied (end 2016) | 90% |
| | % of trained SMEs support institutions who provide training programs and advisory services on IP asset management | TBD | 80% |
| | No. of unique page views of the SME website | 1,000,395 ³⁴ (2016) | 10% increase in the biennium |
| | No. of countries in which IP policies were developed or adopted for SME support institutions | none (2016) | 5 countries (cumulative) |
| | No. of universities and/or research institutions having developed and/or improved their IP policies | 444 universities and/or research institutions (cumulative end 2016) | 20 additional universities and/or research institutions |
| | No. of PCT applications originating from universities and research institutions | TBD | TBD |

Resources for Program 30

30.1 The overall resources for the Program in the 2018/19 biennium show an increase of 4 per cent compared to the 2016/17 Approved Budget.

30.2 The non-personnel resources remain at the level of the 2016/17 Approved Budget. An increase can be observed in personnel resources which is the result of the addition of a temporary staff resource in the Program.

30.3 A decrease can be observed in the resources dedicated to Expected Result III.1 (National IP Strategies) in 2018/19 in line with the responsibilities for the development of national IP Strategies being in Program 9 (Regional Bureaus) and 10 (Transition and Developed Countries).

30.4 The increase in resources dedicated to Expected Result III.6 (SMEs, universities and research institutions) is the result of inclusion of capacity building for universities and research institutions under

³⁴ The number of downloads for the fourth quarter of 2016 was extrapolated from the data for January to September 2016. In September 2016, the web statistics tool was enhanced to optimize stability, resulting in the inability to track the data for the last quarter of 2016.

Proposed Program and Budget 2018/19

this Expected Result in 2018/19, previously reflected under Expected Result IV.2 (Enhanced access to IP information).

30.5 The shift of resources from Expected Result IV.2 to Expected Result III.2 (Enhanced human resource capacities) reflects a strengthened emphasis on capacity building for existing Technology Management Offices (TMOs) in 2018/19 following their establishment in previous biennia.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|---|-------------------------------|-----------------------------------|----------------------------|
| III.1 National IP strategies and plans consistent with national development objectives | 1,020 | 895 | - |
| 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 | 962 | 746 | 1,246 |
| III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation | 3,125 | 3,100 | 5,080 |
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 976 | 1,521 | - |
| Total | 6,083 | 6,262 | 6,326 |

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

| | 2016/17 | 2016/17 | 2018/19 | Difference from 2016/17 | |
|---|--------------------|---------------------------|--------------------|---------------------------|-------------|
| | Approved Budget | Budget after Transfers | Proposed Budget | Approved Budget Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,303 | 4,237 | 4,116 | (187) | -4.3% |
| Temporary Staff | 219 | 671 | 649 | 430 | 195.9% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 4,522 | 4,908 | 4,765 | 243 | 5.4% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | 31 | 60 | 60 | n/a |
| WIPO Fellow ships | - | - | - | - | n/a |
| <i>Sub-total</i> | - | 31 | 60 | 60 | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 406 | 311 | 379 | (27) | -6.6% |
| Third-party Travel | 558 | 541 | 600 | 42 | 7.6% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | 964 | 852 | 979 | 15 | 1.6% |
| Contractual Services | | | | | |
| Conferences | 224 | 64 | 35 | (189) | -84.4% |
| Publishing | - | 1 | 2 | 2 | n/a |
| Individual Contractual Services | 249 | 356 | 405 | 156 | 62.6% |
| Other Contractual Services | 122 | 50 | 80 | (42) | -34.4% |
| <i>Sub-total</i> | 595 | 471 | 522 | (73) | -12.3% |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | - | - | - | - | n/a |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 2 | - | - | (2) | -100.0% |
| Supplies & Materials | - | - | - | - | n/a |
| <i>Sub-total</i> | 2 | - | - | (2) | -100.0% |
| Total, B | 1,561 | 1,354 | 1,561 | - | 0.0% |
| TOTAL | 6,083 | 6,262 | 6,326 | 243 | 4.0% |
| POSTS | 10 | 10 | 10 | - | |

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 amendments 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 online or print copyright resources including non-binding guidelines or databases prepared with or reflecting input from Member States and stakeholders to provide information about the copyright legal framework and its practical application | Program 3 |
| | No. of records in accessible form the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs | Program 4 |
| | No. of distinct users of the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs. | 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 unique users having performed a patent search per quarter in PATENTSCOPE | Program 13 |
| | No. of users per quarter in Global Databases Systems | Program 13 |
| | No. of users of WIPO's Global Databases: PATENTSCOPE, Global Brands Database, Global Designs Database | Program 20 |
| | No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain | Program 9 |
| | Use of Appropriate Technology for development through patent searches and reports, technology landscapes, business plans | Program 9 |
| | No. of language pairs available for translation of description and claims | Program 13 |
| | Average no. of users serviced by TISCs per annum | Program 14 |
| | Identified Appropriate Technology commercialized in LDCs | Program 9 |
| | Projects replicated in other areas in LDCs | Program 9 |
| | Institutions established to continue working on Appropriate Technology in LDCs | Program 9 |
| | Timeliness of data uploading | Program 13 |

| Expected Result | Performance Indicators | Responsible Program(s) |
|---|---|--------------------------|
| | No. of active registered users of ARDI and ASPI | Program 14 |
| | Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs | Program 9 |
| | No. of download service users | Program 13 |
| | Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs | Program 9 |
| | No. of WIPO Lex users | Program 13 |
| 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 |
| 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 | Level of satisfaction of users of WIPO Global Databases | Program 13 |
| | Satisfaction of Offices in use of WIPO's system for IPO business solutions | Program 15 |
| | No. of national Offices which have digitalized their Patent collection | Program 13 |
| | No. of Offices using WIPO CASE and DAS | Program 15 Program 20 |
| | No. of Offices using the IPAS suite of applications | Program 15 |
| | Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications | Program 9 Program 15 |
| | Satisfaction of Offices in use of WIPO's system for IPO business solutions | 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 the use of 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) exploring the relationship between the Nice Classification and the Madrid Goods and Services Database in order to align, as much as possible, the two instruments; and (iii) identify opportunities for increased efficiencies across the system through alignment of lists of goods and services;
- Facilitate the revision and streamlining of publication processes through the development 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.



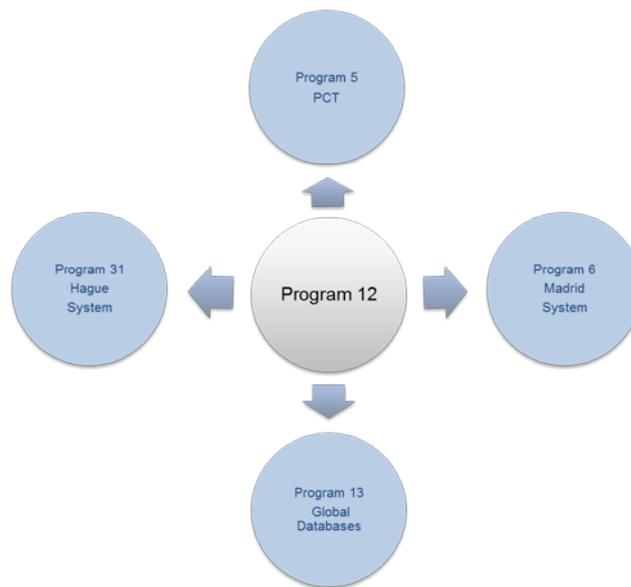
Locarno Classification (list of goods for the registration of industrial designs) and Vienna Classification (figurative elements of trademarks)

- 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 following the entry into force of the seventh edition of the Vienna Classification on January 1, 2018.

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);
- Develop a software tool to support the implementation of WIPO Standard ST.26 (presentation of nucleotide and amino acid sequence listings);
- 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;
- Provide demand-driven training for the use of Classifications and Standards, in particular in developing countries.

Cross-Program Collaboration



| 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 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 amendments and information files introduced into the Nice Classification | 1,213 amendments were introduced into NCL (11-2017) (2016) 32 new information files were introduced (2016) | Maintain 2016/17 levels |
| | No. of amendments of introduced into the IPC | 1,463 amendments were introduced into the 2017.01 version of the IPC (2016) | Maintain 2016/17 levels |
| | No. of amended or new Standards adopted | 2 new Standards and 4 revision of Standards (2016) | 3 amended or new Standards |
| | Successful preparation of transition to ST.26 | No Offices in the process of preparing to use the ST.26 tool | 10 Offices in the process of preparing 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: 324,981 visits of which 114,068 from developing countries IPC Pub: 1,386,029 visits of which 539,165 from developing countries | Maintain baseline levels (annual) |

Proposed Program and Budget 2018/19

| Expected Result | Performance Indicators | Baselines | Targets |
|-----------------|------------------------|--|---------|
| | | NICE home: 529,804 visits of which 247,418 from developing countries | |
| | | NICE Pub: 3,767,636 visits of which 1,936,565 from developing countries | |
| | | LOCARNO home: 46,719 visits of which 16,123 from developing countries | |
| | | LOCARNO Pub: TBD | |
| | | VIENNA home: 36,902 visits (+6.0%) of which 19,078 (+41.2%) from developing countries | |
| | | VIENNA Pub: TBD | |
| | | WIPO Standards (Handbook): 70,115 visits of which 28,467 from developing countries (end 2016) | |

Resources for Program 12

12.1 An increase of 2.1 per cent can be observed in the Program's overall resources in 2018/19 as compared to the 2016/17 Approved Budget.

12.2 The increase in non-personnel resources is due to an additional provision for the development of a software tool to support the implementation of WIPO Standard ST.26.

12.3 The decrease in personnel resources reflects the reduced need for support staff, partially offset by the professionalization of staff dedicated to the publication of WIPO Standards (reclassification of one post).

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 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 | 7,070 | 7,250 | 7,215 |
| Total | 7,070 | 7,250 | 7,215 |

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

| | 2016/17 | 2016/17 | 2018/19 | Difference from 2016/17 | |
|---|-----------------|------------------------|-----------------|-------------------------|--------------|
| | Approved Budget | Budget after Transfers | Proposed Budget | Approved Budget Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 5,448 | 5,823 | 5,471 | 22 | 0.4% |
| Temporary Staff | 227 | - | - | (227) | -100.0% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 5,675 | 5,823 | 5,471 | (205) | -3.6% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | - | - | - | n/a |
| WIPO Fellowships | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 115 | 109 | 110 | (5) | -4.2% |
| Third-party Travel | - | 36 | 36 | 36 | n/a |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>115</i> | <i>145</i> | <i>146</i> | <i>31</i> | <i>27.1%</i> |
| Contractual Services | | | | | |
| Conferences | 140 | 247 | 250 | 110 | 78.6% |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | 172 | 69 | 44 | (128) | -74.4% |
| Other Contractual Services | 968 | 966 | 1,305 | 337 | 34.8% |
| <i>Sub-total</i> | <i>1,280</i> | <i>1,282</i> | <i>1,599</i> | <i>319</i> | <i>24.9%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | - | - | - | - | n/a |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | - | - | - | n/a |
| Supplies & Materials | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Total, B | 1,395 | 1,427 | 1,745 | 350 | 25.1% |
| TOTAL | 7,070 | 7,250 | 7,215 | 145 | 2.1% |
| POSTS | 15 | 15 | 14 | (1) | |

PROGRAM 13 GLOBAL DATABASES

Implementation Strategies

- Continue expanding geographical coverage of WIPO Global Databases by increasing the national 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;
- Further refine the search tools, in particular, by improving WIPO Translate using Neural Machine Translation technology, developing the content-based image retrieval system for visually-similar brands and investigating the possibility to search complex work units in patent texts available in PATENTSCOPE using the chemical substructure search and gene and sequences searching;
- 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;
- Explore the feasibility of indexing open access scientific literature (non-patent literature) with a view to develop a new extension of PATENTSCOPE facilitating non-patent literature prior art searching;
- Promote the WIPO Global Brand Database as a source of economic and business intelligence through the provision of data on international registrations at WIPO, national and regional trademark data collections and emblems protected under the Paris Convention Article 6ter;
- Continue developing the Global Design Database covering international registrations at WIPO and national and regional design data collections, including by investigating the possibility of uploading image data in different data formats and the implementation of an efficient image similarity search system for registered designs in two dimensions (class 32 of Locarno Classification);
- Expand geographical coverage of WIPO Lex with the addition of IP laws and treaties collections, and enhance the system in terms of search functions and user interface.



Cross-Program Collaboration



| 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 means of installing remote mirror servers to provide improved service to users and maintain access to data in the case of local disruption in Geneva. |

| 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 (annual survey) | TBD |
| | No of unique users having performed a patent search per quarter in PATENTSCOPE | PATENTSCOPE searches: 246,516 | PATENTSCOPE searches: +5% (annual) |
| | No. of users per quarter in Global Databases Systems | Global Brand Database (GBD):119,208 Global Design Database (GDD):16,868 (Last quarter 2016) | GBD: +5% (annual) GDD: +5% (annual) |
| | No. of language pairs available for translation of description and claims | 4 (Feb 2017) (cumulative) | 6 (cumulative) |
| | Timeliness of data uploading | 5.6 days (2016) | 21 days |
| | No. of download service users | TBD | TBD |
| | No. of WIPO Lex users | 2,044,648 (2016) (cumulative) | +5% (annual) |
| IV.3. Broad geographical coverage of the content and use of WIPO Global IP Databases | No. of records contained in PATENTSCOPE by region | 58,220,000 (Feb 2017) (cumulative) - Africa (tbd) - Arab (tbd) - Asia and the Pacific (tbd) - Latin America and the Caribbean (tbd) - Transition Countries (tbd) - Developed Countries (tbd) | +10% (annual) |
| | No. of records contained in Global Brand Database by region | 27,950,000 (Feb 2017) (cumulative) - Africa (tbd) - Arab (tbd) - Asia and the Pacific (tbd) - Latin America and the Caribbean (tbd) - Transition Countries (tbd) - Developed Countries (tbd) | +5% (annual) |
| | No. of records contained in Global Design Database by region | 1,700,000 (Feb 2017) (cumulative) - Africa (tbd) - Arab (tbd) - Asia and the Pacific (tbd) - Latin America and the Caribbean (tbd) - Transition Countries (tbd) - Developed Countries (tbd) | +5% (annual) |
| | No. of National Collections in PATENTSCOPE | 43 (Feb 2017) (cumulative) | 50 (cumulative for the biennium) |
| | No. of national collections in Global Brand Database | 35 (Feb 2017) (cumulative) | 40 (cumulative for the biennium) |

Proposed Program and Budget 2018/19

| 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 national Offices which have digitalized their Patent collection | 0 (end 2016) | 5 (cumulative for the biennium) |

Resources for Program 13

13.1 The overall resources for the Program in 2018/19 show an increase of 53.5 per cent compared to the 2016/17 Approved Budget.

13.2 The increase is primarily due to: (i) increased costs for the development and operation of WIPO Global Databases due to a broader geographical and language coverage (personnel and non-personnel resources), (ii) investments to maintain the competitiveness of WIPO Global Databases through the development of new functionalities to search for IP data such as chemical compounds, non-patent literature and the improvement of the Neural Machine Translation technology used in WIPO Translate (non-personnel resources) and (iii) the transfer of WIPOLex from Program 21 (Executive Management) in the 2016/17 biennium (personnel and non-personnel resources). These increases are reflected under Expected Results IV.2 (Enhanced access to and use of IP information and knowledge) and IV.3 (Broad geographical coverage of Global Databases).

13.3 Resources related to WIPO's Optical Character Recognition (OCR) conversion processes are reflected under Expected Result IV.4 (Enhanced technical and knowledge infrastructure).

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|---|-------------------------------|-----------------------------------|----------------------------|
| IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 3,803 | 5,578 | 6,153 |
| IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases | 1,956 | 2,196 | 2,476 |
| IV.4 Enhanced technical and know ledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration | - | - | 211 |
| Total | 5,758 | 7,774 | 8,840 |

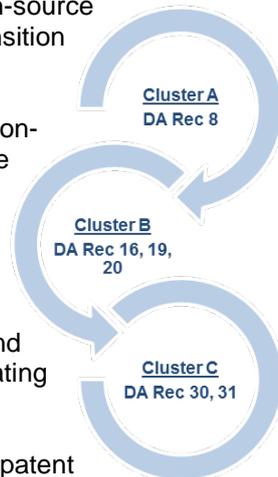
Program 13: Resources by Cost Category
(in thousands of Swiss francs)

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,551 | 5,403 | 6,407 | 1,856 | 40.8% |
| Temporary Staff | - | 339 | - | - | n/a |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 4,551 | 5,742 | 6,407 | 1,856 | 40.8% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | 75 | - | - | n/a |
| WIPO Fellow ships | - | 10 | 120 | 120 | n/a |
| <i>Sub-total</i> | - | 85 | 120 | 120 | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 87 | 98 | 100 | 13 | 14.9% |
| Third-party Travel | - | - | - | - | n/a |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | 87 | 98 | 100 | 13 | 14.9% |
| Contractual Services | | | | | |
| Conferences | - | - | 10 | 10 | n/a |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | 80 | 283 | 300 | 220 | 275.0% |
| Other Contractual Services | 981 | 1,363 | 1,654 | 673 | 68.6% |
| <i>Sub-total</i> | 1,061 | 1,646 | 1,964 | 903 | 85.2% |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | - | - | - | - | n/a |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 60 | 204 | 250 | 190 | 316.7% |
| Supplies & Materials | - | - | - | - | n/a |
| <i>Sub-total</i> | 60 | 204 | 250 | 190 | 316.7% |
| Total, B | 1,208 | 2,032 | 2,434 | 1,226 | 101.5% |
| TOTAL | 5,758 | 7,774 | 8,840 | 3,082 | 53.5% |
| POSTS | 11 | 17 | 18 | 7 | |

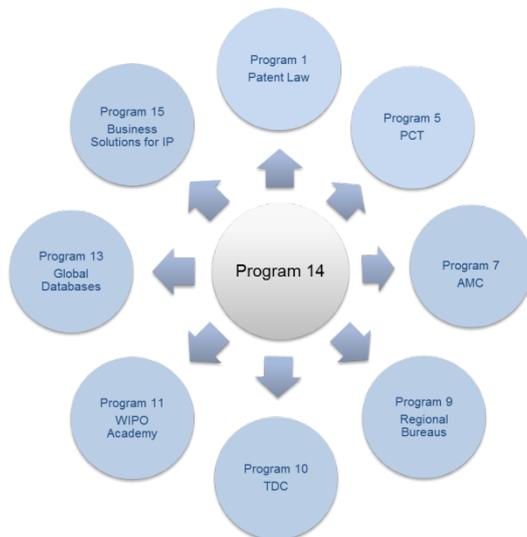
PROGRAM 14 SERVICES FOR ACCESS TO INFORMATION AND KNOWLEDGE

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 enhanced value-added services such as: (i) patent analytics, which include drafting patent landscape reports, state of the art search reports, (ii) and the development of “TISC Clinic” services, including the Inventor Assistance Program (IAP), as well as advice on IP asset management, commercialization and dispute resolution services;
- Complete the implementation of the Development Agenda project “Use of Information in the Public Domain for Economic Development”, in particular, through the use of practical guides, the patent register portal and training materials as well as by ensuring transfer of knowledge to TISC networks and capacity building through public domain information services;
- Implement the Development Agenda project “IP Management and Transfer of Technology: promoting the Effective Use of IP in Developing Countries”.³⁵



Cross-Program Collaboration



³⁵ Subject to the approval of the CDIP in 2017.

| 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. | Support by WIPO in the formal planning, monitoring and evaluation of the national project as according to the national TISC project document. |

| 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 ³⁶ national networks of TISCs | 28 sustainable national networks (cumulative as at end 2016) Maturity Level 1: Africa (3 of which 1 LDC) Asia and the Pacific (2) Latin America and the Caribbean (2) (7 Total) Maturity Level 2: Africa (8 of which 6 LDCs) Arab (1) Asia and the Pacific (2) Latin America and the Caribbean (4) (15 Total) Maturity Level 3, including the provision of value-added services ³⁷ : Africa (1) Arab (1) Asia and the Pacific (1) Latin America and the Caribbean (2) Transition Countries (1) (6 Total) | 6 additional sustainable national TISC networks: - Africa (1) - Arab (1) - Asia and the Pacific (1) - Latin America and the Caribbean (2) - Transition Countries (1) 34 sustainable national TISC networks (cumulative) |
| | Average no. of users serviced by TISCs per annum | 1,750 users in 2016 | 3,800 users per annum |
| | No. of active registered users of ARDI and ASPI | ARDI (800) ASPI (55) (end 2016) | ARDI (1,000) ASPI (65) |
| | | | |

Resources for Program 14

14.1 The overall resources for the Program in 2018/19 show an increase of 12.3 per cent compared to the 2016/17 Approved Budget.

14.2 The increase is due to additional provisions for the implementation of the Development Agenda projects "IP Management and Transfer of Technology: Promoting the Effective Use of IP in Developing Countries", reflected under Expected Result III.2, and "Use of Information in the Public Domain for Economic Development", reflected under Expected Result IV.2 (Enhanced access to and use of IP information and knowledge).

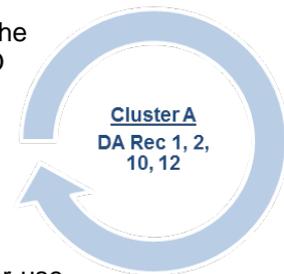
³⁶ Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand. Sustainability is measured through the following levels of maturity:

- **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.

³⁷ 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.

PROGRAM 15 BUSINESS SOLUTIONS FOR IP OFFICES**Implementation Strategies**

- Further develop the IPAS suite of applications (IPAS, WIPO File, WIPO Publish, WIPOScan), 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 and Madrid as well as ARIPO, EPO, OAPI respectively);
- Redesign the IPAS system with a new architecture including a modernized platform, more customization options, more autonomy for IP Offices and lower long-term support costs;
- 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 more specific training workshops and online courses designed to certify experts in the use of WIPO products;
- Increased emphasis on capacity building for IP Office staff to make better use of WIPO-supplied tools with a view to improve examination capacity;
- Improve the process of deploying and supporting projects in IP Offices, using a combination of WIPO staff, external contractors and local experts;
- Constitute an advisory group with representation from all regions to improve feedback from IP Offices including on the future direction of the work program;
- Deploy the WIPO Connect solution in at least eight CMOs during the biennium and further enhance the system with a view to ensure 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**

Proposed Program and Budget 2018/19

| 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 WCC project, leading to being unable to meet the core objectives. | Invite relevant stakeholders to participate in the WCC project Business expert Group meetings to share relevant information. |

| 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 | 31 Offices (cumulative) (as at January 2017) | 40 (cumulative per biennium) |
| | No. of Offices using the IPAS suite of applications | 81 (as at end 2016) | 81 |
| | Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications | 3.1 (end 2016) | 3.2 |
| | 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 | TBD (annual survey) | TBD |
| | No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO | 0 (end 2016) | 12 (cumulative per biennium) |

Resources for Program 15

15.1 The overall resources for the Program in 2018/19 show an increase of 5.6 per cent compared to the 2016/17 Approved Budget.

15.2 The increase is driven by an increase in the costs for the development and redesign of certain applications of the IPAS suite for national IP Offices (personnel and non-personnel resources), the deployment of WIPO Connect to additional CMOs and the establishment of an advisory group to better solicit direct feedback from IP Offices on the future direction of the work program (non-personnel resources).

15.3 The addition of one post to the Program compared to the 2016/17 Budget after Transfer reflects the emphasis on improving the process of deploying and supporting IPAS projects in national IP Offices.

15.4 Resources linked to Expected Result VII.1 (IP-based platforms) under this Program reflect IT support for the WIPO Green and WIPO Re:Search databases in Program 18 (Global Challenges).

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 |

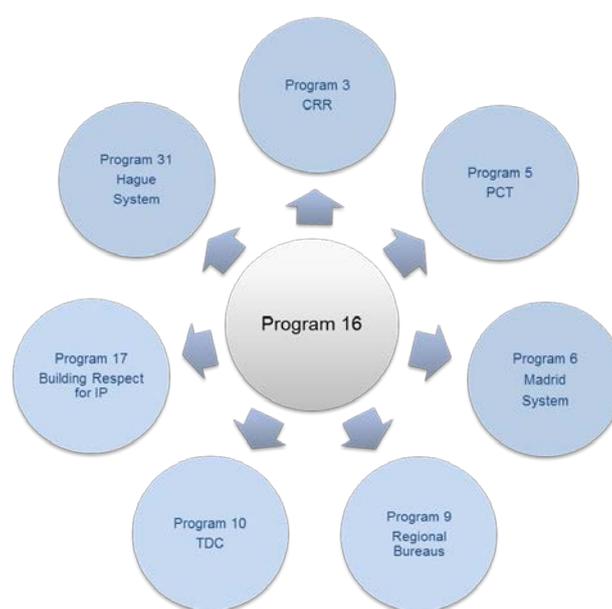
PROGRAM 16 ECONOMICS AND STATISTICS

Implementation Strategies

- Continue to expand the geographical and thematic coverage of IP statistics collected through WIPO’s annual statistics survey;
- 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, industry affiliation, and other dimensions;
- Continue to benchmark innovation performance by enriching and co-publishing the Global Innovation Index and explore opportunities for the development of other global indices that would inform decision-making on economic policies and strategies;
- Provide in-depth analysis on the role the IP system plays in the global economy by publishing thematic World Intellectual Property Reports;
- Mainstream the economic study work in developing countries, previously implemented through the Development Agenda project “Intellectual Property (IP) and Socio-Economic Development – Phase II” , seeking to inform relevant DA Recommendations, especially Recommendations 34, 35, 37, and 39;
- Further develop and solidify the research program on policy and performance in the creative economy established during the 2016/17 biennium, with a focus on building an empirical infrastructure enabling deeper insights into creative economy value chains;
- Maximize institutional synergies and promote research quality by continuing to coordinate the global network of IP Office economists.



Cross-Program Collaboration



Proposed Program and Budget 2018/19

| 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 Result | Performance Indicators | Baselines | Targets |
|---|--|---|---|
| V.1. Wider and better use of WIPO IP statistical information | No. of searches on IP Statistics Data Center | TBD | 5% growth (annual) |
| | No. of downloads of annual statistics reports within 5 months of their publication | TBD | 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 | 2016: Forecast vs. Actual – PCT: 225,400 vs. 233,000 (103%) – Madrid: 52,030 vs. 52,900 (102%) – Hague: 5,560 vs. 5,562 (100%) | 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 : 44,244 (2016) | 10% growth (annual) |
| | | GII-dedicated website : 214,122 (2016) | |
| | No. of downloads of World IP Report within 5 months of publication | World IP Report 2015: 25,936 | 10% growth (biennium) |

Resources for Program 16

16.1 The overall resources for the Program in 2018/19 show an increase of 13.9 per cent compared to the 2016/17 Approved Budget.

16.2 Increased non-personnel resources in 2018/19, as compared to the 2016/17 Approved budget, reflect the investments to enhance statistical reporting and economic research and analysis using big data techniques.

16.3 The increase in personnel resources in 2018/19 is due to the assignment of two additional posts to the Program for (i) the mainstreaming of the DA project - Intellectual Property (IP) and Socio-Economic Development and (ii) the enriching of the Global Innovation Index.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------------|-----------------------------------|----------------------------|
| V.1 Wider and better use of WIPO IP statistical information | 2,677 | 2,447 | 2,659 |
| V.2 Wider and better use of WIPO economic analysis in policy formulation | 3,395 | 3,874 | 4,259 |
| Total | 6,072 | 6,322 | 6,918 |

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

| | 2016/17 | 2016/17 | 2018/19 | Difference from 2016/17 | |
|---|--------------------|---------------------------|--------------------|---------------------------|--------------|
| | Approved Budget | Budget after Transfers | Proposed Budget | Approved Budget Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,767 | 4,755 | 5,748 | 981 | 20.6% |
| Temporary Staff | 230 | 266 | - | (230) | -100.0% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 4,997 | 5,021 | 5,748 | 751 | 15.0% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | - | - | - | n/a |
| WIPO Fellow ships | - | - | 60 | 60 | n/a |
| <i>Sub-total</i> | - | - | 60 | 60 | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 271 | 288 | 230 | (41) | -15.1% |
| Third-party Travel | 139 | 101 | 25 | (114) | -82.0% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | 410 | 389 | 255 | (155) | -37.8% |
| Contractual Services | | | | | |
| Conferences | - | - | 50 | 50 | n/a |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | 515 | 742 | 625 | 110 | 21.4% |
| Other Contractual Services | 150 | 169 | 180 | 30 | 20.0% |
| <i>Sub-total</i> | 665 | 910 | 855 | 190 | 28.6% |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | 1 | - | - | n/a |
| Representation & Other Operating Expenses | - | - | - | - | n/a |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | - | 1 | - | - | n/a |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | - | - | - | n/a |
| Supplies & Materials | - | - | - | - | n/a |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Total, B | 1,075 | 1,300 | 1,170 | 95 | 8.8% |
| TOTAL | 6,072 | 6,322 | 6,918 | 846 | 13.9% |
| POSTS | 12 | 12 | 14 | 2 | |

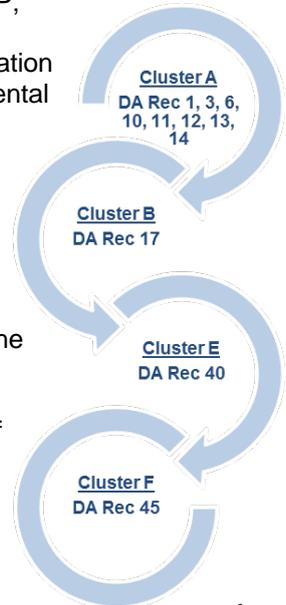
STRATEGIC GOAL VI INTERNATIONAL COOPERATION ON BUILDING RESPECT FOR IP

| Expected Result | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| <p>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</p> | <p>Continued agreement by Member States on the substantive work of the Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns.</p> | <p>Program 17</p> |
| <p>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</p> | <p>No. of strategic collaborations with partner organizations on building respect for IP</p> | <p>Program 17</p> |

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 account for the socio-economic interests in building respect for IP;
- Organize a high-level conference on building respect for IP, promoting information exchange among Member States, intergovernmental and non-governmental organizations, industry associations and academic institutions;
- Enhance 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;
- 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 establishing strategies for building respect for IP as part of their national IP policy frameworks, as well as in developing awareness-raising 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



Proposed Program and Budget 2018/19

| 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. | <p>Leverage partnerships, identify and build synergies with clear, delineated roles between the partners.</p> <p>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.</p> <p>Focus on policy-oriented activities where WIPO can offer a distinct role and competitive advantage.</p> |

| 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 | 31 countries/organizations were in the process of amending and/or adopting relevant frameworks towards effective IP enforcement. Africa (12), Arab region (2), ASPAC (10), LAC (6), Transition countries (1) (cumulative, as of December 31, 2016) | 4 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: 92% Average rate of satisfaction: 92% (2016) | 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 work program was reached during the tenth and eleventh sessions of the ACE (WIPO/ACE/10/26 and WIPO/ACE/11/11) (status as of December 31, 2016) | Agreement by the Member States on the work program for the fourteenth (2019) and fifteenth (2020) 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 2016) | 7 active strategic collaborations |

Resources for Program 17

17.1 The overall resources for Program 17 in 2018/19 show an increase of 9.3 per cent as compared to the 2016/17 Approved Budget due to a provision for two sessions of the ACE in 2018/19 as compared to one session budgeted in 2016/17, as reflected under Expected Result VI.1 (Progress in the international policy dialogue among WIPO Member States on Building Respect for IP).

17.2 The slight increase in personnel resources as compared to the 2016/17 Approved Budget is due to statutory increases in staff costs.

17.3 The shift in resources to Expected Result III.2 (Enhanced human resource capacities) from Expected Result I.2 (Legislative advice) reflects a greater focus on capacity building in the 2018/19 biennium, including outreach activities that were previously budgeted under Expected Result VIII.1 (More effective communication to a broad public) in 2016/17. The redistribution of resources from Expected Result VI.2 (Systematic, effective and transparent cooperation and coordination in the field of Building Respect for IP) to Expected Result VI.1 reflects the move of the provision for the high-level conference on Building Respect for IP.

17.4 The resources linked to Expected Result VIII.1 in the 2016/17 Approved Budget were related to the WIPO Awards Program, which was transferred to Program 21 (Executive Management). No expenditure is expected under this result in 2018/19.

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

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,073 | 3,042 | 3,261 | 188 | 6.1% |
| Temporary Staff | - | 31 | - | - | n/a |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 3,073 | 3,073 | 3,261 | 188 | 6.1% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | 13 | 0 | 49 | 36 | 277.5% |
| WIPO Fellow ships | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>13</i> | <i>0</i> | <i>49</i> | <i>36</i> | <i>277.5%</i> |
| Travel, Training and Grants | | | | | |
| Staff Missions | 230 | 234 | 248 | 18 | 8.0% |
| Third-party Travel | 256 | 314 | 315 | 60 | 23.3% |
| Training and Related Travel Grants | - | 8 | - | - | n/a |
| <i>Sub-total</i> | <i>485</i> | <i>556</i> | <i>563</i> | <i>78</i> | <i>16.1%</i> |
| Contractual Services | | | | | |
| Conferences | 69 | 130 | 121 | 52 | 75.4% |
| Publishing | 5 | 5 | 8 | 3 | 60.0% |
| Individual Contractual Services | 40 | 79 | 75 | 35 | 87.5% |
| Other Contractual Services | 3 | 3 | - | (3) | -100.0% |
| <i>Sub-total</i> | <i>117</i> | <i>217</i> | <i>204</i> | <i>87</i> | <i>74.4%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | 3 | - | - | n/a |
| Representation & Other Operating Expenses | 12 | 12 | 10 | (2) | -16.7% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>12</i> | <i>15</i> | <i>10</i> | <i>(2)</i> | <i>-16.7%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 11 | 9 | 5 | (6) | -54.5% |
| Supplies & Materials | 41 | 5 | 10 | (31) | -75.3% |
| <i>Sub-total</i> | <i>52</i> | <i>13</i> | <i>15</i> | <i>(37)</i> | <i>-70.9%</i> |
| Total, B | 679 | 801 | 841 | 162 | 23.9% |
| TOTAL | 3,752 | 3,874 | 4,102 | 350 | 9.3% |
| POSTS | 8 | 8 | 8 | - | |

Proposed Program and Budget 2018/19

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|---|-------------------------------|-----------------------------------|----------------------------|
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 639 | 659 | 319 |
| 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 | 1,105 | 1,114 | 1,519 |
| 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 | 569 | 823 | 1,514 |
| 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 | 1,111 | 1,278 | 749 |
| VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role | 327 | - | - |
| Total | 3,752 | 3,874 | 4,102 |

Funds in Trust Potentially Available for Programming in 2018/2019¹ (in thousands of Swiss francs)

| Fund-in-Trust (FIT) | Balance end 2016 | Estimated Contributions 2017 | Estimated Expenditure end 2017 | Expected Balance end 2017 | Estimated Contributions 2018/19 ² | Estimated Available for Programming in 2018/19 |
|--------------------------|---------------------|------------------------------------|--------------------------------------|---------------------------------|--|---|
| Program 17 | | | | | | |
| Republic of Korea (BRIP) | 58 | 125 | 145 | 38 | 250 | 288 |
| TOTAL | 58 | 125 | 145 | 38 | 250 | 288 |

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

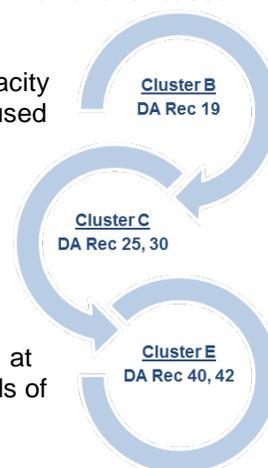
STRATEGIC GOAL VII ADDRESSING IP IN RELATION TO GLOBAL POLICY ISSUES

| 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 participating libraries | Program 3 |
| | No. of books in accessible format loaned to library patrons through ABC participating libraries | 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 |
| | No. of visits to the WIPO Re:Search and WIPO GREEN databases | Program 18 |
| | Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re: Search | Program 20 |
| | No. of visits to the Global Challenges website | 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 |
| | Progress towards a collaborative framework for effective contribution of IP to food security through a consultative process | Program 18 |

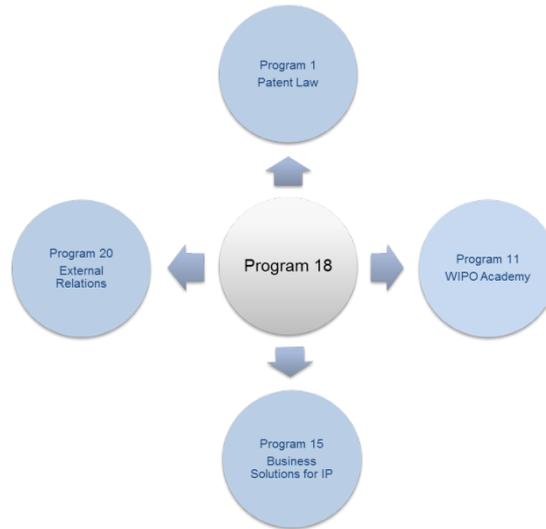
PROGRAM 18 IP AND GLOBAL CHALLENGES

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;
- Implement 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;
- Implement the second round of WIPO Re:Search fellowships, a capacity building sabbatical program sponsored by the Government of Australia focused on knowledge transfer;
- Increase the scope of the WIPO GREEN database. Expand, in a targeted manner, the WIPO GREEN Network. Enhance capacity building activities, services and resources, aimed at transforming the platform as a “go-to marketplace” for environmentally sound technologies;
- Organize WIPO GREEN matchmaking projects and events aimed at generating concrete outcomes, giving due consideration to the specific needs of different regions;
- Further explore possible strategies to address IP and food security that build upon WIPO’s ongoing activities, including the agriculture component of WIPO GREEN. Undertake consultations with relevant WIPO Programs and external stakeholders, notably IGOs, civil society, philanthropic organizations, and the private sector to ensure an inclusive approach;
- Contribute to policy dialogues on IP and global challenges, with the aim of reinforcing WIPO’s role as a credible source of fact-based information and analysis, in part by organizing WIPO events as a forum for discussion on these issues. Ensure that WIPO, as a part of the UN System and as an observer organization to various UN processes, responds in a timely and quality manner to requests from Member States, the UN, and international organizations, as guided by the relevance of IP and innovation to global health, climate change, and food security, 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 through case studies;
- 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



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

| 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 | 2 countries (2016) | 5 countries per year |
| | % of participants in training and capacity building activities on IP and Competition Policy who apply the enhanced knowledge and upgraded skills in their work | TBD | 50% of participants 50% of supervisors |
| 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 | 6 cumulative (end 2016) | 4 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 | 108 Members, of which 41 from developing countries (cumulative as at end 2016) | 6 new Members, of which 4 from developing countries and 1 new private sector Member |
| | No. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, malaria, and TB | 108 agreements, of which 3 follow-on agreements (cumulative as at end 2016) | 20 new agreements, of which 8 are follow-on agreements |
| | Increased no. of WIPO GREEN Members | 74 Partners and 808 users (cumulative as at end 2016) | 14 additional Partners; 200 additional users |
| | No. of records in the WIPO GREEN database | 2,621 records (cumulative as at end 2016) | 1,200 additional records in 2018/19 |

Proposed Program and Budget 2018/19

| Expected Result | Performance Indicators | Baselines | Targets |
|-----------------|---|--|---|
| | No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion | - Data sharing agreements: 9 - Formalized Connections 26 (25 Signed Letters of Intent, 1 Memorandum of Understanding) - Agreements catalyzed: 0 (cumulative as at end 2016) | - Data sharing agreements: 2 additional - Formalized Connections: 8 additional - Agreements catalyzed: 2 (by the end of 2019) |
| | No. of visits to the WIPO Re:Search and WIPO GREEN databases | WIPO Re:Search database: 4,581 unique page views (2016) WIPO GREEN database: 48,447 unique page views (2016) | WIPO Re:Search: 10% biennial increase WIPO GREEN: 10% biennial increase |
| | No. of visits to the Global Challenges website | No. of unique page views in 2016: - GCD: 742 - Global Health and IP: 4,566 - Climate Change and IP: 2,709 - WIPO Re: Search: 18,345 - WIPO GREEN: 117,176 - Downloads of pdf files: 37,868 | Biennial increases of: - GCD: 10% - Global Health and IP: 10% - Climate Change and IP: 10% - WIPO Re: Search: 20% - WIPO GREEN: 10% - Downloads of pdf files: 10% |
| | Progress towards a collaborative framework for effective contribution of IP to food security through a consultative process | No draft framework | A draft framework developed |

Resources for Program 18

18.1 The overall resources for the Program in the 2018/19 biennium shows a decrease of 10.7 per cent compared to the 2016/17 Approved Budget. This is due to a decrease in personnel resources following the reassignment of a temporary staff resource to support priorities in other areas of the Organization, as reflected under Expected Result I.2 (Legislative Advice).

18.2 The decrease in resources under Expected Result III.2 (Enhanced human resource capacities) reflects the completion of the DL course on IP and Global Challenges, the implementation of which falls under the WIPO Academy in 2018/19. The increase in resources dedicated to Expected Result VII.1 (IP-based platforms) reflects an enhanced emphasis on strengthening WIPO's global IP platforms, including promotional and outreach activities.

18.3 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 | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|---|-------------------------------|-----------------------------------|----------------------------|
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP | 387 | 389 | 386 |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 1,500 | 202 | 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 | 145 | 436 | 27 |
| 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 | 187 | 375 | 566 |
| 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 | 197 | 216 | 192 |
| 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 | 3,497 | 4,005 | 4,260 |
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | 410 | 400 | 206 |
| Total | 6,323 | 6,023 | 5,648 |

Proposed Program and Budget 2018/19
Program 18: Resources by Cost Category
(in thousands of Swiss francs)

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|---------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 4,516 | 4,469 | 4,276 | (240) | -5.3% |
| Temporary Staff | 1,029 | 608 | 584 | (445) | -43.3% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 5,545 | 5,076 | 4,860 | (685) | -12.4% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | 24 | 32 | 48 | 24 | 100.0% |
| WIPO Fellow ships | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>24</i> | <i>32</i> | <i>48</i> | <i>24</i> | <i>100.0%</i> |
| Travel, Training and Grants | | | | | |
| Staff Missions | 221 | 222 | 239 | 18 | 8.3% |
| Third-party Travel | 57 | 112 | 200 | 143 | 250.9% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>278</i> | <i>333</i> | <i>439</i> | <i>161</i> | <i>58.0%</i> |
| Contractual Services | | | | | |
| Conferences | 11 | 46 | 2 | (9) | -81.9% |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | 173 | 311 | 182 | 9 | 5.2% |
| Other Contractual Services | 256 | 203 | 110 | (146) | -57.0% |
| <i>Sub-total</i> | <i>440</i> | <i>560</i> | <i>294</i> | <i>(146)</i> | <i>-33.2%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>n/a</i> |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | 8 | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | 18 | 11 | 5 | (13) | -73.5% |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>18</i> | <i>20</i> | <i>5</i> | <i>(13)</i> | <i>-73.5%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | - | - | - | n/a |
| Supplies & Materials | 18 | 2 | 2 | (16) | -89.7% |
| <i>Sub-total</i> | <i>18</i> | <i>2</i> | <i>2</i> | <i>(16)</i> | <i>-89.7%</i> |
| Total, B | 778 | 947 | 788 | 10 | 1.3% |
| TOTAL | 6,323 | 6,023 | 5,648 | (675) | -10.7% |
| POSTS | 10 | 10 | 10 | - | |

**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 understand WIPO's brand positioning and 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: Improved access to WIPO publications and promotional materials in different languages and formats, including for under-served audiences | Program 19 |
| | Engagement: Broad reach of web content; and effectiveness of the top-level web pages as gateways to further information | 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 |
| | Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world | Program 19 |
| | Engagement: WIPO interaction on social and digital media | Program 19 |
| | Engagement with WIPO multi-media content | Program 19 |
| 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 |
| | No. of permanent observer NGOs engaging in WIPO's work and vice versa | Program 20 |
| 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 | WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes | Program 20 |
| | New joint initiatives with other UN agencies/IGOs | Program 21 |
| | % of spend through UN cooperation | Program 24 |
| | No. of WIPO-led initiatives in partnership with UN and other IGOs to implementation of the SDGs | Program 20 |
| | % of locally sourced goods and services compared to total amount procured for development activity | Program 24 |

PROGRAM 19 COMMUNICATIONS**Implementation Strategies**

- Implement integrated marketing, communications and press strategies, with accompanying multi-media content resources, in support of program initiatives and services across WIPO;
- Create engaging multimedia content and news for dissemination to key audiences , with a particular attention to youth, underserved and unreached audiences, via WIPO's owned content channels (e.g. WIPO website and social media channels, WIPO Wire, WIPO Magazine, Newsletters, etc.);
- Curate, design, publish, distribute and promote WIPO's annual flagship economics and statistics reports and other publications via print, digital and repository channels and services;
- Support and promote WIPO's flagship public-private initiatives, including WIPO's Accessible Books Consortium, WIPO Green, WIPO Re:Search and other initiatives;
- Optimize and grow WIPO's social and other digital media presence, including the development of a new mobile app and increasing multi-format and interactive content, in order to increase engagement with existing and new target audiences globally
- Develop, coordinate and implement service quality standards, including evaluation tools, to improve the experience of WIPO stakeholders and customers who engage with WIPO and its services;
- Ensure the consistency of WIPO's reputation, branding and visual identity when engaging key stakeholders and audiences;
- Maintain the usability and technical performance of the WIPO web site and other WIPO owned channels in order to disseminate WIPO information to audiences worldwide in a timely manner.

| Risk(s) | Mitigation Actions(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 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 understand WIPO's brand positioning and have a positive perception of WIPO's reputation. | 74% of survey respondents perceived WIPO as the global forum for IP (2016 WIPO Stakeholders Perception Survey) | 75% of stakeholders recognize WIPO as the global forum for IP |
| | Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world | 97% of all articles about WIPO were positive or neutral (2016) | At least 95% of all articles about WIPO are positive or neutral |

| Expected Result | Performance Indicators | Baselines | Targets |
|--|---|---|---|
| | Engagement: WIPO interaction on social and digital media | 2016: (i) 13,289 "likes"; 19,715 retweets (ii) Number of users satisfied with the Delegates' app (TBD) | (i) 15% biennial increase in the number of both "likes" and retweets of WIPO Twitter content (ii) At least 80% of users are satisfied with the Delegates' app |
| | Brand/Reputation: E-newsletter readership of communications content about major WIPO events, products, activities | 12,762 subscribers to WIPO Wire in all languages (2016) | 10% increase in WIPO Wire newsletter subscriptions over the biennium (all languages) |
| | Engagement with WIPO multi-media content | 238,734 views on the WIPO YouTube channel in 2016 (excluding pre-school) | 8% increase in total video views on the WIPO YouTube channel (excluding pre-school) |
| | Engagement: Global participation in World IP Day Campaign | 450 events reported in 122 countries (2016) | Stable level of global participation, including representation in each geographic region |
| | Engagement: Improved access to WIPO publications and promotional materials in different languages and formats, including for under-served audiences | Total downloads of WIPO publications (all languages) (TBD) | 5% increase in total downloads of WIPO publication (by end 2019) |
| | Engagement: Broad reach of web content; and effectiveness of the top-level web pages as gateways to further information | (i) 8,914,297 unique page views of the cross-organizational and top-level pages on WIPO website (ii) An average of 80% of visitors to the top-level "landing pages" (EN) continued their journey to further pages (2016) | (i) 10% biennial increase in page views (ii) Stable rate (approximately 80%) of visitors to the landing pages who continue their journey to further pages |
| VIII.2. Improved service orientation and responsiveness to inquiries | Service: Overall customer satisfaction with WIPO services | WIPO Customer Satisfaction Index: 51% Sub-indicators: - Professionalism: 59% - Reliability: 57% - Responsiveness: 48% - Ability to provide valuable information: 54% - Service Orientation: 49% | WIPO Customer Satisfaction Index: 53% Sub-indicators: - Professionalism: 61% - Reliability: 59% - Responsiveness: 50% - Ability to provide valuable information: 56% - Service Orientation: 51% |
| | Service: User satisfaction with Library services | 70% of clients were highly satisfied ("excellent") (2016) | At least 80% of respondents are satisfied with Library services |

Resources for Program 19

19.1 The overall resources for the Program in 2018/19 show a slight decrease of 0.4 per cent compared to the 2016/17 Approved Budget.

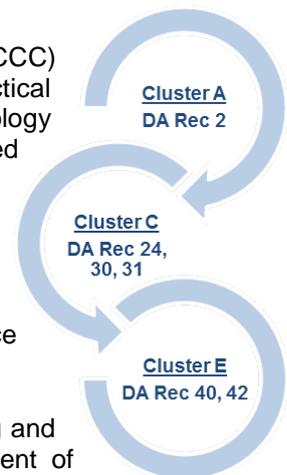
19.2 The slight decrease in personnel resources is the net result of, on the one hand: (i) an additional post (regularization of a continuing function) to strengthen the Customer Service Section; and, on the other hand: (ii) changes in the costs of personnel resources.

19.3 The non-personnel resources are at the same level as the 2016/17 Approved Budget.

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); the WIPO Coordination Office to the United Nations in New York represents WIPO 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;
- Support implementation of the Technology Facilitation Mechanism, in particular as a member of the Inter-Agency Team on Science, Technology and Innovation for the SDGs;
- Participate in relevant meetings, including through the WIPO Coordination Office to the United Nations in New York, of major UN organs, ECOSOC and General Assembly and engage with UN inter-agency processes on issues relevant to IP and innovation;
- Seek strategic and effective engagement with a wide-range of non-governmental stakeholders, including non-governmental organizations (NGOs), private enterprises and civil society at large, with a view to fostering policy dialogue that can contribute to the use of IP as a tool for development through international and multi-stakeholder cooperation.



| Risk(s) | Mitigation Action(s) |
|---------|----------------------|
|---------|----------------------|

| | |
|--|---|
| Decisions/actions taken at intergovernmental processes that have an adverse impact on the international IP system. | <p>Active engagement in major intergovernmental processes and ensuring an effective network of contacts within their Secretariats, and with stakeholders.</p> <p>Supporting balanced and inclusive IP discussions by providing space for all WIPO stakeholders to share their perspectives.</p> |
|--|---|

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| Expected Results | 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 | TBD | Maintain or increase engagement |
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes | 80% of WIPO's contributions (26 out of 33 submissions) were reflected (end 2016) | 85% |
| | No. of WIPO-led initiatives in partnership with UN and other IGOs to implementation of the SDGs | 3 initiatives (in 2016) | 6 initiatives |

Implementation Strategies - External Offices

- Ensure that the five existing 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) 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 External Offices in Algeria and Nigeria, 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).

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;
- Provide advice and assistance to the Government of China, on request, to facilitate accession to the Hague System;
- 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);
- 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 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 the use of the Hague System following Japan's accession to the System in 2015;
- Promote wider use of WIPO GREEN among Japanese companies focused on environmentally-friendly 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;

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- 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;
- Provide advice and assistance to the Government of the Russian Federation, on request, to facilitate Russia’s accession to the Hague System;
- Further extend the existing network of 140 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;
- Reinforce and enhance engagement and communication with governmental bodies, academic circles, 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, particularly among educational and scientific institutions.

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; enhance the external and internal IT systems of IP Offices in the region in support of Strategic Goal 2 (‘Regional IP platforms and infrastructures are developed to contribute to enhancing the ASEAN Economic Community’).
- 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 in the region, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice with a particular focus on the Madrid System following several recent accessions by ASEAN Members to the system;
- Promote WIPO’s ADR services also 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 stakeholders 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.

| 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 is fully integrated into a coherent and coordinated network, in line with the Results Framework, workplans and day-to-day functioning of the Organization. ³⁸ |

³⁸ Managed by Program 21 (Executive Management)

| Expected Results | 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 WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty | - WCT (95) - WPPT (95) - Beijing Treaty (15) - Marrakesh Treaty(26) (as at February 2017) | WCT: 100 (cumulative) WPPT: 100 (cumulative) Beijing: 40 (cumulative) Marrakesh: 40 (cumulative) |
| | No. of ratifications/accessions to the Singapore Treaty | 45 Contracting Parties (as at January 2017) | 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 | n/a (WBO) n/a (WOC) 81% (WJO) n/a (WRO) 94% (WSO) (2016) | 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 | 52 members (end 2016) | 62 members (cumulative) |
| | % of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System | n/a (WBO) n/a (WOC) 62% (WJO) 86% (WSO) | 75% |
| II.5. Wider and more effective use of the Madrid System, including by developing countries and LDCs | Total Membership of the Madrid System | 98 members (as of Feb 2017) | 110 members (cumulative) |
| | % of policy makers, government officials, IP practitioners and participants in targeted workshop with enhanced understanding of the Madrid System | 94% (WJO) TBD (WRO) 86% (WSO) | 90% |
| 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 | TBD (WBO) 100% (WJO) 87% (WSO) | 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 of WIPO's Global Databases: PATENTSCOPE, Global Brands Database, Global Designs Database | PATENTSCOPE searches: 246,516 | +5% (annual) |
| | | Global Brand Database (GBD): 119,208 | +5% (annual) |
| | | Global Design Database (GDD): 16,868 (4 th quarter 2016) | +5% (annual) |
| | No. of sustainable ³⁹ national networks of TISCs | 28 sustainable national networks (cumulative as at end 2016) | 34 sustainable national TISC networks (cumulative) |

³⁹ Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand.

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| Expected Results | Performance Indicators | Baselines | Targets |
|--|--|---|--|
| IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration | No. of offices using WIPO Infrastructure Platforms | 31 Offices (cumulative as at end Jan 2017) | 40 Offices (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: 16 WIPO GREEN: 225 | 20% increase both WIPO GREEN and Re:Search |
| 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 | 4,722 (WOC) 2,932 (WBO) 7,724 (WJO) 5,894 (WRO) 7,752 (WSO) | 5% increase (all Offices) |
| VIII.2 Improved service orientation and responsiveness to inquiries | Processing time of inquiries | TBD | TBD |

Resources for Program 20

20.1 The overall resources for the Program in the 2018/19 biennium shows an increase of 6.9 per cent compared to the 2016/17 Approved Budget.

20.2 The increase in non-personnel reflects (i) resources for the two new External Offices in Algeria and Nigeria, reflected under Expected Result III.2 (Enhanced human resource capacities); and (ii) resources to cover the operational needs of the WIPO Coordination Office in New York in 2018/19 (operational costs budgeted for one year only in the 2016/17 Approved Budget), reflected under Expected Result VIII.5 (WIPO effectively interacts with and partners with UN and other IGO processes and negotiations).

20.3 The increase in the number of posts and associated personnel resources reflects: (i) four additional posts to strengthen the work of the External Offices, including the Director and administrative support staff in the WRO and two National Professional Officers in the WOC.

20.4 The redistribution of resources from Expected result I.1 (Enhanced Cooperation among Member States) to Expected Result I.2 (Legislative Advice) reflects a better alignment with substantive Programs. The resources dedicated to Expected Result IX.1 (Effective, efficient, quality customer-oriented support) have been shifted to Expected Result VIII.4 (Open and transparent, responsive interaction with non-governmental stakeholders).

20.5 Variations in resources across Expected Results as compared to the 2016/17 Approved Budget are largely the result of more accurately aligning resources to the results for all WIPO External Offices for the 2018/19 biennium.

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| Expected Result | Performance Indicators | Responsible Program(s) | |
|---|---|--|------------|
| | Increase in the number of Common ICT Components such as Payment and Authentication (including use by more than one sector) used in the implementation of IP Platforms | Program 25 | |
| | Business Sector customer satisfaction level with ICTD services | Program 25 | |
| 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 | Program 22 | |
| | Geographical diversity: % of staff per region | Program 23 | |
| | Recruitment lead time | Program 23 | |
| | % of staff whose performance is evaluated against their individual objectives and competencies | Program 23 | |
| | No. of days to: (i) notify staff of decisions on RFR; (ii) notify staff of decisions on grievances; (iii) notify staff of decisions on rebuttals; (iv) notify staff of decisions on disciplinary measures; and (v) provide responses to requests for advice | Program 23 | |
| | 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 | |
| | Gender balance: % of women from P4 to D2 levels | Program 23 | |
| | Enhanced maturity of HR Planning | Program 23 | |
| | % of (a) current staff and, (b) new staff who have completed the mandatory training programs | Program 23 | |
| | Improved Organizational Resilience and Preparedness | Program 21 | |
| | Payments to commercial suppliers made on time | Program 22 | |
| | Increase in applications from unrepresented Member States and countries in under-represented regions | 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 |
| | | 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 | |

| Expected Result | Performance Indicators | Responsible Program(s) |
|---|--|------------------------|
| IX.5. Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | Increased 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 |
| | 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 and implemented | 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;
- *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. Conduct awareness raising and sensitization activities to further enhance the Organization's ethical culture and strengthen ethical leadership. Provide advisory services to WIPO managers and staff while enhancing follow-up procedures and coaching 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 and round table discussions, 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.

| Risk(s) | Mitigation Actions(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 is fully integrated into a coherent and coordinated network, in line with the Results Framework, workplans and day-to-day functioning of the Organization. ⁴⁰ |
| 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. | Continued close, trusted and transparent coordination between the Secretariat and Member States. |

| 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 | 95% of treaty notifications are processed by OLC within 3 days | 95% |
| 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 | 45 (end 2016) | 45 per year |
| VIII.3 Effective engagement with Member States | % of Committee Meetings for which pre-Committee information meetings for Member States are held | 100% from a survey of secretaries of committees | 90% |
| | Satisfaction rate of Member States and stakeholders with the organization of events | 87% of respondents to a survey questionnaire (2016) | 85% |
| | % of official documentation prepared by OLC that is published on time | TBD | - 65% on time - 3% additional within 1 week after the due date - 12% additional within 4 weeks after the due date |
| | Timeliness of publication of Assemblies documents | 93.5% on time | 95% on time |
| | Delegates' satisfaction levels with the organization of the Assemblies | 94% satisfied with arrangements (2016 Assemblies) | 80% satisfied with arrangements |
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | New joint initiatives with other UN agencies/IGOs | 2 additional (2016) | 2 additional |
| 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 | 95% |

⁴⁰ See Program 20 (External Relations, Partnerships and External Offices)

Proposed Program and Budget 2018/19

| 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 | Improved Organizational Resilience and Preparedness | Organizational Resilience components that have been established (OIs sent): - Strategy - Policy - Roles and Responsibilities (end 2016) | Organizational Resilience and Business Continuity Plans (BCPs) are drawn up for: (i) Critical business functions: - PCT, Madrid, Hague, AMC (ii) Critical support functions: - AMS (Procurement and Travel) - Communications - DPPF, HRMD, ICTD, OLC, PID, SIAD (iii) Critical applications / data sources covered in BCPs for: - Global Brands Databases, IPOBS, UPOV |
| 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 survey) | 85% |

Resources for Program 21

21.1 The overall resources for the Program in 2018/19 show a decrease of 3 per cent compared to the 2016/17 Approved Budget.

21.2 The decrease in the number of posts and associated personnel resources reflects the transfer of WIPOLex to Program 13 (Global Databases) in the 2016/17 biennium, as reflected under Expected Result IV.2 (Enhanced access to, and use of, IP information).

21.3 The net increase in non-personnel resources reflects, on the one hand, an additional provision for the organization of events at WIPO premises, protocol services and the organization of the WIPO Assemblies reflected under Expected Result VIII.3 (Effective engagement with Member States), and, on the other hand, the transfer out of the Program of WIPOLex.

21.4 Resources dedicated to treaty notification-related work in the Office of the Legal Counsel have been shifted from Expected Result VIII.3 (Effective engagement with Member States) to Expected Result I.1 (Development of the International Normative Framework) in order to more accurately reflect the nature of the work. The reduction in resources under Expected Result VIII.4 (Open and transparent, responsive interaction with non-governmental stakeholders) reflects the shifting of responsibilities for engagement with NGOs from the Office of the Legal Counsel to Program 20 (External Relations, Partnerships and External Offices).

Proposed Program and Budget 2018/19**Program 21: Resources by Result**
(in thousands of Swiss francs)

| | Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--------|---|-------------------------------|-----------------------------------|----------------------------|
| I.1 | Enhanced cooperation among Member States on development of balanced international normative frameworks for IP | - | - | 607 |
| IV.2 | Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 2,357 | 265 | - |
| VIII.1 | More effective communication to a broad and diverse public about intellectual property and WIPO's role | - | 109 | 194 |
| VIII.3 | Effective engagement with Member States | 7,099 | 7,040 | 7,342 |
| VIII.4 | Open, transparent and responsive interaction with non-governmental stakeholders | 462 | 374 | - |
| VIII.5 | WIPO effectively interacts and partners with UN and other IGO processes and negotiations | 157 | 132 | 141 |
| IX.1 | Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 3,694 | 3,649 | 3,854 |
| IX.2 | An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | 5,992 | 6,961 | 6,969 |
| IX.3 | An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | 914 | 909 | 941 |
| | Total | 20,675 | 19,439 | 20,047 |

Funds in Trust Potentially Available for Programming in 2018/2019¹
(in thousands of Swiss francs)

| Fund-in-Trust (FIT) | Balance end 2016 | Estimated Contributions 2017 | Estimated Expenditure end 2017 | Expected Balance end 2017 | Estimated Contributions 2018/19 ² | Estimated Available for Programming in 2018/19 |
|---------------------|------------------|------------------------------|--------------------------------|---------------------------|--|--|
| Program 21 | | | | | | |
| Australia | 1,164 | 553 | 1,051 | 666 | - | 666 |
| TOTAL | 1,164 | 553 | 1,051 | 666 | - | 666 |

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

PROGRAM 22 PROGRAM AND RESOURCE MANAGEMENT**Implementation Strategies**

- Manage investments, under the oversight of the Advisory Committee on Investments (ACI) and with the assistance of investment advisors (by the end of 2017, the Organization will have invested most or all of its core and strategic cash in accordance with the Organization’s investment policy); 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 2016/17;
- Enhance services to fee paying customers of WIPO’s Global IP systems through strengthened finance service desk operations and the deployment of an enhanced finance customer portal. Engage with the Global IP Platform initiative and implement a common payment platform that will better integrate with the Organization’s business operations, in particular, those that generate revenue from fees;
- Continue to consolidate and refine results based management practices 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;
- Support the work of the Risk Management Group, systematically follow up on audit and oversight recommendations and enhance the awareness of the control environment and fraud;
- Complete and close the ERP Portfolio of projects and effectively mainstream the delivered systems into operations. The expanded footprint and high dependence of multiple critical business processes on the ERP systems will necessitate a significant increase in maturity to ensure the effective operation of the ERP system and its ongoing evolution to respond to business needs. This will require a gradual transformation of structure, processes and skill sets and a shift towards managed services.

| Risk(s) | Mitigation Action(s) |
|---|--|
| <p>Pursuant to the implementation of the Organization’s new investment policy (approved by Member States in 2015), core cash will be invested with a five-year time horizon whilst strategic cash will be invested with a twenty-year time horizon, the aim being to achieve a positive return over these timeframes. During these timeframes, there is a risk that the value of some or all of the investments made could fall, either temporarily or permanently, which would consequently result in a reduction in net assets (reserves). In addition, the possible continuation of negative interest rates will pose a risk to the value of liquid assets held with commercial banks.</p> | <p>Investments held for both core cash and strategic cash will be diversified, held in accordance with the credit ratings allowed by the new investment policy and made on the basis of independent advice. Their performance will be closely monitored by the ACI and by the Organization’s investment advisors, with adjusting action taken when necessary. The new investment policy allows the Organization to place its liquid assets with financial institutions, which have lower credit ratings than were previously permitted. This will enable WIPO to hold cash with a wider range of financial institutions and thus stay within the cash threshold limits below which negative interest rates are currently not charged by WIPO’s banking partners.</p> |

Proposed Program and Budget 2018/19

| 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 to be completed 10 working days after month end | Same as baseline |
| | WIPO's ERP system (AIMS) is operating efficiently and being managed according to best practices | - uptime: 99.90% - average time to close high priority incidents: 25 days (2016) - ITIL compliant processes: 3 - average cost per incident: TBD | - uptime: 99.90% - average time to close high priority incidents: 14 days - ITIL compliant processes: 3 - average cost per incident: TBD |
| | Ongoing enhancements to AIMS are introduced efficiently and respond to business needs | Average cost per change request: TBD end 2017 Level of user satisfaction: TBD | Average cost per change request: TBD Level of user satisfaction: TBD |
| | % of PBC documents published on time | - 50% on time - 0% within 1 week after the due date - 25% within 4 weeks after the due date (2016) | - 60% on time - 5% within 1 week after the due date - 15% within 4 weeks after the due date |
| 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 2018 and 2019 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 |
| | Payments to commercial suppliers made on time | Net 30-day payments: - 94% paid on time based on the invoice date indicated by the supplier; - 3% paid within 7 days of late receipting; and - 3% paid later (ex-post facto invoices or where there was no requisition in the system) | 90% of net 30-day payments are paid on time based on the invoice date indicated by the supplier |
| | | Immediate payments - 94% paid within 1 week of the receipt date; and - 6% paid later (ex-post facto invoices or where there was no requisition in the system) (2016) | 90% of immediate payments are paid within 1 week of the receipt date |
| | Enhanced maturity of managing for results (RBM) (including Risk Management) | Maturity Level 4 | Maturity level 4.2 |
| % of WIPO operational units that have substantively completed the gender marker coding in the annual workplans | 8 operational units (8%) out of 97 operational units substantively completed the gender marker coding in the 2016 workplan. | At least 40% of WIPO's operational units have substantively completed the gender marker | |

| Expected Result | Performance Indicators | Baselines | Targets |
|--|--|-----------|---------|
| 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 |

Resources for Program 22

22.1 The total resources for the Program represent an increase of 14.8 per cent in 2018/19 as compared to the 2016/17 Approved Budget.

22.2 The increase in resources is due to provisions to cover the cost of ongoing AIMS enhancements, mainstreaming of projects delivered by the ERP Portfolio, reflected under Expected Result IX.1 (Customer-oriented support services), and additional resources to support treasury management, the implementation of the investment policy, the extension of the netting solution for foreign exchange flows between IP Offices and the IB, to additional Offices and the implementation of a common payment platform. This increase is compensated by the reduction of the provision for negative interest rates on Swiss franc deposits, reflected in the 2016/17 Approved Budget under Expected Result IX.2 (Smooth functioning Secretariat).

22.3 The net increase in the number of posts and associated personnel resources results from the combination of completed regularizations in 2016/17 (reflected by the corresponding decrease in temporary staff resources) and the addition of resources into the Program to: (i) enhance the finance accounts payable services; (ii) strengthen management of the service desk; and (iii) ensure that the AIMS solution is evolved and enhanced consistently on the basis of a well-defined solution architecture.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 13,229 | 13,311 | 17,561 |
| IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | 16,744 | 15,948 | 17,615 |
| IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | 1,626 | 2,188 | 1,165 |
| IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | 1,677 | 1,593 | 1,862 |
| Total | 33,276 | 33,040 | 38,203 |

PROGRAM 23 HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

Implementation Strategies

- Create an enabling environment for a more agile workforce through skills realignment, improved workforce planning, in line with the strategic objectives of the Organization, and streamlined HR processes;
- Reinforce WIPO as an employer of choice through competitive conditions of employment, a harmonious workplace, opportunities for professional growth, promotion of staff well-being and work-life balance;
- Strengthen HRMD's role as a partner for the business, 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 improved recruitment outreach programs and initiatives in partnership with engaged Member States;
- Continue the modernization and integration of ERP systems related to HR processes to gain 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.

| Risk(s) | Mitigation Action(s) |
|---|--|
| Rapidly evolving external business environment requiring new processes, skills and IT solutions, may lead to misalignment of workforce in critical WIPO business areas. This could lead to high costs for additional short term staff, process inefficiencies, backlogs in critical business areas, and a diminished WIPO reputation. | Gradual development of a more responsive and flexible workforce with a structure able to respond to fluctuations in demand and new pragmatic objectives; Detailed analysis and needs assessment in terms of skills and workforce strength, followed by implementation plans including reallocation of staff, adequate staff training, recruitment of critical skills, outsourcing and using a broader mix of contractual tools to source talent. |

| Expected Result | Performance Indicators | Baselines | Targets |
|---|---|---|-----------------|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | Collective Medical Insurance Protection rate ⁴¹ | 87.8% (2016) | Maintain |
| | Enhanced and new automated processes in the HR Operations Service | 8 out of 18 (44%) (cumulative end 2016) | 18 (cumulative) |

⁴¹ The Collective Medical Insurance rate does not take into account the costs of insurance.

PROGRAM 24 GENERAL SUPPORT SERVICES

Implementation Strategies

Procurement and Travel

- 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;
- Expand the use of Long Term Agreements and enhance cooperation with the UN to ensure rapid and agile access to goods and services and maximize savings through economies of scale;
- Enhance market analysis and benchmarking with private sector best practices to make WIPO's processes more innovative and identify the best-in-breed technologies;
- Enhance maturity of vendor performance management, working closely with contract managers and using ECM as a common knowledge repository;
- Continue to identify cost saving measures, building on the new Travel and Event electronic tool, in particular focusing on service fees (through increased use of the Online Booking Tool and review of the agency fee operating model) and ticket prices (through more targeted negotiations with airlines);
- Develop outreach capabilities for the identification of individual contractors worldwide through the extended use of social networks.

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 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;
- Develop and implement a phased approach to 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;
- 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.

| Risk(s) | Mitigation Actions(s) |
|--|--|
| Failure of key suppliers to deliver services triggers a disruption to the service provided to our external customers. | Develop a contingency plan for contracts that are considered to be of high risk and vital for a continued operation. |
| Loss of safe access to, or inability to occupy, one or more buildings for a period of time 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 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 | 6.7% (2016) | 8% per year |
| | % of locally sourced goods and services compared to total amount procured for development activity | 60.27% (2016) | 50% 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 | 1,801,919 CHF (2016) | 2,000,000 CHF (annual) |
| | % of non-personnel expenditure through use of Long Term Agreements (LTAs) | TBD | 10% biennial increase |
| | Processing time ER | 1/2 day (2016) | Less than 1/2 day |
| | Processing time ETA | Less than 1/2 day (2016) | Less than 1/2 day |
| | Processing time Visa | Less than a day (2016) | Less than a day |
| | Average air ticket fare | 1,315 CHF (2016) | < 1,315 CHF |
| | Average service fee | 92 CHF (2016) | < 92 CHF |
| | 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 | 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; 4 offsite storage / archiving areas (as at end 2016) | Maintain 80 rented workplaces (on the condition that the increase in business needs generated by WIPO registration activities remain in line with recent yearly increases), 2 offsite storage/archiving areas. |
| 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 | Recommendations contained in the report of the expertise to be carried out in 2017 | TBD on the basis of the 2017 expertise recommendations |
| | Reduced impact of WIPO activities on the environment | Energy consumption for all HQ buildings and rented buildings in Geneva : - electricity (7'758'000 kWh); - water (40'654 m3); - natural gas for heating (7'550'012 kWh); - heating oil (5'500 li) (end 2016) | Maintain energy consumption at 2016/17 levels |
| | | Carbon emissions as at end 2017 | Maintain carbon emissions at 2016/17 levels |

Resources for Program 24

24.1 The overall resources for the Program in 2018/19 show a decrease of 18.2 per cent compared to the 2016/17 Approved Budget.

24.2 The decrease in non-personnel resources is primarily due to the reduction in the provision for the payment of interests on the loans for the New Building which were repaid in 2017, reflected under ER IX.1 (Effective customer-oriented support).

24.3 The decrease in personnel resources is due to the transfer of the responsibilities for messenger and driver services to Program 27 (Conference and Language Services) reflected under both Expected Result IX.1 and IX.4 (An environmentally and socially responsible Organization).

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations | 1,476 | 1,559 | 1,820 |
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 44,433 | 49,797 | 35,899 |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 1,308 | 1,216 | 914 |
| Total | 47,216 | 52,572 | 38,634 |

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 across the Headquarters in Geneva and 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, strategic sourcing of new ICT services and strengthened vendor and service provider management;
- Support business systems and projects through the establishment of: (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;
- Strengthen the delivery of Enterprise Architecture services to key new initiatives related to WIPO's IP systems including the Global IP Platform, the Hague Platform, the common payment platform and the future Madrid Platform initiatives;
- Explore and identify diversification opportunities and cloud strategies to manage risk and increase future-proofing of ICTD's service delivery models;
- Ensure state-of-the art end user computing facilities through hardware refresh and software upgrades; maintain reliable and modern conference technologies and audio visual services;
- Continue to enhance ICT service continuity and resilience.

| 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 test annually the business continuity measures put in place as part of WIPO's organizational resilience strategy and ensure continued alignment between ICT capabilities and business continuity plans |
| Exposure to increased cost of services provided by the inter-organization ICT shared service provider, the UN International Computing Centre (ICC), as a result of a potential reduction in the use of its shared services by the other participating UN entities; | Reduce the dependence on ICC for the provision of ICT services by intensifying on-going diversification strategies |

| 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 | n/a | At least 5 |
| | Increase in the number of common ICT components used in the implementation of IP Platforms | TBD | At least 5 |
| | Business Sector customer satisfaction level with ICTD services | TBD | TBD |

| | | |
|---|--|---|
| ICT platforms are cost-effectively hosted and managed in line with business demands | <ul style="list-style-type: none"> - Average monthly unit cost of servers: 418 CHF - Average monthly unit cost per TB of storage: 233 CHF - Average monthly unit cost of backup per TB storage: 232 CHF - 1.17 service incidents with medium or high impact per month (2016) | <p>Unit costs decrease by at least 3% per year</p> <p>No increase in service incidents of medium or high impact in spite of planned major ICT transformation projects</p> |
| % of customers that are satisfied with Service Desk services | <p>97.4% satisfied with Service Desk services</p> <ul style="list-style-type: none"> - 66.7% completely satisfied - 30.7% satisfied (2016) | Maintain level of user satisfaction |
| ICT projects are managed in accordance with the WIPO project management and service transition guidelines | <ul style="list-style-type: none"> - 100% (3 out of 3) of ICTD projects applied PRINCE2 methodology - 66% (2 out of 3) of ICTD projects follow agreed Service Transition guidelines (2016) | <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

25.1 The overall resources for the Program in 2018/19 remain stable.

25.2 The decrease in personnel resources results from the reduction of one post and the redeployment of one temporary position from the Program.

25.3 The increase in non-personnel resources reflects the additional provision for the hosting of WIPO's major business systems and applications.

25.4 Regarding variances in the resources for Expected Results, it is considered more appropriate to link the Program's activities to Expected Result IX.1 (Effective customer-oriented support) instead of Expected Result IX.4 (An environmentally and socially responsible Organization), as was the case in 2016/17.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------------|-----------------------------------|----------------------------|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 51,480 | 48,326 | 52,088 |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 552 | 486 | - |
| Total | 52,032 | 48,812 | 52,088 |

PROGRAM 26 INTERNAL OVERSIGHT**Implementation Strategies**

- Assess the adequacy of good stewardship of both financial and personnel resources by conducting objective assessments of management processes and systems;
- Provide reasonable assurance 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 Ethics and Integrity Framework within which duties, roles, responsibilities and rights of all WIPO staff are clearly defined, through 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 and evaluations and reviews 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 functions.
- 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, 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.

| Risk(s) | Mitigation Action(s) |
|--|---|
| Internal oversight activity is not independent, leading to perception of bias and oversight work being considered irrelevant. | Adherence to Internal Oversight Charter. Periodic scheduled reports to the IAOC and General Assembly on independence. |
| IOD staff is not objective in performing their work. Impartiality, credibility of the work and trust in the oversight function diminished. | Two level supervision of ongoing oversight work. Compliance with professional code of ethics and conduct. Periodic external quality assessments of oversight functions. |

Proposed Program and Budget 2018/19

| 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 | 50% of audit and evaluation reports issued in less than 4 months (2016) | 85% of planned audits completed and reported within 4 months |
| | | 53% of investigation reports issued by Investigation Policy deadline (2016) | 70% of planned evaluations completed and reported within 6 months |
| | | | 80% of full-fledged investigations closed within 6 months |
| | % of internal stakeholders who perceive that IOD recommendations are SMART | 81% of managers perceived that IOD recommendations were SMART and constructive (2016) | 85% of managers perceive that IOD recommendations are SMART |
| | % of internal stakeholders who perceive that Oversight work is relevant | 74% of respondents perceive that Oversight work is relevant (2016) | 75% of surveyed internal stakeholders |
| | | % of IAOC stakeholders - TBD | % of IAOC stakeholders - TBD |
| | No. of Oversight recommendations accepted and implemented | - 90% of recommendations accepted - 90% of recommendations implemented within a 2 year timeframe (2016) | - 90% of recommendations accepted - 90% of recommendations implemented within a 2 year timeframe |

Resources for Program 26

26.1 The overall resources for the Program in the 2018/19 biennium show an increase of 3.6 per cent compared to the 2016/17 Approved Budget.

26.2 Non-personnel resources are maintained at the level of the 2016/17 Approved Budget.

26.3 The increase in the number of posts and associated personnel resources is primarily due to the regularization of a continuing audit function and the strengthening of the investigation function in the 2018/19 biennium.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | 5,358 | 5,450 | 5,550 |
| Total | 5,358 | 5,450 | 5,550 |

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

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------------|--------------------------------------|-------------------------------|--|-------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,803 | 3,358 | 4,072 | 269 | 7.1% |
| Temporary Staff | 855 | 1,432 | 777 | (78) | -9.1% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 4,658 | 4,790 | 4,849 | 192 | 4.1% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellow ships | | | | | |
| Internships | 48 | 7 | 25 | (23) | -47.9% |
| WIPO Fellow ships | - | - | - | - | n/a |
| Sub-total | 48 | 7 | 25 | (23) | -47.9% |
| Travel, Training and Grants | | | | | |
| Staff Missions | 130 | 130 | 140 | 10 | 7.7% |
| Third-party Travel | 10 | 10 | 10 | - | 0.0% |
| Training and Related Travel Grants | - | - | - | - | n/a |
| Sub-total | 140 | 140 | 150 | 10 | 7.1% |
| Contractual Services | | | | | |
| Conferences | 60 | 60 | 60 | - | 0.0% |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | 282 | 275 | 260 | (22) | -7.9% |
| Other Contractual Services | 135 | 156 | 150 | 15 | 11.1% |
| Sub-total | 477 | 492 | 470 | (7) | -1.6% |
| Finance Costs | | | | | |
| Sub-total | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | - | - | - | - | n/a |
| Communication | - | - | - | - | n/a |
| Representation & Other Operating Expenses | 5 | 5 | 5 | - | 0.0% |
| UN Joint Services | - | - | - | - | n/a |
| Sub-total | 5 | 5 | 5 | - | 0.0% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | - | 24 | 24 | n/a |
| Supplies & Materials | 30 | 16 | 26 | (4) | -13.3% |
| Sub-total | 30 | 16 | 50 | 20 | 68.1% |
| Total, B | 700 | 659 | 700 | - | 0.0% |
| TOTAL | 5,358 | 5,450 | 5,550 | 192 | 3.6% |
| POSTS | 8 | 9 | 10 | 2 | |

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;
- Maintain effective and efficient conference-organization and document-management support and pursue efficiencies in relation to the production and distribution of meeting invitations and documents, through the use of new IT tools, such as a mobile app, and implementation of best practices;
- Enhance conference management through upgrades to the conference management IT system focusing on the migration of core databases to a scalable, enterprise-level solution and the integration with other related in-house systems;
- Simplify and enhance security of the online registration system for delegates to WIPO meetings through the introduction of user-friendly, external interfaces;
- Maintain cost-efficient mail expedition services;
- Improve efficiency and quality of printing services and reduce paper consumption by encouraging 'print-on demand' in line with the Printing Services Policy;
- Improve the regulatory framework and implement best practices in regard to records and archives management; contribute to gender equality by including a gender metadata option for records in the Enterprise Content Management (ECM), facilitating the collection, analysis and reporting of data under the UN System-Wide Action Plan (UNSWAP).

| Risk(s) | Mitigation Actions |
|---------|--------------------|
|---------|--------------------|

| | |
|---|---|
| Multilingualism is compromised due to non-compliance with the WIPO Language Policy. | Strictly enforce the WIPO Language Policy and continue to enforce rationalization and control measures on the number and size of documents for translation. |
|---|---|

| 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 | 95% of participants satisfied with services (end of 2016) | Maintain rate at end 2016 |
| | % of Committees and Working Group documents published on time | - 51% on time - 7% within 1 week after the due date - 19% within 4 weeks after the due date (as at end 2016) | - 65% on time - 3% within 1 week after the due date - 12% within 4 weeks after the due date |
| | Cost per word of translation | 0.55 CHF per word (2016) | Maintain cost per word |
| | Cost effective printing | 0.161 CHF per page (2016) | 0.15 CHF per page |

Resources for Program 27

27.1 A slight increase of 0.5 per cent can be observed in the overall resources for the Program in 2018/19 as compared to the 2016/17 Approved Budget.

27.2 The increase is primarily driven by an increase in the number of posts and associated personnel resources resulting from the transfer of the responsibility for messenger and driver services from Program 24 (General Support Services), reflected under both Expected Result IX.I (Effective customer-oriented support) and IX.4 (An environmentally and socially responsible Organization). This increase is partially offset by changes in costing of posts.

27.3 The increase in non-personnel resources is the result of a provision for strengthening of the knowledge management initiative and additional temporary resources required to dispose of non-essential archive records.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 38,925 | 38,622 | 39,136 |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | - | 39 | - |
| Total | 38,925 | 38,661 | 39,136 |

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

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|--|-------------------------------|--------------------------------------|-------------------------------|--|--------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 27,594 | 26,884 | 27,737 | 143 | 0.5% |
| Temporary Staff | 1,977 | 1,951 | 1,650 | (327) | -16.6% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 29,571 | 28,834 | 29,386 | (185) | -0.6% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | 1 | - | - | n/a |
| WIPO Fellowships | - | - | - | - | n/a |
| <i>Sub-total</i> | - | 1 | - | - | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 90 | 65 | 43 | (47) | -52.2% |
| Third-party Travel | - | - | - | - | n/a |
| Training and Related Travel Grants | - | - | 10 | 10 | n/a |
| <i>Sub-total</i> | 90 | 65 | 53 | (37) | -41.1% |
| Contractual Services | | | | | |
| Conferences | 700 | 963 | 551 | (149) | -21.3% |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | 5,350 | 4,802 | 6,399 | 1,049 | 19.6% |
| Other Contractual Services | 940 | 1,451 | 384 | (556) | -59.1% |
| <i>Sub-total</i> | 6,990 | 7,215 | 7,335 | 344 | 4.9% |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | 970 | 1,282 | 956 | (15) | -1.5% |
| Communication | 733 | 765 | 733 | 0 | 0.0% |
| Representation & Other Operating Expenses | - | 4 | - | - | n/a |
| UN Joint Services | - | - | - | - | n/a |
| <i>Sub-total</i> | 1,703 | 2,051 | 1,689 | (15) | -0.9% |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | 190 | 118 | 309 | 118 | 62.3% |
| Supplies & Materials | 380 | 376 | 365 | (16) | -4.1% |
| <i>Sub-total</i> | 570 | 495 | 673 | 103 | 18.0% |
| Total, B | 9,354 | 9,826 | 9,750 | 395 | 4.2% |
| TOTAL | 38,925 | 38,661 | 39,136 | 211 | 0.5% |
| POSTS | 78 | 81 | 82 | 4 | |

PROGRAM 28 INFORMATION ASSURANCE, SAFETY, AND SECURITY

Implementation Strategies

- Continue to progress the implementation of information assurance strategies focusing on strengthening current IA capabilities;
- Develop a security-focused culture through the enactment of new IA governance, security awareness and training of staff, and actionable IA 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 increasing the scope of certification to industry standards like ISO 27001;
- Protect WIPO’s sensitive information assets by enforcing the information classification and handling policy. Implement risk-based protection mechanisms enhancing resilience of PCT and other sensitive business systems;
- Improve WIPO’s cyber-security operations by 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;
- 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. 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;
- Enhance physical safety and security and improve knowledge, attitude and skills of staff through coordinated safety and security awareness raising and training;
- 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 (lock-down doors, protective screening controls, deterrence etc.).

| 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 entrusts quantities of sensitive data, either directly belonging to the Organization or which has been entrusted into our care, to external service providers. WIPO currently has no formal procedure or process to comprehensively review the existing security controls at the supplier side, or to require minimum levels of security for the handling of WIPO 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 from evaluation to selection, to execution of the contract, to monitoring, and to termination. They require external service providers to maintain and continuously demonstrate appropriate levels of security for WIPO data based upon classification of the data involved and impact to WIPO.</p> |

Proposed Program and Budget 2018/19

| Risk(s) | Mitigation Action(s) |
|---|--|
| Risk of a terrorist attack against WIPO | <p>Development of regular, timely and accurate operational security and risk information reports in regard to relevant country locations or threat types.</p> <p>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.</p> |

| 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 | 40% of WIPO staff report simulated phishing attacks | 60% of WIPO staff report simulated phishing attacks |
| | | 90% of WIPO users with a WIPO email address to have completed the computer-based training (CBT) within 30 days of engagement | 90% 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 | TBD | TBD |
| | Increased compliance with the UN Security Management Framework of Accountability | WIPO is 55% compliant with the UN Security Management Framework of Accountability | 70% compliance |
| | % of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances | 50% of new contracts with external service providers are assessed for third party risks | 90% of new contracts with external service providers are assessed for third party risks |
| | | Information risk management processes are manual and performed on an ad-hoc basis | Improved consistency through automation and training of at least 4 risk management processes |
| | Information Security vulnerabilities are remediated within agreed timelines | 90% of sensitive systems have no critical or high risk vulnerabilities | 90% of critical and high risk vulnerabilities on sensitive systems are remediated |
| | | % of non-sensitive systems have no critical or high risk vulnerabilities (TBD 2017) | 50% of critical and high risk vulnerabilities on non-sensitive systems are remediated |
| | Increased compliance with Information Security policies | Compliance and certification to ISO 27001 standards extended to the Hague, Madrid and HR applications | 2 additional business process areas become ISO 27001 certified |
| Enhanced capability to detect and respond to information security threats ensuring minimal business disruption | TBD | TBD | |

Resources for Program 28

28.1 The total resources for the Program in 2018/19 represent an increase of 30.3 per cent as compared to the 2016/17 Approved Budget.

28.2 The increase in the number of posts and associated personnel resources is the result of the addition of two temporary staff positions in support of the implementation of information assurance strategies.

28.3 The increase in non-personnel resources is due to the Organization's increased emphasis on strengthening information assurance and physical security including through: (i) additional security elements to the guard contract; and (ii) increases in security guard surge capacity based on 2016/17 actual expenditure patterns.

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

| Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--|-------------------------|--------------------------------|-------------------------|
| IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 1,189 | 2,733 | 2,129 |
| IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 16,544 | 16,644 | 20,976 |
| Total | 17,733 | 19,377 | 23,104 |

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

| | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget | Difference from 2016/17 Approved Budget | |
|---|-------------------------|--------------------------------|-------------------------|---|----------------|
| | | | | Amount | % |
| A. Personnel Resources | | | | | |
| Posts | 3,780 | 4,075 | 4,084 | 304 | 8.0% |
| Temporary Staff | 531 | 731 | 1,671 | 1,140 | 214.6% |
| Other Staff Costs | - | - | - | - | n/a |
| Total, A | 4,311 | 4,806 | 5,754 | 1,443 | 33.5% |
| B. Non-personnel Resources | | | | | |
| Internships and WIPO Fellowships | | | | | |
| Internships | - | 1 | - | - | n/a |
| WIPO Fellow ships | - | - | - | - | n/a |
| <i>Sub-total</i> | - | 1 | - | - | n/a |
| Travel, Training and Grants | | | | | |
| Staff Missions | 100 | 81 | - | (100) | -100.0% |
| Third-party Travel | - | - | - | - | n/a |
| Training and Related Travel Grants | - | - | - | - | n/a |
| <i>Sub-total</i> | <i>100</i> | <i>81</i> | - | <i>(100)</i> | <i>-100.0%</i> |
| Contractual Services | | | | | |
| Conferences | - | 67 | - | - | n/a |
| Publishing | - | - | - | - | n/a |
| Individual Contractual Services | - | 628 | 1,878 | 1,878 | n/a |
| Other Contractual Services | 3,308 | 3,400 | 12,986 | 9,678 | 292.5% |
| <i>Sub-total</i> | <i>3,308</i> | <i>4,095</i> | <i>14,864</i> | <i>11,556</i> | <i>349.3%</i> |
| Finance Costs | | | | | |
| <i>Sub-total</i> | - | - | - | - | n/a |
| Operating Expenses | | | | | |
| Premises & Maintenance | 7,965 | 9,752 | 1,466 | (6,499) | -81.6% |
| Communication | - | 2 | - | - | n/a |
| Representation & Other Operating Expenses | - | 120 | - | - | n/a |
| UN Joint Services | 76 | 74 | - | (76) | -100.0% |
| <i>Sub-total</i> | <i>8,041</i> | <i>9,948</i> | <i>1,466</i> | <i>(6,575)</i> | <i>-81.8%</i> |
| Equipment and Supplies | | | | | |
| Furniture & Equipment | - | 7 | - | - | n/a |
| Supplies & Materials | 1,972 | 438 | 1,019 | (953) | -48.3% |
| <i>Sub-total</i> | <i>1,972</i> | <i>445</i> | <i>1,019</i> | <i>(953)</i> | <i>-48.3%</i> |
| Total, B | 13,422 | 14,571 | 17,350 | 3,928 | 29.3% |
| TOTAL | 17,733 | 19,377 | 23,104 | 5,372 | 30.3% |
| POSTS | 10 | 11 | 11 | 1 | |

III. ANNEXES

ANNEX I 2016/17 BUDGET AFTER TRANSFERS BY PROGRAM

Table 8. 2016/17 Budget after Transfers by Program
(in thousands of Swiss francs)

| Program (2016/17 structure) | 2016/17 Approved Budget | Transfers* | | | Transfers as % of Approved Budget of a Program | Transfers as % of Total Approved Budget | 2016/17 Budget after Transfers |
|---|-------------------------------|---------------|-----------------|------------------------|---|--|--------------------------------------|
| | | Transfers In | Transfers Out | Total Net Transfers | | | |
| 1 Patent Law | 5,291 | 458 | (531) | (72) | -1.4% | 0.0% | 5,219 |
| 2 Trademarks, Industrial Designs and Geographical Indications | 4,854 | 594 | (402) | 193 | 4.0% | 0.0% | 5,047 |
| 3 Copyright and Related Rights | 16,733 | 2,320 | (1,632) | 688 | 4.1% | 0.1% | 17,421 |
| 4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources | 6,115 | 864 | (293) | 571 | 9.3% | 0.1% | 6,686 |
| 5 The PCT System | 208,209 | 3,679 | (8,483) | (4,805) | -2.3% | -0.7% | 203,404 |
| 6 Madrid System | 58,106 | 2,870 | (2,914) | (44) | -0.1% | 0.0% | 58,062 |
| 7 WIPO Arbitration and Mediation Center | 11,358 | 190 | (210) | (20) | -0.2% | 0.0% | 11,338 |
| 8 Development Agenda Coordination | 3,671 | 27 | (111) | (84) | -2.3% | 0.0% | 3,587 |
| 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries | 31,907 | 955 | (1,900) | (945) | -3.0% | -0.1% | 30,962 |
| 10 Transition and Developed Countries | 7,919 | 429 | (35) | 394 | 5.0% | 0.1% | 8,313 |
| 11 The WIPO Academy | 13,083 | 1,156 | (906) | 250 | 1.9% | 0.0% | 13,333 |
| 12 International Classifications and Standards | 7,070 | 294 | (114) | 180 | 2.5% | 0.0% | 7,250 |
| 13 Global Databases | 5,758 | 2,663 | (647) | 2,016 | 35.0% | 0.3% | 7,774 |
| 14 Services for Access to Information and Knowledge | 6,990 | 909 | (664) | 245 | 3.5% | 0.0% | 7,235 |
| 15 Business Solutions for IP Offices | 13,806 | 959 | (394) | 565 | 4.1% | 0.1% | 14,371 |
| 16 Economics and Statistics | 6,072 | 489 | (239) | 250 | 4.1% | 0.0% | 6,322 |
| 17 Building Respect for IP | 3,752 | 182 | (60) | 123 | 3.3% | 0.0% | 3,874 |
| 18 IP and Global Challenges | 6,323 | 602 | (902) | (300) | -4.7% | 0.0% | 6,023 |
| 19 Communications | 16,483 | 819 | (313) | 506 | 3.1% | 0.1% | 16,989 |
| 20 External Relations, Partnerships and External Offices | 12,395 | 1,767 | (1,983) | (216) | -1.7% | 0.0% | 12,178 |
| 21 Executive Management | 20,675 | 2,255 | (3,492) | (1,236) | -6.0% | -0.2% | 19,439 |
| 22 Program and Resource Management | 33,276 | 1,293 | (1,529) | (235) | -0.7% | 0.0% | 33,040 |
| 23 Human Resources Management and Development | 24,617 | 1,246 | (204) | 1,042 | 4.2% | 0.1% | 25,659 |
| 24 General Support Services | 47,216 | 10,612 | (5,256) | 5,356 | 11.3% | 0.8% | 52,572 |
| 25 Information and Communication Technology | 52,032 | 124 | (3,344) | (3,220) | -6.2% | -0.5% | 48,812 |
| 26 Internal Oversight | 5,358 | 320 | (228) | 92 | 1.7% | 0.0% | 5,450 |
| 27 Conference and Language Services | 38,925 | 2,789 | (3,053) | (264) | -0.7% | 0.0% | 38,661 |
| 28 Information Assurance, Safety and Security | 17,733 | 2,505 | (860) | 1,644 | 9.3% | 0.2% | 19,377 |
| 30 SMEs and Entrepreneurship Support | 6,083 | 646 | (467) | 179 | 2.9% | 0.0% | 6,262 |
| 31 The Hague System | 7,572 | 2,018 | (218) | 1,799 | 23.8% | 0.3% | 9,371 |
| 32 Lisbon System | 1,335 | 467 | (217) | 249 | 18.7% | 0.0% | 1,584 |
| Unallocated | 6,319 | 21,829 | (26,729) | (4,900) | -77.5% | -0.7% | 1,420 |
| GRAND TOTAL | 707,036 | 68,330 | (68,330) | - | 0.0% | 0.0% | 707,036 |

*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 III 2018/19 ALLOCATION OF INCOME AND EXPENDITURE BY UNIONS

Introduction

1. In accordance with WIPO's Financial Regulations and Rules (Regulation 2.3) this Annex presents the Organization's Program and Budget 2018/19 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). The methodology used for the allocation of income and expenditure to the Unions in the context of the Program and Budget 2018/19 has remained unchanged from the methodology used for the Program and Budget 2016/17. The calculations have been refined in such cases where a better estimation of expenses has been enabled by the ERP/EPM systems as per past practice. Tables 11, 12 and 13 provide an overview of the 2018/19 Allocation of Income and Expenditure by Union, the 2018/19 Income Estimates by Union and the 2018/19 Budget by Program and Union.

Allocation of income by union

2. 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, Madrid and the Hague 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;
 - Investment revenue is allocated based on the proportionate level of reserves and treasury balances for each of the Unions;
 - Miscellaneous income (apart from the rental income from the Madrid building) is allocated equally across all Unions.

Allocation of expenditure by union

Allocation principles

3. Expenditures are 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).
4. Direct Union expenses are allocated to Unions either fully or on the basis of estimates by Programs Managers. Direct administrative expenses are allocated to the Unions based on relative headcount shares.
5. Indirect Union expenses and indirect administrative expenses are allocated to the Unions based on the "capacity-to-pay" principle. The "capacity to pay" is calculated as the difference between a Union's projected biennial income, on the one hand, and its direct Union expenses and reserve requirements, on the other hand. If the Union has a reserve level above its reserve target, it is deemed to be able to support indirect activities. The extent to which this support can be provided by

Proposed Program and Budget 2018/19

each Union is calculated by considering the relative extent to which the Union's revenues exceed its direct expenditure.

Allocation of 2018/19 expenditures by allocation category

6. The table below summarizes the allocation of the 2018/19 expenditures to the Unions based on the four allocation categories. Indirect expenditures are allocated to the CF, 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 Admin | Indirect Admin | Indirect Admin | | |
| IPSAS adjustments to expenditure | | | | |

Allocation of expenditure by Expected Results (ER)⁴³

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

8. 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 <i>Direct Union Expense</i> | PCT Union <i>Direct Union Expense</i> | Madrid Union <i>Direct Union Expense</i> | The Hague Union <i>Direct Union Expense</i> |
|---|--|--|--|
| Program 1 - SCP <i>(10% - estimate by PM)</i> | Program 1 - SCP <i>(90% - estimate by PM)</i> | Program 2 - SCT <i>(65% - estimate by PM)</i> | Program 2 - SCT <i>(15% - estimate by PM)</i> |
| Program 2 - SCT <i>(20% - estimate by PM)</i> | | | |
| Program 3 - SCCR | | | |
| Program 4 - IGC | | | |
| Indirect Union expenses: Program 1 (capacity building) and Program 18 | | | |

9. 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:

⁴³ In cases where a Program's direct Union expenses are allocated to several Unions, the allocation percentages have been estimated by relevant Program Managers (Programs 1, 2, 7, 12 and 13) or based on relative income shares (Programs 6 and 14).

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

10. 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 <i>Direct Union Expense</i> | Madrid Union <i>Direct Union Expense</i> | The Hague Union <i>Direct Union Expense</i> |
|---|---|---|
| Program 2 – Article 6ter <i>(20% - estimate by PM)</i> | Program 2 -_Article 6ter <i>(65% - estimate by PM)</i> | Program 2 -_Article 6ter <i>(15% - estimate by PM)</i> |

11. 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 <i>Direct Union Expense</i> | PCT Union <i>Direct Union Expense</i> |
|---|---|
| Program 1 – confidential information <i>(10% - estimate by PM)</i> | Program 1 - confidential information <i>(90% - estimate by PM)</i> |

12. 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” and “indirect Union” expenses as shown below:

| PCT Union <i>Direct Union Expense</i> |
|---|
| Program 5 – PCT Assembly, PCT Working Group, PCT legal and promotion activities |
| Indirect Union expenses: Programs 9, 10 and 20 |

13. 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 <i>Direct Union Expense</i> |
|---|
| Program 5 – PCT processing, translation and information system services |

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14. 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” and “indirect Union” expenses as shown below.

The Hague Union
Direct Union Expense

Program 31 – The Hague Working Group, the Hague legal and promotion activities

Indirect Union expenses: Programs 9, 10 and 20

15. 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

16. 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” and “indirect Union” expenses as shown below.

Madrid Union
Direct Union Expense

Program 6 – Madrid Assembly, Madrid Working Group, Madrid legal and promotion activities

Indirect Union expenses: Programs 9, 10 and 20

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

Madrid Union
Direct Union Expense

Program 6 – Madrid System processing, translation and information system services⁴⁴

18. 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)

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

⁴⁴ The share of resources in Program 6 supporting the operations of the Hague system is allocated to the Hague Union

| CF Unions <i>Direct Union Expense</i> | PCT Union <i>Direct Union Expense</i> | Madrid Union <i>Direct Union Expense</i> | The Hague Union <i>Direct Union Expense</i> | Lisbon Union <i>Direct Union Expense</i> |
|--|---|---|--|--|
| Program 7 – alternative dispute resolution (ADR) services (5.2% - estimate by PM) | Program 7 – alternative dispute resolution (ADR) services (63.4% - estimate by PM) | Program 7 – alternative dispute resolution (ADR) services (30% - estimate by PM) | Program 7 – alternative dispute resolution (ADR) services (1.2% - estimate by PM) | Program 7 – alternative dispute resolution (ADR) services (0.2% - estimate by PM) |

Indirect Union expenses: Programs 9 and 10 (applies to ER II.7)

19. Expenditure related to activities contributing to ER II.9 “Wider and more effective use of the Lisbon System, including by developing countries and LDCs” and 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

20. 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 9 (Regional Bureaus and LDCs)
 Program 10 (Transition and Developed Countries)
 Program 11 (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 <i>Direct Union Expense</i> | PCT Union <i>Direct Union Expense</i> | Madrid Union <i>Direct Union Expense</i> | The Hague Union <i>Direct Union Expense</i> |
|---|---|---|---|
| Program 2 – TM, ID, GI capacity building (20% - estimate by PM) | Program 14 – tech transfer (80.4% - income share) | 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 14 – tech transfer (18.1% - income share) | Program 14 – tech transfer (1.5% - income share) |
| Program 4 – TK, TCEs & GRs capacity building | | | |

Indirect Union expenses: Program 3 (copyright development, ABC), 9, 10, 11, 17, 18, 20 and 30

21. 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.

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| CF Union <i>Direct Union Expense</i> | PCT Union <i>Direct Union Expense</i> | Madrid Union <i>Direct Union Expense</i> | Hague Union <i>Direct Union Expense</i> |
|---|--|---|---|
| Program 12 – int. classifications & WIPO standards (7% - estimate by PM) | Program 12 – int. classifications & WIPO standards (88% - estimate by PM) | Program 12 – int. classifications & WIPO standards (4% - estimate by PM) | Program 12 – int. classifications & WIPO standards (1% - estimate by PM) |

22. 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 3 (Copyright and Related Rights)
 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 <i>Direct Union Expense</i> | PCT Union <i>Direct Union Expense</i> | Madrid Union <i>Direct Union Expense</i> | The Hague Union <i>Direct Union Expense</i> | Lisbon Union <i>Direct Union Expense</i> |
|---|--|--|--|--|
| Program 3 – digital data man systems Program 4 –TK, TCEs & GRs databases Program 14 – TISCs, ARDI, ASPI (1.2% - income share) | Program 13 – Global database infrastructure, search tools & machine translation, WIPOLex (75.6% - estimate by PM) Program 14 – TISCs, ARDI, ASPI (79.4% - income share) | Program 13 – Global database infrastructure, search tools & machine translation, WIPOLex (23.2% - estimate by PM) Program 14 – TISCs, ARDI, ASPI (17.8% - income share) | Program 13 – Global database infrastructure, search tools & machine translation, WIPOLex (1.2% - estimate by PM) Program 14 – TISCs, ARDI, ASPI (1.5% - income share) | Program 14 – TISCs, ARDI, ASPI (0.1% - estimate by PM) |
| Indirect Union expenses: Programs 9 and 20 | | | | |

23. 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 <i>Direct Union Expense</i> | Madrid Union <i>Direct Union Expense</i> | The Hague Union <i>Direct Union Expense</i> |
|---|---|--|
| Program 13 – Global databases expansion of coverage (75.6% - estimate by PM) | Program 13 – Global databases expansion of coverage (23.2% - estimate by PM) | Program 13 – Global databases expansion of coverage (1.2% - estimate by PM) |

24. 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 <i>Direct Union Expense</i> | PCT Union <i>Direct Union Expense</i> | The Hague Union <i>Direct Union Expense</i> |
|---|--|---|
| Program 3 - digital data management systems Program 13 – OCR systems (75.6% - estimate by PM) | Program 13 – OCR systems (75.6% - estimate by PM) | Program 13 – OCR systems (1.2% - estimate by PM) |
| Indirect Union expenses: Programs 9, 15 and 20 | | |

25. 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 15 (Business Solutions for IP Offices)
- 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 <i>Direct Union Expense</i> |
|--|
| Program 3 – ABC Book Service, ABC inclusive publishing Program 4 - support for WIPO Re:Search, WIPO Green databases |
| Indirect Union expenses: Programs 15, 18 and 20 |

26. Expenditure related to activities contributing to ER VIII.1 “More effective communication to a broad and diverse public about intellectual property and WIPO’s role” implemented by the following Programs:

- Program 3 (Copyright and Related Rights)
- Program 19 (Communications)
- Program 20 (External Relations and External Offices)

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

| CF Unions <i>Direct Union Expense</i> |
|---|
| Program 3 – support for Corporate communications and brand strategies |
| Indirect Union expenses: Programs 19 and 20 |

27. Expenditure related to activities contributing to ER III.1, III.3-III.6, V.1, V.2, VI.1, VI.2, VII.2 and VIII.2-VIII.5 is allocated as “Indirect Union” expenses based on the “capacity to pay” principle. Expenses for ER I.1 implemented by Program 21 and ER VIII.1-VIII.5 implemented by Programs 21 and 24 are allocated in the same way as the expenses for administrative and management-related activities.

28. Expenditure related to activities contributing to Strategic Goal IX “Efficient Administrative and Financial Support Structure to enable WIPO to Deliver its Programs” (Expected Results IX.1-IX.8), implemented by the following Programs, 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 which are not allocated as “Direct Admin” expenses are allocated as “Indirect Admin” expenses based on the “capacity to pay” principle:

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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

29. IPSAS adjustments to expenditure are allocated pro-rata among the Unions based on relative expenditure ratios. 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 | |
|---|---------------|------|----------------|------|----------------|------|-----------------|------|----------------|-----|----------------|------|
| | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % |
| 2018/19 Income | 35,861 | | 637,353 | | 143,114 | | 12,324 | | 993 | | 829,645 | |
| 2018/19 Expenditure | | | | | | | | | | | | |
| Direct Union | 22,632 | | 242,841 | | 66,867 | | 14,626 | | 1,419 | | 348,386 | |
| Direct Admin | 9,888 | | 124,316 | | 42,533 | | 10,281 | | 818 | | 187,835 | |
| Sub-total, Direct | 32,520 | | 367,157 | | 109,400 | | 24,907 | | 2,238 | | 536,221 | |
| Indirect Union | 1,400 | | 113,198 | | 14,124 | | - | | - | | 128,722 | |
| Indirect Admin | 662 | | 53,567 | | 6,684 | | - | | - | | 60,914 | |
| Sub-total, Indirect | 2,062 | | 166,765 | | 20,808 | | - | | - | | 189,635 | |
| Total, 2018/19 Expenditure | 34,582 | | 533,922 | | 130,208 | | 24,907 | | 2,238 | | 725,857 | |
| Estimated IPSAS adjustment to budget | 1,847 | | 28,516 | | 6,954 | | 1,330 | | 120 | | 38,767 | |
| Total Expenditure after IPSAS adjustment | 36,429 | | 562,438 | | 137,162 | | 26,237 | | 2,357 | | 764,624 | |
| Operating Result | (568) | | 74,916 | | 5,952 | | (13,913) | | (1,364) | | 65,021 | |
| RWCF, Target* | 17,291 | 50.0 | 106,784 | 20.0 | 32,552 | 25.0 | 3,736 | 15.0 | - | n/a | 160,363 | 22.1 |

*RWCF targets are calculated as percent of the biennial budgetary 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 | % of union | Amount | % of total | Amount | % of total | Amount | % of total | Amount | % of total | Amount | % of total |
| Contributions | 34,751 | 96.9 | - | - | - | - | - | - | - | - | 34,751 | 4.2 |
| Fees | - | - | 634,063 | 99.5 | 140,822 | 98.4 | 11,340 | 92.0 | 40 | 4.0 | 786,265 | 94.8 |
| Arbitration | 161 | 0.4 | 1,965 | 0.3 | 930 | 0.6 | 37 | 0.3 | 6 | 0.6 | 3,100 | 0.4 |
| Publications | - | - | 350 | 0.1 | 60 | 0.0 | - | - | - | - | 410 | 0.0 |
| Investment Revenue | 2 | 0.0 | 28 | 0.0 | 15 | 0.0 | - | - | - | - | 46 | 0.0 |
| Miscellaneous | 946 | 2.6 | 946 | 0.1 | 1,286 | 0.9 | 946 | 7.7 | 946 | 95.3 | 5,072 | 0.6 |
| TOTAL | 35,861 | 100.0 | 637,353 | 100.0 | 143,114 | 100.0 | 12,324 | 100.0 | 993 | 100.0 | 829,645 | 100.0 |

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.

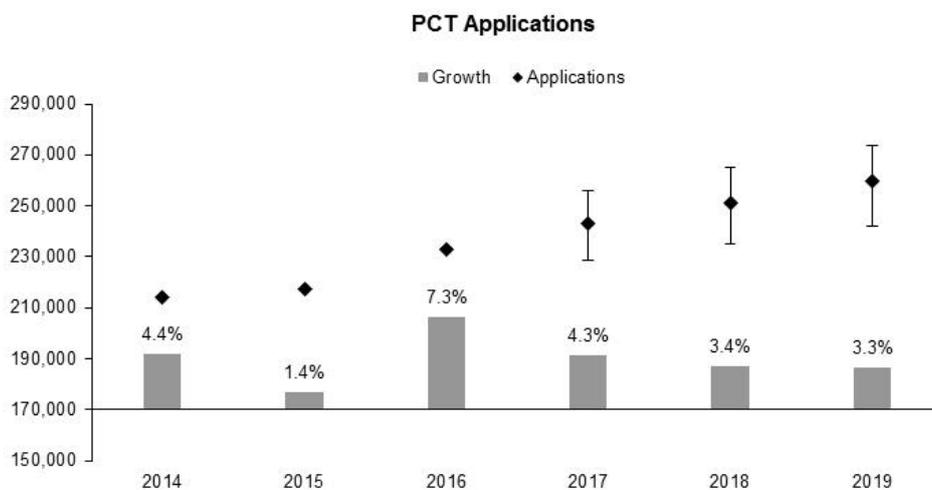
(iv) International Bureau as Receiving Office: Applicants who choose to file their application with the International Bureau acting as Receiving Office (IB/RO) must pay a special fee (the "transmittal fee").

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.⁴⁵

PCT Filing Forecast (Demand)

4. PCT filings grew strongly in recent years. Chart 1 shows the forecasted number of PCT applications for the years 2016 to 2019 (based on data at the end of March 2017).

Chart 1. PCT Applications 2014 to 2019



⁴⁵ All statistics are based on the date of filing of PCT applications or Chapter II demands.

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| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--------------|---------|---------|---------|---------|---------|---------|
| Applications | 214,322 | 217,233 | 233,000 | 243,000 | 251,200 | 259,600 |
| Growth | 4.4% | 1.4% | 7.3% | 4.3% | 3.4% | 3.3% |
| Low bound | | | -300 | -14,300 | -15,900 | -17,400 |
| High bound | | | +300 | +13,100 | +13,800 | +14,300 |

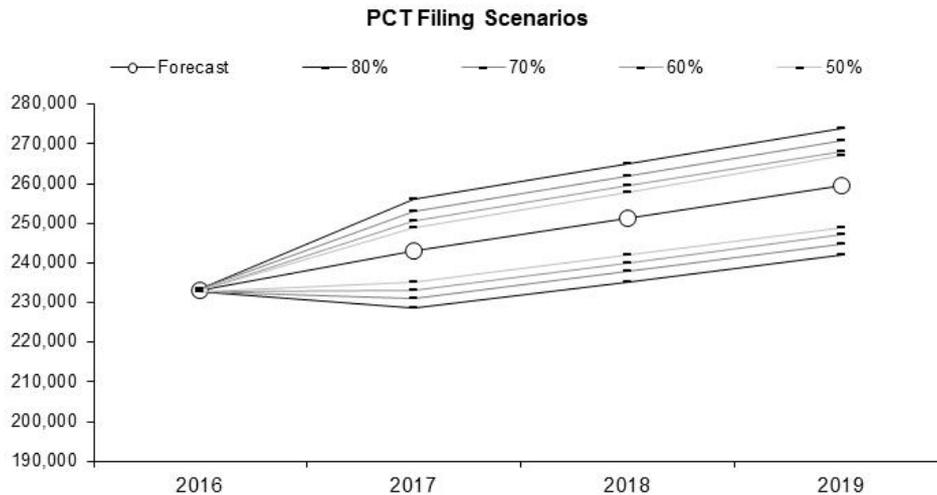
5. Chart 2 below shows the forecasted numbers of files by the country of origin.

Chart 2. PCT Filings from Selected Countries 2016 to 2019

| | 2016 | 2017 | 2018 | 2019 |
|----|--------|--------|--------|--------|
| AT | 1,422 | 1,498 | 1,519 | 1,558 |
| AU | 1,835 | 1,864 | 1,867 | 1,889 |
| BE | 1,219 | 1,262 | 1,244 | 1,261 |
| BR | 569 | 619 | 634 | 652 |
| CA | 2,515 | 2,646 | 2,464 | 2,438 |
| CH | 4,360 | 4,505 | 4,555 | 4,626 |
| CN | 43,117 | 44,910 | 49,025 | 53,718 |
| DE | 18,466 | 18,998 | 19,043 | 19,228 |
| DK | 1,352 | 1,371 | 1,380 | 1,394 |
| ES | 1,504 | 1,555 | 1,551 | 1,543 |
| FI | 1,633 | 1,731 | 1,634 | 1,632 |
| FR | 8,298 | 8,463 | 8,559 | 8,582 |
| G1 | 3,769 | 3,998 | 4,136 | 4,313 |
| G2 | 3,007 | 3,203 | 3,295 | 3,414 |
| GB | 5,524 | 5,643 | 5,742 | 5,745 |
| IL | 1,837 | 1,843 | 1,880 | 1,927 |
| IN | 1,544 | 1,642 | 1,674 | 1,734 |
| IT | 3,295 | 3,354 | 3,546 | 3,660 |
| JP | 45,185 | 46,917 | 47,027 | 47,747 |
| KR | 15,841 | 17,056 | 18,217 | 18,791 |
| NL | 4,576 | 4,729 | 4,820 | 4,869 |
| NO | 653 | 739 | 710 | 718 |
| RU | 897 | 966 | 1,010 | 1,033 |
| SE | 3,717 | 3,931 | 3,968 | 4,018 |
| SG | 878 | 980 | 988 | 1,027 |
| US | 56,292 | 58,597 | 60,718 | 62,092 |

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



Proposed Program and Budget 2018/19

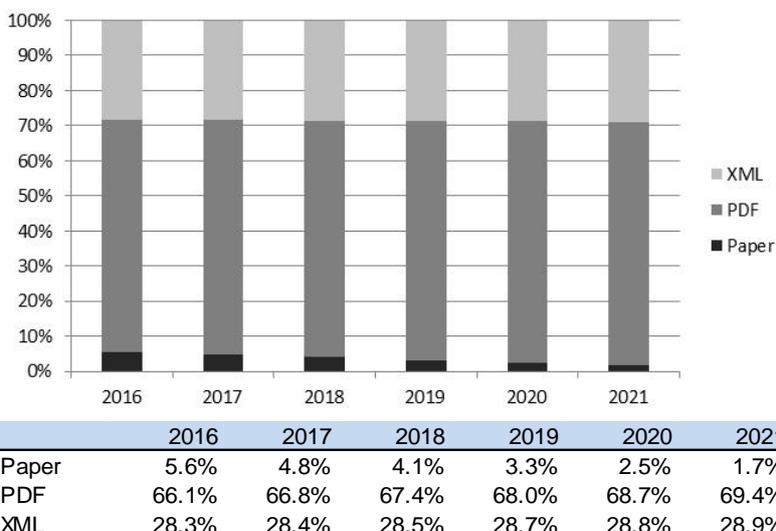
PCT Application Scenarios

| | Probability | Low | Normal | High |
|------|-------------|---------|---------|---------|
| 2016 | 80% | 232,700 | 233,000 | 233,300 |
| 2017 | | 228,700 | 243,000 | 256,100 |
| 2018 | | 235,300 | 251,200 | 265,000 |
| 2019 | | 242,200 | 259,600 | 273,900 |
| 2016 | 70% | 232,800 | 233,000 | 233,300 |
| 2017 | | 231,200 | 243,000 | 253,000 |
| 2018 | | 237,800 | 251,200 | 261,900 |
| 2019 | | 244,700 | 259,600 | 270,900 |
| 2016 | 60% | 232,800 | 233,000 | 233,200 |
| 2017 | | 233,200 | 243,000 | 250,700 |
| 2018 | | 240,000 | 251,200 | 259,400 |
| 2019 | | 247,100 | 259,600 | 268,100 |
| 2016 | 50% | 232,800 | 233,000 | 233,100 |
| 2017 | | 235,300 | 243,000 | 248,800 |
| 2018 | | 242,000 | 251,200 | 257,800 |
| 2019 | | 248,800 | 259,600 | 267,000 |

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 3 below. As this chart shows, utilization of electronic filings continues to increase steadily. In the year 2016, electronic filing was close to 95 per cent of total filings.

Chart 3. Use of Electronic Filing Methods (EASY, PDF or XML) as a Percentage of Total Filings 2016 to 2021

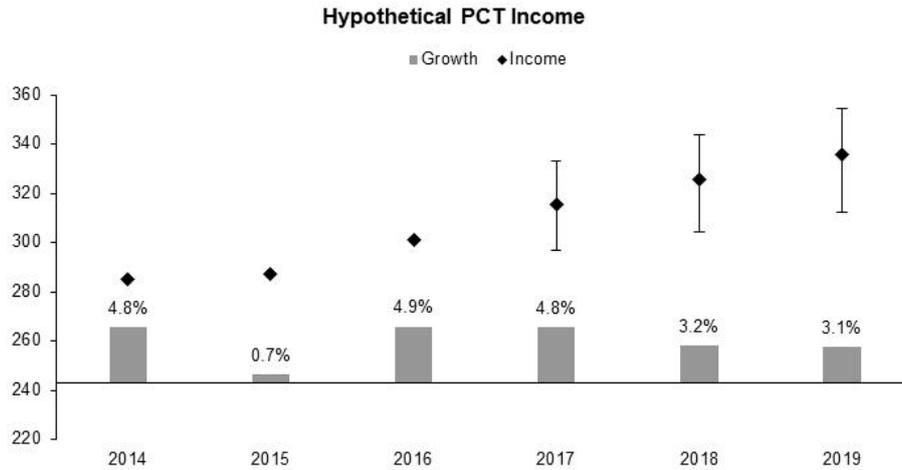


Expected Level of PCT Income

8. Charts 4 and 5 show forecasted PCT income in the period from 2016 to 2019, by type of income. The charts are based on the expected level of applications (Chart 1), an estimate of the expected level of page fees, the expected level of Chapter II demands, the expected level of electronic filings (Chart 3) and the expected level of RO/IB filings.

9. Chart 4 shows the hypothetical PCT income forecast which is based on the assumptions that (1) all fees are paid within the same of year of filing and (2) all fees are converted to Swiss francs according to WIPO official exchange rates. Hypothetical PCT income indicates the possible revenue generated by the filings, without considering when the money is paid and how it is converted to Swiss francs. Since most applicants eventually pay their fees, the hypothetical income forecast reflects the long-term revenue expectation. The calculation takes into account all the major elements of the PCT fee structure: withdrawals, e-filing reductions and fee reductions for low-income countries.

Chart 4. Hypothetical PCT Income Forecast until 2019

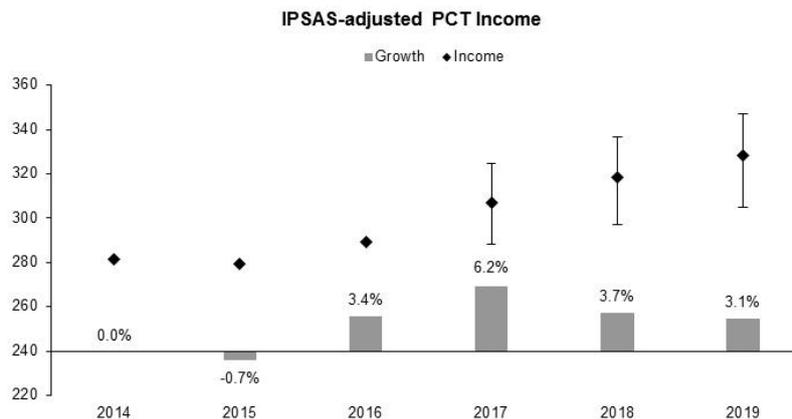


| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Basic fee | 279.2 | 282.7 | 302.9 | 315.5 | 325.8 | 336.4 |
| Page fee | 51.5 | 52.9 | 54.5 | 57.3 | 59.9 | 62.4 |
| E-filing reduction | -41.8 | -43.7 | -47.2 | -49.4 | -51.3 | -53.3 |
| Dev country reduction | -7.3 | -8.4 | -12.7 | -11.2 | -12.2 | -13.3 |
| Handling fee | 2.8 | 2.9 | 2.8 | 2.7 | 2.7 | 2.7 |
| RO/IB | 1.0 | 1.0 | 0.9 | 1.0 | 1.0 | 1.0 |
| <i>Total Income</i> | <i>285.4</i> | <i>287.4</i> | <i>301.3</i> | <i>315.8</i> | <i>325.9</i> | <i>335.9</i> |
| Growth | 4.8% | 0.7% | 4.9% | 4.8% | 3.2% | 3.1% |
| Low bound | | | -0.1 | -19.0 | -21.5 | -23.5 |
| High bound | | | +0.1 | +17.3 | +18.2 | +18.8 |

Impact of Payment Delay on PCT Income

10. The hypothetical income forecast assumes that fees are paid within the same year of filing. However, 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 2019 is presented below in Chart 7.

Chart 5. IPSAS-adjusted PCT Income Forecast until 2019

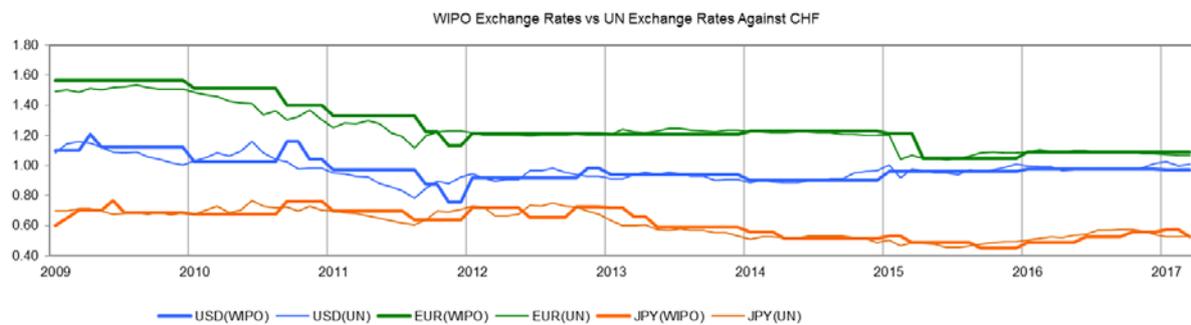


| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|------------|-------|-------|-------|-------|-------|-------|
| Income | 281.5 | 279.5 | 289.1 | 307.1 | 318.5 | 328.5 |
| Growth | 0.0% | -0.7% | 3.4% | 6.2% | 3.7% | 3.1% |
| Low bound | | | -0.1 | -19.0 | -21.5 | -23.5 |
| High bound | | | +0.1 | +17.3 | +18.2 | +18.8 |

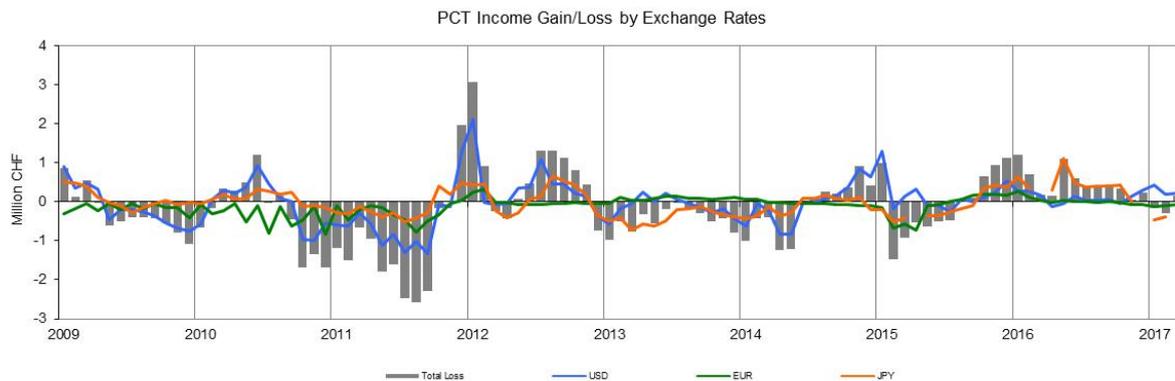
Adjustment by Currency Exchange Rates

11. PCT fees are paid in various currencies. For those paid in “freely convertible” currencies, the amount equals to the “equivalent amount” set by the International Bureau; whereas for “not freely convertible” ones, the receiving offices convert them into equivalent amount in Swiss franc, Euro or US dollar (PCT Rule 15). WIPO sets up the equivalent amounts according to the rules prescribed in the Directives of the PCT Assembly: (1) the exchange rates on the first Monday of October is taken as the new WIPO exchange rates for setting the equivalent amounts for the following year; (2) if for more than four consecutive Fridays the exchange rates are changed by 5 per cent, the Director General of WIPO should initiate consultation with offices for setting new equivalent amounts which should be effective after two months from their publication.

12. Applicants pay international filing fee according to the equivalent amount on the filing date. However, due to delayed implementation of the equivalent amount, the market exchange rates are likely different from the WIPO rates at the time of payment, resulting in a gain or loss of PCT income. The following graph shows the difference between WIPO exchange rates for setting the “equivalent amount” and the UN operational rates of exchange for the three currencies, namely the US dollar, Euro and Japanese Yen.



13. 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.



14. 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 5.8 million Swiss francs in 2016.

15. The current PCT schedule of fees is reproduced in the tables below.

**PCT Fee Schedule
(as of January 1, 2004)
(in Swiss francs)**

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

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

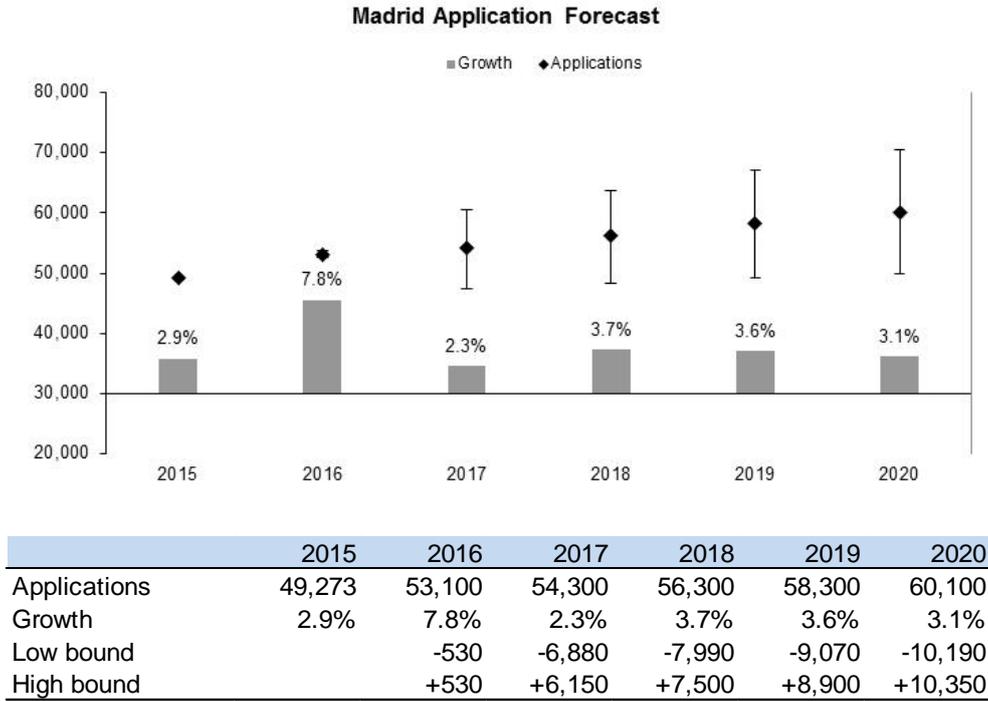
| | |
|------------------------|-------------|
| Basic Fee | 1,330 |
| Fee for pages over 30 | 15 |
| E-filing Fee Reduction | -100 (Easy) |
| | -200 (PDF) |
| | -300 (XML) |
| RO/IB transmittal fee | 100 |
| Handling Fee | 200 |

Madrid

Madrid - Forecast of Demand for International Registration

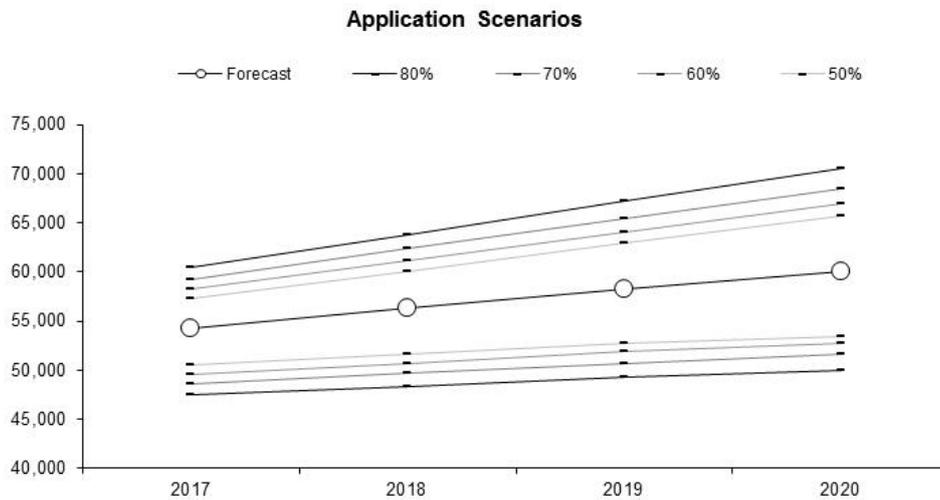
16. Chart 6 shows the forecast for the years 2016 to 2020. The forecast of Madrid applications is based on multiple models, including autoregressive models and econometric models. The econometric models are based on actual GDP data and GDP forecasts released by the International Monetary Fund (IMF). The results by different models are further combined to control for the uncertainty arising from the correct model specification.

Chart 6. Madrid Demand for International Registration



17. 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



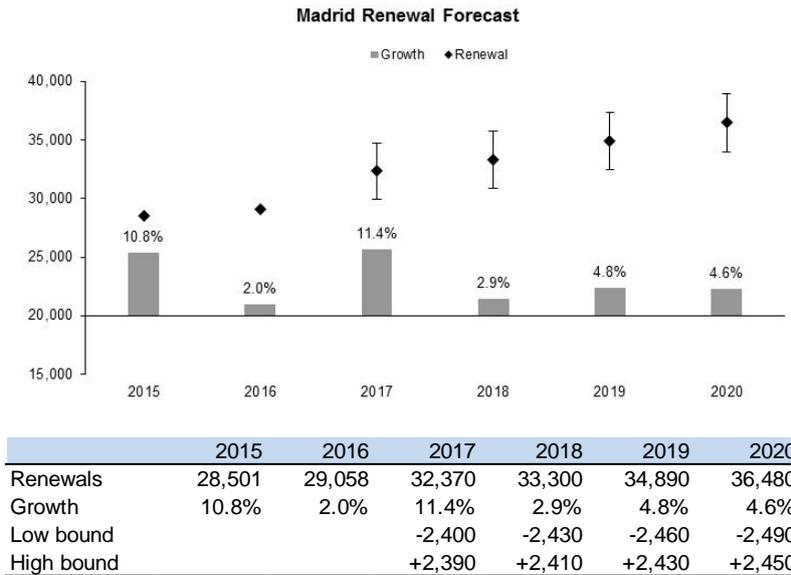
Madrid application Scenarios

| | Probability | Low | Normal | High |
|------|-------------|--------|--------|--------|
| 2017 | 80% | 47,420 | 54,300 | 60,450 |
| 2018 | | 48,310 | 56,300 | 63,800 |
| 2019 | | 49,230 | 58,300 | 67,200 |
| 2020 | | 49,910 | 60,100 | 70,450 |
| 2017 | 70% | 48,590 | 54,300 | 59,230 |
| 2018 | | 49,650 | 53,100 | 62,320 |
| 2019 | | 50,720 | 54,300 | 65,460 |
| 2020 | | 51,560 | 56,300 | 68,450 |
| 2017 | 60% | 49,550 | 54,300 | 58,220 |
| 2018 | | 50,700 | 53,100 | 61,130 |
| 2019 | | 51,850 | 54,300 | 64,090 |
| 2020 | | 52,750 | 56,300 | 66,900 |
| 2017 | 50% | 50,450 | 54,300 | 57,280 |
| 2018 | | 51,590 | 53,100 | 60,070 |
| 2019 | | 52,670 | 54,300 | 62,930 |
| 2020 | | 53,460 | 56,300 | 65,670 |

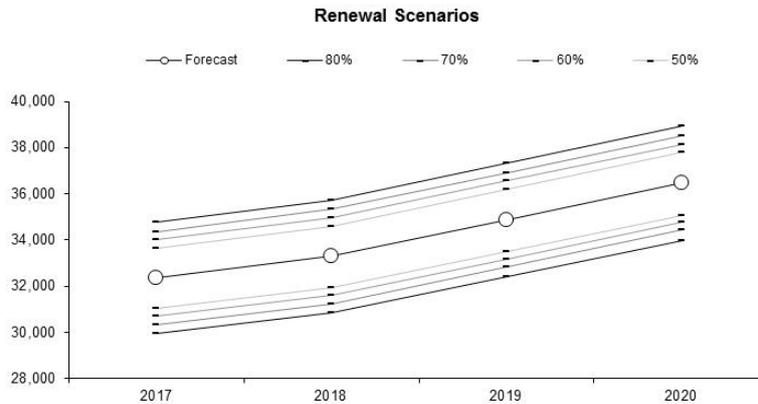
Madrid - Forecast of Demand for Renewals

18. Chart 7 shows the forecast for the years 2017 to 2020. Renewals are similarly forecasted based on regression models and the transfer model. Results from different models are then combined.

Chart 7. Madrid Renew Forecast



Renewal Probabilistic Distribution



Madrid Renewal Scenarios

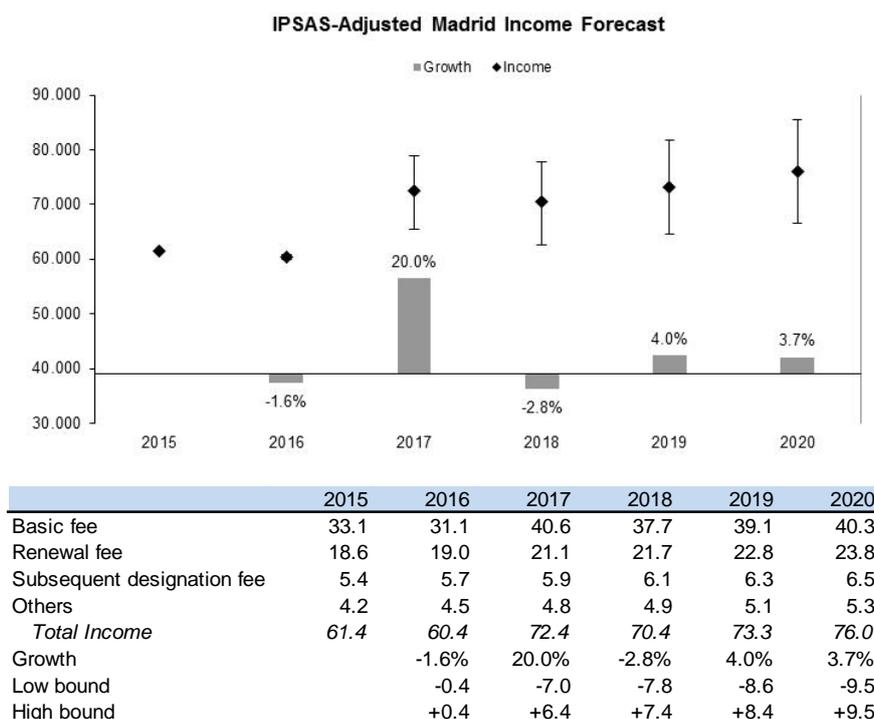
| | Probability | Low | Normal | High |
|------|-------------|--------|--------|--------|
| 2017 | 80% | 29,970 | 32,370 | 34,760 |
| 2018 | | 30,870 | 33,300 | 35,710 |
| 2019 | | 32,430 | 34,890 | 37,320 |
| 2020 | | 33,990 | 36,480 | 38,930 |
| 2017 | 70% | 30,320 | 32,370 | 34,370 |
| 2018 | | 31,250 | 33,300 | 35,320 |
| 2019 | | 32,840 | 34,890 | 36,920 |
| 2020 | | 34,420 | 36,480 | 38,530 |
| 2017 | 60% | 30,690 | 32,370 | 34,020 |
| 2018 | | 31,610 | 33,300 | 34,960 |
| 2019 | | 33,190 | 34,890 | 36,550 |
| 2020 | | 34,770 | 36,480 | 38,150 |
| 2017 | 50% | 31,040 | 32,370 | 33,640 |
| 2018 | | 31,940 | 33,300 | 34,590 |
| 2019 | | 33,500 | 34,890 | 36,190 |
| 2020 | | 35,060 | 36,480 | 37,790 |

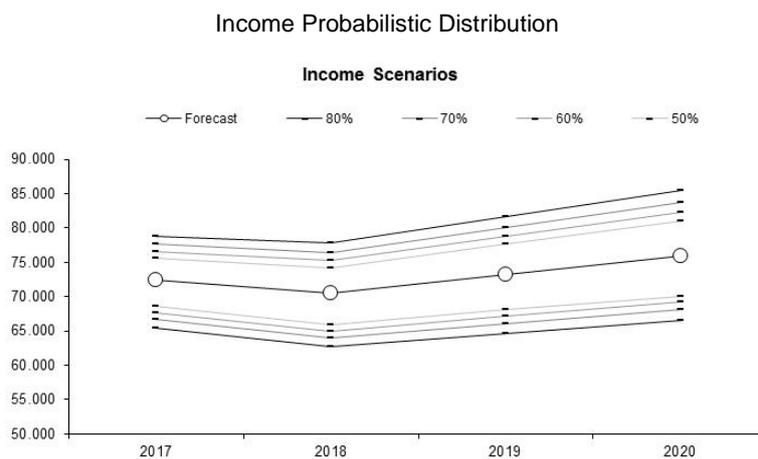
Expected Level of Madrid Fee Income

19. 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.

20. 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 8 below shows the estimated figures of the IPSAS-adjusted Madrid fee income for the period 2016 to 2020, 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 8. Expected Level of Madrid Fee Income, by Source





Madrid Income Scenarios

| | Probability | Low | Normal | High |
|------|-------------|--------|--------|--------|
| 2017 | 80% | 65.457 | 72.442 | 78.838 |
| 2018 | 80% | 62.623 | 70.435 | 77.830 |
| 2019 | 80% | 64.637 | 73.261 | 81.687 |
| 2020 | 80% | 66.498 | 75.955 | 85.452 |
| 2015 | 70% | 66.597 | 72.442 | 77.636 |
| 2016 | 70% | 63.904 | 70.435 | 76.447 |
| 2017 | 70% | 66.058 | 73.261 | 80.122 |
| 2018 | 70% | 68.063 | 75.955 | 83.704 |
| 2015 | 60% | 67.595 | 72.442 | 76.617 |
| 2016 | 60% | 64.971 | 70.435 | 75.291 |
| 2017 | 60% | 67.179 | 73.261 | 78.824 |
| 2018 | 60% | 69.230 | 75.955 | 82.262 |
| 2015 | 50% | 68.548 | 72.442 | 75.634 |
| 2016 | 50% | 65.903 | 70.435 | 74.220 |
| 2017 | 50% | 68.056 | 73.261 | 77.681 |
| 2018 | 50% | 70.024 | 75.955 | 81.063 |

21. The table below provides information on the actual and expected numbers of registrations and renewals for the period 2015 to 2020 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

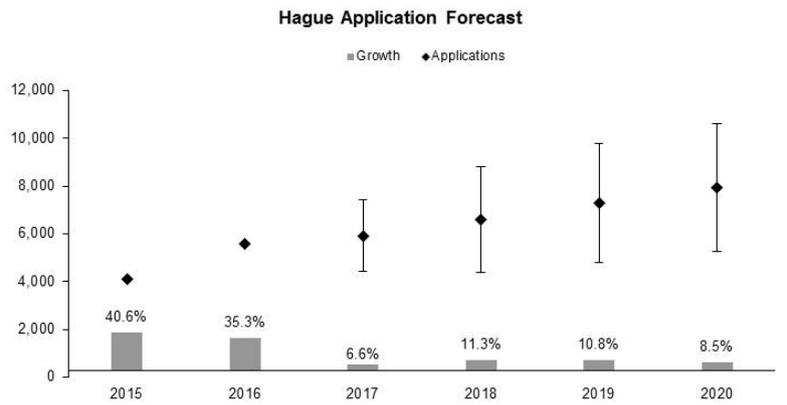
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|-----------------------------|--------|--------|--------|--------|--------|--------|
| Madrid registrations | 51,938 | 44,726 | 58,700 | 54,300 | 56,100 | 58,000 |
| Madrid renewals | 28,501 | 29,058 | 32,370 | 33,300 | 34,890 | 36,480 |
| Registration + renewal | 80,439 | 73,784 | 91,070 | 87,600 | 90,990 | 94,480 |
| Madrid income (Million CHF) | 61.4 | 60.4 | 72.4 | 70.4 | 73.3 | 76.0 |
| Average fee (CHF) | 763 | 818 | 795 | 804 | 805 | 804 |

The Hague

The Hague - Forecast of Demand for International Registration

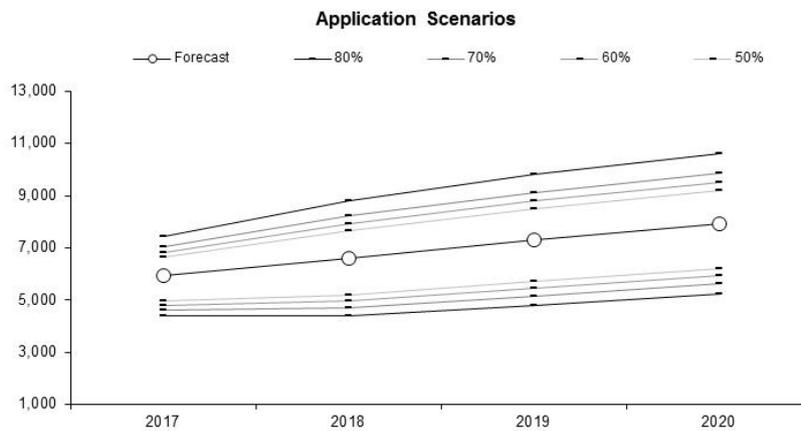
22. Chart 9 shows the forecast for the years 2017 to 2020. The forecast of Hague applications is based on multiple models, including autoregressive models and econometric models. The econometric models are based on actual GDP data and GDP forecasts released by the International Monetary Fund. The results by different models are further combined to control for the uncertainty arising from the correct model specification.

Chart 9. The Hague Applications



| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|--------------|-------|-------|--------|--------|--------|--------|
| Applications | 4,111 | 5,562 | 5,930 | 6,600 | 7,310 | 7,930 |
| Growth | 40.6% | 35.3% | 6.6% | 11.3% | 10.8% | 8.5% |
| Low bound | | | -1,510 | -2,220 | -2,490 | -2,690 |
| High bound | | | +1,510 | +2,220 | +2,490 | +2,690 |

Application Probabilistic Distribution



The Hague Application Scenarios

| | Probability | Low | Normal | High |
|------|-------------|-------|--------|--------|
| 2017 | 80% | 4,420 | 5,930 | 7,440 |
| 2018 | | 4,380 | 6,600 | 8,820 |
| 2019 | | 4,820 | 7,310 | 9,800 |
| 2020 | | 5,240 | 7,930 | 10,620 |
| 2017 | 70% | 4,630 | 5,930 | 7,050 |
| 2018 | | 4,690 | 6,600 | 8,230 |
| 2019 | | 5,170 | 7,310 | 9,120 |
| 2020 | | 5,620 | 7,930 | 9,870 |
| 2017 | 60% | 4,820 | 5,930 | 6,830 |
| 2018 | | 4,960 | 6,600 | 7,920 |
| 2019 | | 5,470 | 7,310 | 8,790 |
| 2020 | | 5,950 | 7,930 | 9,520 |
| 2017 | 50% | 4,970 | 5,930 | 6,630 |
| 2018 | | 5,180 | 6,600 | 7,650 |
| 2019 | | 5,710 | 7,310 | 8,500 |
| 2020 | | 6,190 | 7,930 | 9,220 |

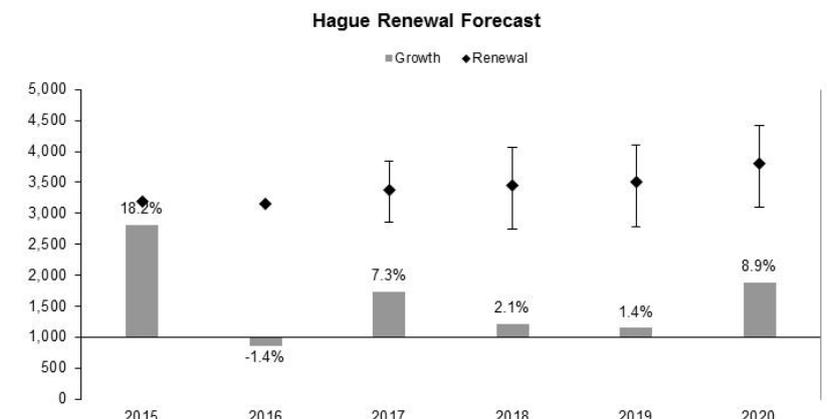
The Hague - Forecast of Demand for Renewals

23. 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

Proposed Program and Budget 2018/19

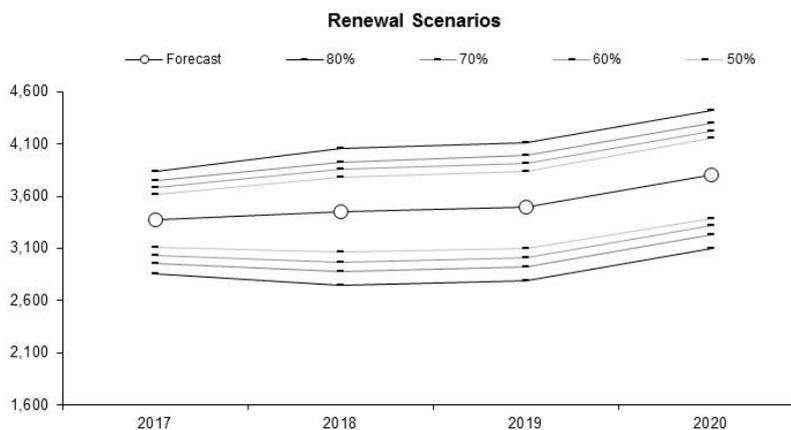
five-year lags as well as past renewals with five-year lags, since the registrations and renewals five years ago should contribute to the total renewals in the current year.

Chart 10. The Hague Renewal Forecast



| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------|-------|-------|-------|-------|-------|-------|
| Renewals | 3,194 | 3,150 | 3,380 | 3,450 | 3,500 | 3,810 |
| Growth | 18.2% | -1.4% | 7.3% | 2.1% | 1.4% | 8.9% |
| Low bound | | | -520 | -700 | -710 | -710 |
| High bound | | | +460 | +610 | +610 | +610 |

Renewal Probabilistic Distribution



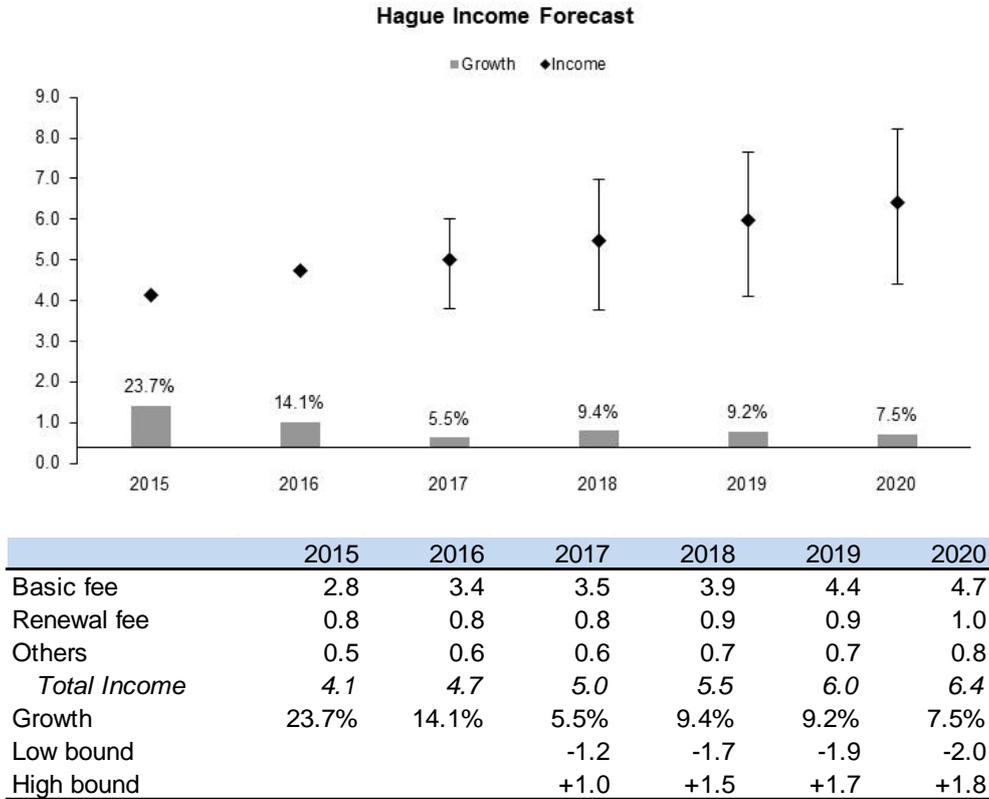
The Hague Renewal Scenarios

| | Probability | Low | Normal | High |
|------|-------------|-------|--------|-------|
| 2017 | 80% | 2,860 | 3,380 | 3,840 |
| 2018 | | 2,750 | 3,450 | 4,060 |
| 2019 | | 2,790 | 3,500 | 4,110 |
| 2020 | | 3,100 | 3,810 | 4,420 |
| 2017 | 70% | 2,960 | 3,380 | 3,750 |
| 2018 | | 2,880 | 3,450 | 3,930 |
| 2019 | | 2,920 | 3,500 | 3,990 |
| 2020 | | 3,230 | 3,810 | 4,300 |
| 2017 | 60% | 3,030 | 3,380 | 3,680 |
| 2018 | | 2,970 | 3,450 | 3,860 |
| 2019 | | 3,010 | 3,500 | 3,910 |
| 2020 | | 3,320 | 3,810 | 4,220 |
| 2017 | 50% | 3,110 | 3,380 | 3,620 |
| 2018 | | 3,070 | 3,450 | 3,780 |
| 2019 | | 3,100 | 3,500 | 3,840 |
| 2020 | | 3,390 | 3,810 | 4,160 |

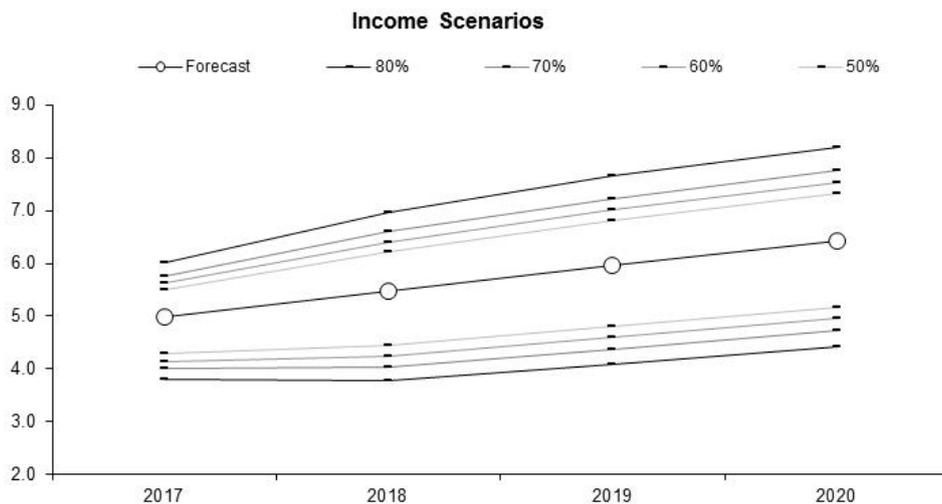
Expected Level of Hague Income

24. 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 11. Expected Level of The Hague Fee Income, by Source



Income Probabilistic Distribution



Proposed Program and Budget 2018/19

The Hague Income Scenarios

| | Probability | Low | Normal | High |
|------|-------------|-------|--------|-------|
| 2017 | 80% | 3.815 | 4.995 | 6.018 |
| 2018 | | 3.781 | 5.465 | 6.971 |
| 2019 | | 4.091 | 5.969 | 7.653 |
| 2020 | | 4.420 | 6.417 | 8.207 |
| 2017 | 70% | 3.999 | 4.995 | 5.770 |
| 2018 | | 4.041 | 5.465 | 6.599 |
| 2019 | | 4.378 | 5.969 | 7.230 |
| 2020 | | 4.725 | 6.417 | 7.750 |
| 2017 | 60% | 4.146 | 4.995 | 5.627 |
| 2018 | | 4.250 | 5.465 | 6.395 |
| 2019 | | 4.610 | 5.969 | 7.009 |
| 2020 | | 4.969 | 6.417 | 7.521 |
| 2017 | 50% | 4.284 | 4.995 | 5.491 |
| 2018 | | 4.436 | 5.465 | 6.207 |
| 2019 | | 4.805 | 5.969 | 6.811 |
| 2020 | | 5.161 | 6.417 | 7.325 |

25. Income estimates for 2017 to 2020 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

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------|-------|-------|-------|-------|--------|
| The Hague registrations | 3,581 | 5,233 | 5,394 | 5,650 | 6,117 | 6,590 |
| The Hague renewals | 3,194 | 3,150 | 3,380 | 3,450 | 3,500 | 3,810 |
| Registration + renewal | 6,775 | 8,383 | 8,774 | 9,100 | 9,617 | 10,400 |
| The Hague income (Million CHF) | 4.1 | 4.7 | 5.0 | 5.5 | 6.0 | 6.4 |
| Average fee (CHF) | 612 | 565 | 569 | 601 | 621 | 617 |

Note: The Hague income estimates are pre-IPSAS adjustments

ANNEX V FUNDS IN TRUST RESOURCES POTENTIALLY AVAILABLE FOR PROGRAMMING
Table 14. Funds in Trust Potentially Available for Programming in 2018/19¹
(in thousands of Swiss francs)

| Fund-in-Trust (FIT) | Balance end 2016 | Estimated Contributions 2017 | Estimated Expenditure end 2017 | Expected Balance end 2017 | Estimated Contributions 2018/19 ² | Estimated Available for Programming in 2018/19 |
|---|------------------|------------------------------|--------------------------------|---------------------------|--|--|
| Program 21 Australia | 1,164 | 553 | 1,051 | 666 | - | 666 |
| Program 6 China | 101 | 300 | 250 | 151 | 600 | 751 |
| Program 9 Ibero-American Program for Industrial Property | 237 | 60 | 80 | 217 | 120 | 337 |
| Program 3 Finland CHF | 3 | - | 3 | - | - | - |
| Program 9 France/IP | 705 | 300 | 600 | 405 | 600 | 1,005 |
| Program 9 Italy | 715 | - | 345 | 370 | - | 370 |
| Japan | | | | | | |
| Program 3 Japan/Copyright ³ | 283 | 469 | 520 | 232 | 938 | 1,170 |
| Program 9 Japan/IP/Africa | 1,563 | 1,600 | 1,600 | 1,563 | 3,200 | 4,763 |
| Program 9 Japan/IP ³ | 4,880 | 3,830 | 4,860 | 3,850 | 7,660 | 11,510 |
| Sub-Total, Japan | 6,726 | 5,899 | 6,980 | 5,645 | 11,798 | 17,443 |
| Program 9 Mexico | 215 | - | 70 | 145 | - | 145 |
| Program 9 Portugal CHF | 64 | - | - | 64 | - | 64 |
| Republic of Korea | | | | | | |
| Program 9 Republic of Korea (IP) ³ | 1,200 | 700 | 1,500 | 400 | 1,400 | 1,800 |
| Program 3 Republic of Korea (Copyright) ³ | 504 | 350 | 350 | 504 | 700 | 1,204 |
| Program 11 Republic of Korea (Education) | 504 | 340 | 450 | 394 | 680 | 1,074 |
| Program 17 Republic of Korea (BRIP) | 58 | 125 | 145 | 38 | 250 | 288 |
| Sub-Total, Korea | 2,266 | 1,515 | 2,445 | 1,336 | 3,030 | 4,366 |
| Program 9 Spain | 92 | 170 | 160 | 102 | 340 | 442 |
| Program 3 United States of America/USPTO Creative Industries | 63 | - | 63 | - | - | - |
| Program 3 United Nations Office for Partnerships (UNOP)/UNFIP | 45 | - | 45 | - | - | - |
| TOTAL | 12,396 | 8,797 | 12,092 | 9,101 | 16,488 | 25,589 |

¹The 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.

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

³Annual contributions may vary.

ANNEX VI ANNUAL BUDGET TABLES FOR IPSAS REPORTING

1. 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.

2. WIPO's budget continues to be adopted by the Assemblies on a biennial basis. In compliance with IPSAS, the Organization must present financial statements on an annual basis. For this purpose, annual budget figures are provided for both income and expenditure.

Table 15. Annual Income 2018-2019
(in millions of Swiss francs)

| Income Sources | 2018 Estimated | 2019 Estimated |
|-------------------------|-------------------|-------------------|
| Contributions (unitary) | 17.4 | 17.4 |
| Fees | | |
| PCT System | 312.2 | 321.9 |
| Madrid System | 69.0 | 71.8 |
| Hague System | 5.4 | 5.9 |
| Lisbon System | 0.0 | 0.0 |
| <i>Sub-total, Fees</i> | 386.6 | 399.6 |
| Arbitration | 1.6 | 1.6 |
| Publications | 0.2 | 0.2 |
| Other | | |
| Investment Revenue | 0.0 | 0.0 |
| Miscellaneous | 2.5 | 2.5 |
| <i>Sub-total, Other</i> | 2.6 | 2.6 |
| TOTAL INCOME | 408.3 | 421.3 |

Table 16. Annual Expenditure 2018-2019
(in millions of Swiss francs)

| Cost Categories | 2018 Budget | 2019 Budget |
|--------------------------------|----------------|----------------|
| Personnel Resources | | |
| Posts | 212.2 | 219.4 |
| Temporary Staff | 10.6 | 10.4 |
| Other Staff Costs | 1.1 | 1.1 |
| <i>Sub-total</i> | 223.8 | 230.8 |
| Unallocated (Personnel) | 2.7 | 2.7 |
| <i>Total, Personnel</i> | 226.5 | 233.5 |
| Non-personnel Resources | | |
| Internships and WIPO Fellowshi | 3.8 | 3.8 |
| Travel, Training and Grants | 15.9 | 15.9 |
| Contractual Services | 90.5 | 90.5 |
| Finance Costs | 0.9 | 0.9 |
| Operating Expenses | 18.0 | 18.0 |
| Equipment and Supplies | 3.0 | 3.0 |
| <i>Sub-total</i> | 131.9 | 131.9 |
| Unallocated (Non-personnel) | 1.0 | 1.0 |
| <i>Total, Non-Personnel</i> | 132.9 | 132.9 |
| TOTAL EXPENDITURE | 359.4 | 366.4 |

ANNEX VII 2018/19 BUDGET BY EXPECTED RESULT AND PROGRAM

| Expected Result No. and Description | Budget by Expected Results and Program (in thousands of Swiss francs) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | TOTAL | | | | |
|--|---|--------|--------|--------|---------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----|--|-------|---------|--------|--------|-------|
| | Prog 1 | Prog 2 | Prog 3 | Prog 4 | Prog 5 | Prog 6 | Prog 7 | Prog 8 | Prog 9 | Prog 10 | Prog 11 | Prog 12 | Prog 13 | Prog 14 | Prog 15 | Prog 16 | Prog 17 | Prog 18 | Prog 19 | Prog 20 | Prog 21 | Prog 22 | Prog 23 | Prog 24 | Prog 25 | Prog 26 | Prog 27 | Prog 28 | Prog 30 | Prog 31 | Prog 32 | UN | | | | | | |
| I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP | 2,999 | 1,867 | 2,959 | 4,348 | | | | | | | | | | | | | | 386 | | | 607 | | | | | | | | | | | | | | 13,167 | | | |
| I.2 Tailored and balanced IP legislative, regulatory and policy frameworks | 1,653 | 1,645 | 2,835 | | | | | | 609 | 822 | | | | | | | 319 | 10 | | 1,022 | | | | | | | | | | | | | | | 8,915 | | | |
| I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations | | 511 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 511 | | | | |
| 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 312 | | | | |
| II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs | | | | | 27,830 | | | | 444 | 1,556 | | | | | | | | | | | | | | | | | | | | | | | | 471 | 30,302 | | | |
| II.2 Improved productivity and service quality of PCT operations | | | | | 185,277 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 185,277 | | | |
| II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs | | | | | | | | | 395 | 670 | | | | | | | | | | | | | | | | | | | | | | | | | 611 | 7,125 | | |
| II.4 Improved productivity and service quality of the Hague operations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 5,744 | 5,744 | | |
| II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs | | | | | | 12,543 | | | 508 | 852 | | | | | | | | | | | | | | | | | | | | | | | | | 293 | 14,196 | | |
| II.6 Improved productivity and service quality of Madrid operations | | | | | | 46,296 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 46,296 | | |
| 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 | | 428 | 597 | | | | | | | | | | | | | | | | | | | | | | | | | | 5,238 | | |
| II.8 Effective intellectual property protection in the gTLDs and the ccTLDs | | | | | | | 7,110 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 7,110 | | |
| II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 703 | 703 | |
| II.10 Improved productivity and service quality of Lisbon operations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 644 | 644 | |
| III.1 National IP strategies and plans consistent with national development objectives | | | | 223 | | | | | 8,626 | 1,462 | | | | | | | | | | | | | | | | | | | | | | | | | | | 10,312 | |
| 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 | 2,426 | 1,713 | | | | | 7,960 | 1,726 | 13,614 | | | 509 | | | 1,519 | 27 | | 2,070 | | | | | | | | | | | | | | 1,246 | 33,712 | | | |
| III.3 Mainstreaming of the DA recommendations in the work of WIPO | | | | | | | | 3,455 | 224 | | | | | | | | | | | | | | | | | | | | | | | | | | | | 3,680 | |
| III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs | | | | 4,610 | | | | | 4,576 | 993 | | | | | | | | | | | | | | | | | | | | | | | | | | | 10,179 | |
| III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation | | | | | | | | | 1,931 | | | | | | | | | | | | | | | | | | | | | | | | | | | 5,080 | 7,011 | |
| 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 | 7,215 |

ANNEX VIII **2018/19 BUDGET BY EXPECTED RESULT**
(in thousands of Swiss francs)

| | 2018/19 Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|-------|--|-------------------------|--------------------------------|-------------------------|
| I.1 | Enhanced cooperation among Member States on development of balanced international normative frameworks for IP | 13,976 | 14,902 | 13,167 |
| I.2 | Tailored and balanced IP legislative, regulatory and policy frameworks | 9,748 | 7,906 | 8,915 |
| I.3 | Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations | 544 | 560 | 511 |
| 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 | 494 | 368 | 312 |
| II.1 | Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs | 29,156 | 28,274 | 30,302 |
| II.2 | Improved productivity and service quality of PCT operations | 181,080 | 177,330 | 185,277 |
| II.3 | Wider and more effective use of the Hague system, including by developing countries and LDCs | 6,617 | 6,928 | 7,125 |
| II.4 | Improved productivity and service quality of the Hague operations | 2,234 | 3,506 | 5,744 |
| II.5 | Wider and more effective use of the Madrid System, including by developing countries and LDCs | 17,069 | 17,408 | 14,196 |
| II.6 | Improved productivity and service quality of Madrid operations | 42,253 | 41,736 | 46,296 |
| II.7 | International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods | 4,802 | 4,491 | 5,238 |
| II.8 | Effective intellectual property protection in the gTLDs and the ccTLDs | 6,899 | 7,199 | 7,110 |
| II.9 | Wider and more effective use of the Lisbon system, including by developing countries and LDCs | 896 | 1,125 | 703 |
| II.10 | Improved productivity and service quality of Lisbon operations | 648 | 588 | 644 |
| III.1 | National IP strategies and plans consistent with national development objectives | 10,957 | 11,677 | 10,312 |
| 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 | 39,734 | 40,199 | 33,712 |
| III.3 | Mainstreaming of the DA recommendations in the work of WIPO | 3,885 | 3,788 | 3,680 |
| III.4 | Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs | 6,273 | 7,367 | 10,179 |
| III.6 | Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation | 3,125 | 3,100 | 7,011 |
| 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 | 7,070 | 7,250 | 7,215 |

Proposed Program and Budget 2018/19

Annex VIII cont.

| | 2018/19 Expected Result No. and Description | 2016/17 Approved Budget | 2016/17 Budget after Transfers | 2018/19 Proposed Budget |
|--------|--|-------------------------|--------------------------------|-------------------------|
| IV.2 | Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity | 22,539 | 22,133 | 18,726 |
| IV.3 | Broad geographical coverage of the content and use of WIPO Global IP Databases | 1,956 | 2,196 | 2,476 |
| IV.4 | Enhanced technical and know ledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration | 15,409 | 15,179 | 17,434 |
| V.1 | Wider and better use of WIPO IP statistical information | 2,677 | 2,447 | 2,659 |
| V.2 | Wider and better use of WIPO economic analysis in policy formulation | 3,395 | 3,874 | 4,259 |
| 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 | 756 | 1,197 | 2,080 |
| 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 | 1,308 | 1,494 | 941 |
| VII.1 | IP-based platforms and tools for know ledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges | 3,950 | 4,815 | 6,968 |
| VIII.1 | More effective communication to a broad and diverse public about intellectual property and WIPO's role | 12,033 | 12,965 | 12,406 |
| VIII.2 | Improved service orientation and responsiveness to inquiries | 6,219 | 6,138 | 7,128 |
| VIII.3 | Effective engagement with Member States | 7,099 | 7,040 | 7,342 |
| VIII.4 | Open, transparent and responsive interaction with non-governmental stakeholders | 1,128 | 580 | 786 |
| VIII.5 | WIPO effectively interacts and partners with UN and other IGO processes and negotiations | 6,196 | 6,189 | 6,357 |
| IX.1 | Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders | 165,356 | 168,997 | 162,673 |
| IX.2 | An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results | 35,257 | 36,142 | 37,208 |
| IX.3 | An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns | 2,540 | 3,097 | 2,107 |
| IX.4 | An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure | 18,403 | 18,385 | 21,890 |
| IX.5 | Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight | 7,035 | 7,043 | 7,411 |
| | Unallocated | 6,319 | 1,420 | 7,357 |
| | | 707,036 | 707,036 | 725,857 |

ANNEX IX

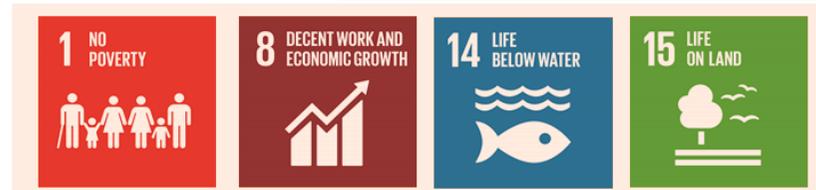
WIPO'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)



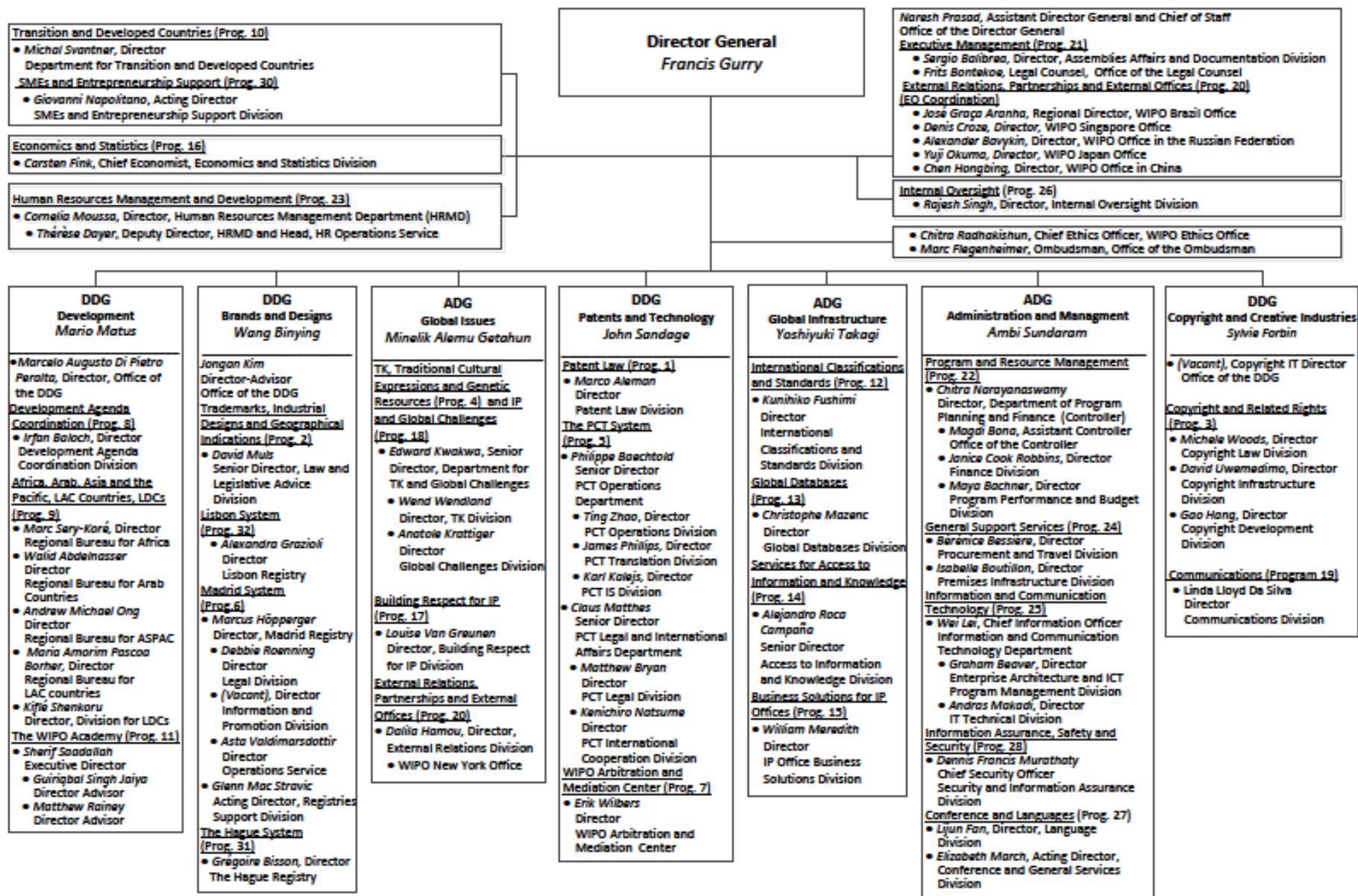
INNOVATION DIRECTLY CONTRIBUTES



INNOVATION AS A POLICY SETTING ASSISTS



ANNEX X WIPO ORGANIGRAM



In accordance with Financial Regulation 2.5 and Rule 102.2(d), the above "detailed organigram of the International Bureau, including names of Directors and Program Managers," is provided to Member States for their information. A 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 2018/19 | Contribution ¹ 2018 | Contribution ¹ 2019 | Contributions 2018/19 |
|--|-----------------------|----------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| Afghanistan | Ster | 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 | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Antigua and Barbuda | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Argentina | VIbis | 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 | IVbis | 7.5 | 341,842 | 341,842 | 683,684 |
| Azerbaijan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Bahamas | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Bahrain | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Bangladesh | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Barbados | Sbis | 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 | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Benin | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Bhutan | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Bolivia (Plurinational State of) | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Bosnia and Herzegovina | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Botswana | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Brazil | VIbis | 2 | 91,158 | 91,158 | 182,316 |
| Brunei Darussalam | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Bulgaria | VIbis | 2 | 91,158 | 91,158 | 182,316 |
| Burkina Faso | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Burundi | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Cabo Verde | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Cambodia | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Cameroon | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Canada | IV | 10 | 455,790 | 455,790 | 911,580 |
| Central African Republic | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Chad | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Chile | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| China | IVbis | 7.5 | 341,842 | 341,842 | 683,684 |
| Colombia | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Comoros | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Congo | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Cook Islands ² | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Costa Rica | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Côte d'Ivoire | Sbis | 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 | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Democratic Republic of the Congo | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Denmark | IV | 10 | 455,790 | 455,790 | 911,580 |
| Djibouti | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Dominica | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Dominican Republic | S | 0.125 | 5,697 | 5,697 | 11,394 |

Proposed Program and Budget 2018/19

| States Members of One or More Contribution-Financed Unions | Contribution Class | Contribution Units 2018/19 | Contribution ¹ 2018 | Contribution ¹ 2019 | Contributions 2018/19 |
|--|-----------------------|----------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| Ecuador | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Egypt | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| El Salvador | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Equatorial Guinea | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Eritrea ² | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Estonia | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Ethiopia ² | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Fiji | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Finland | IV | 10 | 455,790 | 455,790 | 911,580 |
| France | I | 25 | 1,139,475 | 1,139,475 | 2,278,950 |
| Gabon | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Gambia | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Georgia | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Germany | I | 25 | 1,139,475 | 1,139,475 | 2,278,950 |
| Ghana | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Greece | VI | 3 | 136,737 | 136,737 | 273,474 |
| Grenada | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Guatemala | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Guinea | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Guinea-Bissau | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Guyana | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Haiti | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Holy See | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Honduras | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Hungary | VI | 3 | 136,737 | 136,737 | 273,474 |
| Iceland | VIII | 0.5 | 22,789 | 22,789 | 45,578 |
| India | VIbis | 2 | 91,158 | 91,158 | 182,316 |
| Indonesia | VII | 1 | 45,579 | 45,579 | 91,158 |
| Iran (Islamic Republic of) | VII | 1 | 45,579 | 45,579 | 91,158 |
| Iraq | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Ireland | IV | 10 | 455,790 | 455,790 | 911,580 |
| Israel | VIbis | 2 | 91,158 | 91,158 | 182,316 |
| Italy | III | 15 | 683,685 | 683,685 | 1,367,370 |
| Jamaica | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Japan | I | 25 | 1,139,475 | 1,139,475 | 2,278,950 |
| Jordan | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Kazakhstan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Kenya | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Kiribati ² | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Kuwait | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Kyrgyzstan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Lao People's Democratic Republic | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Latvia | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Lebanon | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Lesotho | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Liberia | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Libya | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Liechtenstein | VIII | 0.5 | 22,789 | 22,789 | 45,578 |
| Lithuania | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Luxembourg | VII | 1 | 45,579 | 45,579 | 91,158 |
| Madagascar | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Malawi | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Malaysia | VIII | 0.5 | 22,789 | 22,789 | 45,578 |
| Maldives ² | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Mali | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Malta | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Marshall Islands | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Mauritania | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Mauritius | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Mexico | IVbis | 7.5 | 341,842 | 341,842 | 683,684 |
| Micronesia (Federates States of) | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Monaco | VII | 1 | 45,579 | 45,579 | 91,158 |
| Mongolia | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |

Proposed Program and Budget 2018/19

| States Members of One or More Contribution-Financed Unions | Contribution Class | Contribution Units 2018/19 | Contribution¹ 2018 | Contribution¹ 2019 | Contributions 2018/19 |
|---|-------------------------------|---|--|--|----------------------------------|
| Montenegro | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Morocco | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Mozambique | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Myanmar ² | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Namibia | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Nepal | Ster | 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 | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Niger | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Nigeria | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Niue | Ster | 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 | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Panama | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Papua New Guinea | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Paraguay | Sbis | 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 | IVbis | 7.5 | 341,842 | 341,842 | 683,684 |
| Qatar | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Republic of Korea | IVbis | 7.5 | 341,842 | 341,842 | 683,684 |
| Republic of Moldova | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Romania | VIbis | 2 | 91,158 | 91,158 | 182,316 |
| Russian Federation | IV | 10 | 455,790 | 455,790 | 911,580 |
| Rwanda | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Saint Kitts and Nevis | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Saint Lucia | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Saint Vincent and the Grenadines | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Samoa | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| San Marino | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Sao Tome and Principe | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Saudi Arabia | VII | 1 | 45,579 | 45,579 | 91,158 |
| Senegal | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Serbia | VIII | 0.5 | 22,789 | 22,789 | 45,578 |
| Seychelles | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Sierra Leone | Ster | 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 | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| South Africa | IVbis | 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 | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Suriname | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Swaziland | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Sweden | III | 15 | 683,685 | 683,685 | 1,367,370 |
| Switzerland | III | 15 | 683,685 | 683,685 | 1,367,370 |
| Syrian Arab Republic | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Tajikistan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Thailand | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| The former Yugoslav Republic of Macedonia | VIII | 0.5 | 22,789 | 22,789 | 45,578 |
| Timor-Leste | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Togo | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Tonga | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Trinidad and Tobago | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Tunisia | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Turkey | VIbis | 2 | 91,158 | 91,158 | 182,316 |
| Turkmenistan | IX | 0.25 | 11,395 | 11,395 | 22,790 |

Proposed Program and Budget 2018/19

| States Members of One or More Contribution-Financed Unions | Contribution Class | Contribution Units 2018/19 | Contribution ¹ 2018 | Contribution ¹ 2019 | Contributions 2018/19 |
|--|-----------------------|----------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| Tuvalu | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Uganda | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Ukraine | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| United Arab Emirates | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| United Kingdom | I | 25 | 1,139,475 | 1,139,475 | 2,278,950 |
| United Republic of Tanzania | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| United States of America | I | 25 | 1,139,475 | 1,139,475 | 2,278,950 |
| Uruguay | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Uzbekistan | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Vanuatu | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Venezuela (Bolivarian Republic of) | IX | 0.25 | 11,395 | 11,395 | 22,790 |
| Viet Nam | S | 0.125 | 5,697 | 5,697 | 11,394 |
| Yemen | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Zambia | Ster | 0.03125 | 1,424 | 1,424 | 2,848 |
| Zimbabwe | Sbis | 0.0625 | 2,849 | 2,849 | 5,698 |
| Total Contributions | | | 17,375,562 | 17,375,562 | 34,751,124 |

¹ The value of one unit remains unchanged for 2018 and 2019 at 45,579 Swiss francs as compared to 2016 and 2017.

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. Following a change in the costing methodology in 2016/17, the personnel resources budget for the biennium 2018/19 has been derived on the basis of actuals based costing.
2. 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.⁴⁶
3. 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 <i>(Professional and higher categories and General Service)</i> | Temporary Staff <i>(Professional and higher categories and General Service)</i> |
|---|---|--|
| Salary | <p>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).</p> <p>The Organization's share of the pensionable remuneration (UNJSPF) is added to the total amount.</p> | <p>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).</p> <p>The Organization's share of the pensionable remuneration (UNJSPF) is added to the total amount.</p> |
| Common Staff Costs (CSC) | <p>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.</p> <p>For costing of vacant positions, an assumption of a spouse and a dependent child is applied.</p> | <p>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.</p> <p>For costing of vacant positions, an assumption of a spouse and a dependent child is applied.</p> |
| Adjustment | <p>The cost of positions is adjusted downward to take into account a 4% expected vacancy rate.</p> | <p>No vacancy rate is applied for temporary positions.</p> |
| Provision for Separation and other related Costs | <p>A 6% provision is applied to the total cost to cover for separation related costs and various after service benefits.</p> | <p>A 1% provision is applied to the total cost to cover for separation related costs.</p> |

⁴⁶ The General Assembly approved [A/RES/70/244](#) a revised compensation package for the staff in the Professional category and above on 23 December 2015, based on the recommendations of the ICSC. Salary scale applied for the Professional and higher categories as of January 1, 2017; Pensionable remuneration scale as of February 1, 2017; General Service Category Annual salaries and Allowances as of April 1, 2011.

APPENDIX D FLEXIBILITY FORMULAS

GENERAL

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

PCT SYSTEM

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

MADRID SYSTEM

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

HAGUE SYSTEM

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

APPENDIX E ACRONYMS AND ABBREVIATIONS USED IN THE PRESENT DOCUMENT

| | |
|---------------|--|
| ABC | Accessible Books Consortium |
| ACE | Advisory Committee on Enforcement |
| ADR | Alternative Dispute Resolution |
| AIMS | <i>Administration Information Management System</i> |
| ARDI | Access to Research for Development and Innovation |
| ASEAN | Association of South East Asian Nations |
| ASHI | After-Service Health Insurance |
| ASPI | Access to Specialized Patent Information |
| AUTM | Association of University Technology Managers |
| AWGIPC | ASEAN Working Group on Intellectual Property Cooperation |
| | |
| BOIP | Benelux Organization for Intellectual Property |
| | |
| CASE | Centralized Access to Search and Examination Results |
| ccTLDs | country code Top-Level Domain |
| CDIP | Conference on Development and Intellectual Property |
| CIS | Commonwealth of Independent States |
| CLIR | Cross Lingual Information Retrieval |
| CMG | Crisis Management Group |
| CMOs | Collective Management Organizations |
| DA | Development Agenda |
| DAS | Digital Access Service for Priority Documents |
| DNS | Domain Name System |
| | |
| ECM | Enterprise Content management |
| EDMS | Electronic Document Management System |
| EEC | Eurasian Economic Commission |
| EPM | Enterprise Performance Management |
| EPO | European Patent Office |
| ERP | Enterprise Resource Planning |
| EU | European Union |
| | |
| FAO | Food and Agricultural Organization |
| FIT | Fund-in-Trust |
| | |
| GR | Genetic Resources |
| gTLDs | generic Top-Level Domains |
| | |
| HR | Human Resources |
| HRMD | Human Resources Management Department |
| | |
| IAOC | Independent Advisory and Oversight Committee |
| IB | International Bureau |
| IOD | Internal Oversight Division |
| ICANN | Internet Corporation for Assigned Names and Numbers |
| ICE | International Cooperation on Examination |
| ICSEI | International Cooperation for the Search and Examination of Inventions |

Proposed Program and Budget 2018/19

| | |
|---------|---|
| ICPIP | Inter-State Council on the Protection of Industrial Property |
| ICSC | International Civil Service Commission |
| ICS | Independent Contractor Services |
| ICT | Information and Communication Technology |
| IGC | Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore |
| IGOs | Inter-Governmental Organizations |
| IIA | Institute of Internal Auditors |
| IP | Intellectual Property |
| IPAG | Intellectual Property Agreement Guide |
| IPAS | IP Office Administration System |
| IPACIS | Assembly of the CIS Member States |
| IPC | International Patent Classification |
| IP-DMD | Intellectual Property Development Matchmaking Database |
| IPO | Intellectual Property Office |
| IPoA | Istanbul Programme for Action |
| IPRs | Intellectual Property Rights |
| IPSAS | International Public Sector Accounting Standards |
| ISA | International Searching Authority |
| IT | Information Technology |
| IP-TAD | Intellectual Property Technical Assistance Database |
| IP-ROC | Intellectual Property Roster of Consultants |
| ISO | International Organization for Standardization |
| ITIL | Information Technology Infrastructure Library |
| ITPGRFA | International Treaty on Plant Genetic Resources for Food and Agriculture |
| ITU | International Telecommunications Union |
| | |
| LDCs | Least Developed Countries |
| | |
| MTSP | Medium Term Strategic Plan |
| | |
| NGOs | Non-Governmental Organizations |
| | |
| OHIM | Office for Harmonization in the Internal Market (Community Trademarks) |
| OCR | Optical Character Recognition (OCR) |
| | |
| PCT | Patent Cooperation Treaty |
| PLR | Patent Landscape Reports |
| PLT | Patent Law Treaty |
| PMSDS | Performance Management and Staff Development System |
| PPR | Program Performance Report |
| | |
| RBM | Results-Based Management |
| R&D | Research and Development |
| RFPs | Requests for Proposals |
| RO | Receiving Office |
| | |
| SCCR | Standing Committee on Copyright and Related Rights |
| SCP | Standing Committee on the Law of Patents |
| SCT | Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications |
| SDA | Service Delivery Agreements |

| | |
|-----------|---|
| SDG | Sustainable Development Goals |
| SMEs | Small and Medium Sized Enterprises |
| SSA | Special Service Agreements |
| SRR | Staff Regulations and Rules |
| | |
| TA | Travel Authorization |
| TAG | Transparency, Accountability and Governance |
| TCEs | Traditional Cultural Expressions/Folklore |
| TISCs | Technology Innovation Support Centers |
| TK | Traditional Knowledge |
| | |
| UDRP | Uniform Domain Name Dispute Resolution Policy |
| UN | United Nations |
| UNCTAD | United Nations Conference on Trade and Development |
| UN CEB | United Nations Chief Executives Board |
| UN-DESA | United Nations Department of Social and Economic Affairs |
| UNEP | United Nations Environmental Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFCCC | Framework Convention on Climate Change |
| UN H-MOSS | UN Headquarters Minimum Operating Security Standards |
| UNICC | UN International Computing Centre |
| UNIDO | United Nations Industrial Development Organization |
| UNOSSC | United Nations Office for South-South Cooperation |
| UNSAS | United Nations System Accounting Standards |
| UPOV | International Union for the Protection of New Varieties of Plants |
| USPTO | United States Patent and Trademark Office |
| | |
| VIP | Visually Impaired Persons and other persons with print disabilities |
| | |
| WBO | WIPO Brazil Office |
| WCC | WIPO Copyright Connection |
| WCO | World Customs Organization |
| WCT | WIPO Copyright Treaty |
| WHO | World Health Organization |
| WIPO CASE | WIPO Centralized Access to Search and Examination results |
| WIPOCOS | WIPO Copyright Information System |
| WJO | WIPO Japan Office |
| WOC | WIPO Office in China |
| WPPT | WIPO Performances and Phonograms Treaty |
| WRO | WIPO Office in the Russian Federation |
| WSIS | World Summit on the Information Society |
| WSO | WIPO Singapore Office |
| WTO | World Trade Organization |

[End of document]