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**WIPO Coordination Committee**

**Seventieth (45th Ordinary) Session**

**Geneva, September 22 to September 30, 2014**

Appointment of Deputy Directors General and Assistant Directors General

*Document prepared by the Director General*

1. Article 9(7) of the Convention Establishing the World Intellectual Property Organization (WIPO) provides that the Director General shall appoint the Deputy Directors General after approval by the WIPO Coordination Committee. Regulation 4.8 of the WIPO Staff Regulations and Rules also provides that the Director General shall appoint the Assistant Directors General taking into account the advice of the WIPO Coordination Committee.
2. On May 12, 2014, the Director General notified the Member States of WIPO that the terms of office of the current incumbents of the posts of Deputy Directors General and Assistant Directors General would expire on November 30, 2014, and that he intended to seek the approval of the WIPO Coordination Committee for new appointments to take effect from December 1, 2014. In addition, the Director General invited governments wishing to nominate candidates to submit proposals by June 22, 2014, and informed them that a “Call for applications” would also be published on WIPO’s web site inviting direct applications from interested candidates by the same date.
3. The outgoing Deputy Directors General and Assistant Directors General are:
* [Mr. Geoffrey Onyeama](http://www.wipo.int/about-wipo/en/management.html#1) (Nigeria), Deputy Director General, Development Sector;
* [Mr. James Pooley](http://www.wipo.int/about-wipo/en/management.html#2) (United States of America), Deputy Director General, Innovation and Technology Sector;
* [Ms. Wang](http://www.wipo.int/about-wipo/en/management.html#3) Binying (China), Deputy Director General, Brands and Designs Sector;
* [Mr. Johannes Christian Wichard](http://www.wipo.int/about-wipo/en/management.html#4) (Germany), Deputy Director General, Global Issues Sector;
* Mr. C. Trevor Clarke (Barbados), Assistant Director General, Culture and Creative Industries Sector;
* Mr. Ramanathan Ambi Sundaram (Sri Lanka), Assistant Director General, Administration and Management Sector; and
* Mr. Yoshiyuki Takagi (Japan), Assistant Director General, Global Infrastructure.
1. The present document describes the selection process for these posts, summarizes the specific portfolio for the sectors which will be under the responsibility of the incoming Deputy Directors General and Assistant Directors General and identifies the appointments which the Director General wishes to propose for the posts of Deputy Director General and Assistant Director General.

*Selection Process*

1. A total of 360 applications for the posts of Deputy Director General and Assistant Director General were received, either directly from Member States or in response to the call for applications published on the WIPO web site, and considered by the Director General. Nearly two‑thirds of the applicants came from the regions of Africa, Western Europe and Asia and the Pacific (see figure 1) and over two-thirds were male (see figure 2).

Figure 1: Geographical and gender distribution by region of applicants

Figure 2: Over-all gender distribution of applicants

1. On the basis of the qualifications, experience and skills of the candidatures received, 18 candidates were invited to participate in a one-day assessment conducted by an external service provider.[[1]](#footnote-2) The assessment focused on the competencies outlined on the vacancy announcement such as managerial and leadership skills, communication skills and accountability and included a mix of simulation exercises and an in‑depth interview. The Director General met with a senior representative of the service provider ahead of the assessment to ensure that the exercises were appropriately tailored to WIPO and covered all key elements. Seventeen candidates participated in the assessment.
2. All 17 candidates were also interviewed by the Director General, in particular to evaluate their portfolio-specific expertise. The assessment exercises and interviews took place between July 21 and September 3, 2014.
3. Applicants from among the current population of Deputy Directors General and Assistant Directors General were excluded from the requirement to attend an external assessment and interview, as indicated in the call of applications for the positions.
4. Unlike in previous years and since applications were invited also directly from potential candidates, no list of applicants has been made public in deference to requests from a number of applicants for confidentiality.

*Sectoral Portfolios*

1. The successful candidates for the four posts of Deputy Directors General will take responsibility for the following sectors:
2. The Development Sector, which will cover WIPO’s programs on coordination of the WIPO [Development Agenda](http://www.wipo.int/ip-development/en/agenda/); [cooperation with African, Arab, Asia and the Pacific, Latin America and the Caribbean countries](http://www.wipo.int/eds/en/) and [least developed countries](http://www.wipo.int/about-wipo/en/activities_by_unit/units/ldc.html) (LDCs); and the [WIPO Academy](http://www.wipo.int/academy/en/).
3. The Patents and Technology Sector, which will be responsible for WIPO’s programs on patent law, including [advice on the development of national legislation](http://www.wipo.int/ip-development/en/legislative_assistance/) and patent systems; the [Patent Cooperation Treaty](http://www.wipo.int/pct/en/) (PCT); and the WIPO Arbitration and Mediation Center.
4. The Brands and Designs Sector, which will administer the [Madrid System](http://www.wipo.int/madrid/en/) for International Trademark Registrations; the [Hague System](http://www.wipo.int/hague/en/) for International Design Registrations; the [Lisbon System](http://www.wipo.int/lisbon/en/) for International Registrations of Appellations of Origin; and the Organization’s programs on the law of trademarks, industrial designs and geographical indications.
5. The Culture and Creative Industries Sector, which will cover the Organization’s programs on [copyright and related rights](http://www.wipo.int/copyright/en/); and on communications.
6. The successful candidates for the posts of Assistant Director General will take responsibility for the following sectors:
7. The Global Issues Sector, which will cover the Organization’s programs on t[raditional](http://www.wipo.int/tk/en/) knowledge, traditional cultural expressions and genetic resources; global challenges; building respect for intellectual property; and relations with other intergovernmental organizations.
8. The [Global Infrastructure](http://www.wipo.int/global_ip/en/) Sector, which will be responsible for WIPO’s programs on [international classification systems](http://www.wipo.int/classifications/en/) and [WIPO IP standards](http://www.wipo.int/standards/en/); global IP databases ([PATENTSCOPE](http://www.wipo.int/patentscope/search/en/search.jsf), [Global Brands Database](http://www.wipo.int/branddb/en/)); international IP information services and institutions; and the [modernization of infrastructure and business solutions at IP Offices](http://www.wipo.int/global_ip/en/activities/technicalassistance/) and the establishment of common platforms such as WIPO CASE.
9. The Administration and Management Sector, which will cover all programs related to the administration and management of the Organization, including [Finance](http://www.wipo.int/about-wipo/en/budget/financial.html); [Results, Budget and Performance](http://www.wipo.int/about-wipo/en/budget/); [Procurement and Travel](http://www.wipo.int/about-wipo/en/activities_by_unit/units/procure_travel.html) Services; Information and Communication Technology; Conference and Language Services; and Safety and Security and Premises and Infrastructure.

*Proposed Appointments*

1. The Director General proposes the following candidates for appointment as Deputy Directors General and Assistant Directors General and intends to assign to them the roles indicated below:
2. Mr. Mario Matus (Chile), Deputy Director General, Development Sector;
3. Mr. John Sandage (United States of America), Deputy Director General, Patents and Technology Sector;
4. Ms. Wang Binying (China), Deputy Director General, Brands and Designs Sector;
5. Ms. Anne Leer (Norway), Deputy Director General, Culture and Creative Industries Sector;
6. Mr. Minelik Getahun (Ethiopia), Assistant Director General, Global Issues Sector;
7. Mr. Yoshiyuki Takagi (Japan), Assistant Director General, [Global Infrastructure](http://www.wipo.int/global_ip/en/) Sector; and
8. Mr. Ramanathan Ambi Sundaram (Sri Lanka), Assistant Director General, Administration and Management Sector.
9. The curricula vitae of the seven proposed candidates are set out in the Annex to this document.
10. The assignment of roles is made subject to future changes at the Director General’s discretion, taking into account the evolving operational needs of the Organization and further discussion with the eventual incumbents.
11. In addition to the proposed appointments set out in paragraph 12, the Director General would like to propose that Mr. Naresh Prasad, a national of India, who has served as Chief of Staff since 2009, be promoted to the level of Assistant Director General.
12. Mr. Prasad would continue to be Chief of Staff and would have responsibility for the support of the Director General’s management; the meetings of the Assemblies of the Member States; the Chief Ethics Officer; and WIPO’s External Offices.
13. The promotion of Mr. Prasad would be personal in the sense that the functions for which he is competent would not be re‑classified for future purposes. In other words, the creation of the additional post of Assistant Director General would be personal to Mr. Prasad and would not constitute a precedent as to the future number of Deputy Directors General or Assistant Directors General.
14. The financial cost to the Organization of the promotion would be limited and manageable. The promotion would cost the Organization an additional 40,000 Swiss francs per year.
15. The curriculum vitae of Mr. Prasad is also set out in the Annex to this document.

*Term of Office*

1. The Director General further proposes a term of office for these appointments which coincides with his mandate. The Director General was reappointed by the WIPO General Assembly in May 2014 for a second six-year term from October 1, 2014, to September 30, 2020. The term of office of the outgoing Deputy Directors General and Assistant Directors General will expire on November 30, 2014. It is proposed that the term of office of the incoming Deputy Directors General and Assistant Directors General will start on December 1, 2014, and will expire on September 30, 2020. However, should the term of office of the Director General come to an end more than six months before its stated term on September 30, 2020, the terms of office of the Deputy Directors General and Assistant Directors General will end six months after the end of the Director General’s appointment.
2. *The WIPO Coordination Committee is invited to approve the appointments as Deputy Directors General of Mr. Mario Matus, Mr. John Sandage, Ms. Wang Binying and Ms. Anne Leer for the period indicated in paragraph 20, above.*
3. *The WIPO Coordination Committee is invited to give its advice on the appointments as Assistant Directors General of Mr. Minelik Getahun, Mr. Yoshiyuki Takagi, Mr. Ramanathan Ambi Sundaram and Mr. Naresh Prasad for the period indicated in paragraph 20, above.*

[Annex follows]

CURRICULUM VITAE OF MR. MARIO MATUS

Date of birth: May 21, 1956

National of: Chile

Education

1986 – 1987 M.A. Law, Economics, and International Politics

 University of Oxford, Queen Elizabeth House, St. Edmund Hall

1983 – 1984 Diploma in International relations and diplomacy, Diplomatic Academy of Chile, Santiago, Chile

1980 Juris Doctor, Abogado (lawyer) Bar exam, Supreme Court of Chile, Santiago, Chile

1975 – 1979 LL.B., Licenciado en Ciencias Jurídicas y Sociales, Abogado, Universidad de Chile, Santiago, Chile

Work Experience

June 2014 – present Advisor to the Director General for International Economic Relations, Ministry of Foreign Affairs, Santiago, Chile

2005 – 2014 Ambassador, Permanent Representative of Chile to the World Trade Organization (WTO), the World Intellectual Property Organization (WIPO), the United Nation Conference for Trade and Development (UNCTAD) and the International Trade Center (ITC), Geneva, Switzerland

2004 – 2005 Director for Multilateral Economic Affairs, Ministry of Foreign Affairs, Santiago, Chile

2000 – 2004 Director for Bilateral Economic Affairs, Ministry of Foreign Affairs, Santiago, Chile

1999 – 2000 Head, Department of Services, Investment, and Air Transportation, Ministry of Foreign Affairs, Santiago, Chile

1994 – 1999 Minister Counsellor (commercial), Embassy of Chile to the United States of America, Washington D.C., USA

1992 – 1993 Trade Advisor to the Vice-Minister of Foreign Affairs, Ministry of Foreign Affairs, Santiago, Chile

1987 – 1991 Delegate to UNCTAD and the General Agreement on Tariffs and Trade (GATT) during the Uruguay Round negotiations, Permanent Mission of Chile to the United Nations, Geneva, Switzerland

1985 – 1986 Third Secretary, Ministry of Foreign Affairs, Santiago, Chile

1983 – 1984 Law Practioner, Santiago, Chile

1983 Joined the diplomatic service, Ministry of Foreign Affairs, Santiago, Chile

1979 – 1982 Lawyer, Langton Clarke y Cia. Ltda. (Coopers & Lybrand International member firm), Santiago, Chile

CURRICULUM VITAE OF MR. JOHN SANDAGE

Date of birth: October 6, 1959

National of: United States of America

Education

1982 – 1985 *Juris Doctor*. Law, standard curriculum with emphasis on international law, Yale University Law School, Connecticut, USA

1981 – 1982 M.A. in Public Administration, specialization in public sector human resources management, *summa cum laude,* Drake University, Iowa, USA

1978 – 1982 B.A. in History, Politics and Public Administration, summa cum laude, Phi Beta Kappa, Drake University, Iowa, USA

Work Experience

2011 – present Director, Division for Treaty Affairs, United Nations Office on Drugs and Crime, Austria

2008 – 2011 Deputy Director, Division for Treaty Affairs, United Nations Office on Drugs and Crime, Austria

2006 – 2008 Chief of Counterterrorism and Sanctions Policy, Bureau of International Organizations Affairs, US Department of State, Washington, D.C., USA

2004 – 2006 Director, Office of Trans-Regional Affairs, Bureau of Counterterrorism, US Department of State, Washington, D.C., USA

2004 Senior Policy Advisor, Ambassador at Large for Counterterrorism, US Department of State, Washington, D.C., USA

2003 Advocate and Counsellor, International Court of Justice (on special assignment), US Department of State, Washington, D.C., USA

2001 – 2003 Attorney-Adviser for Law Enforcement and Intelligence, Office of the Legal Adviser, US Department of State, Washington, D.C., USA

1998 – 2001 Attorney-Adviser for United Nations Affairs, Office of the Legal Adviser, US Department of State, Washington, D.C., USA

1995 – 1998 Attorney-Adviser for Inter-American Affairs, Office of the Legal Adviser. US Department of State, Washington, D.C., USA

1992 – 1995 Supervising Attorney for International Claims and Investment Disputes, Office of the Legal Adviser, US Department of State, Washington, D.C., USA

1986 – 1992 Associate Attorney, Wilmer, Cutler and Pickering (now Wilmer, Cutler, Pickering, Hale and Dorr), Washington, D.C., USA

1985 – 1986 Law Clerk, US Court of Appeals, Alabama, USA

CURRICULUM VITAE OF MS. WANG BINYING

Date of birth: December 28, 1952

National of: China

Education

1985 – 1986 LL. M on US law including industrial property law, Law School of University of California, Berkeley, California, USA

1984 – 1985 Diploma in American Commercial Law, Columbia Law School, New York, USA

1972 – 1975 (B.S.) in English, Communication and Transportation, Zhongnan University, Changsha, China

Work Experience in WIPO

2009 – present Deputy Director General in charge of Brands and Designs Sector

2006 – 2009 Assistant Director General in charge of Administrative Support Services and General Assembly Affairs and WIPO security system

2003 – 2006 Executive Director of Administrative Support Services, Inter-agency and General Assembly Affairs

1999 – 2003 Director, Inter-office and General Assembly Affairs, Office of Strategic Planning and Policy Development

1997 – 1999 Senior Counselor, Office of Strategic Planning and Policy Development

1994 – 1997 Counselor and later, Senior Counselor, Office of the Director General

1992 – 1994 Senior Program Officer, Bureau for Development Cooperation for Asia and the Pacific

Work Experience Prior to Joining WIPO

1990 – 1992 Managing Director, China Trademark Service, State Administration for Industry and Commerce (SAIC), Beijing, China

1980 – 1990 Director and later, Acting Director General, Department for Registration of Enterprises and Foreign Companies, SAIC, Beijing, China

1975 – 1980 Secondment to Foreign Economic Services in Africa, and research fellow in the Ministry for Communication and Transportation, Beijing, China

CURRICULUM VITAE OF MS. ANNE LEER

Date of birth: April 2, 1959

National of: Norway

Education

1990 – 1992 M.B.A. Executive, Norwegian School of Management (in partnership with University of Arizona), Oslo, Norway

1987 – 1990 M.A. Honors in Film Television and Drama, Norwegian University of Science and Technology (NTNU), Trondheim, Norway

1981 – 1984 B.Sc. in Journalism and Mass-media Studies (1st class degree), University of Leeds, Leeds, United Kingdom, with the final year at NTNU, Trondheim, Norway

Work Experience

2005 – present Producer & Editor, British Broadcasting Corporation (BBC), London, United Kingdom

2003 – 2005 Research at University of Oxford, United Kingdom

2001 – 2003 Commercial Director, BBC, London, United Kingdom

2000 – 2001 Commissioning Editor/Producer, Pearson Financial Times, London, United Kingdom

1993 – 2000 Strategic Planner & Business Development Manager, Oxford University Press, Oxford, United Kingdom

1991 – 1993 Management Consultant and VP New Media, IMC/Paramount, New York, United States of America

1990 – 1991 Director of Information, Kopinor, Oslo, Norway

1987 – 1990 Director of Marketing, NLG Dronningen, Oslo, Norway

CURRICULUM VITAE OF MR. MINELIK ALEMU GETAHUN

Date of birth: January 27, 1966

National of: Ethiopia

Education

2004 – 2005 LL.M. (Merits) in Public International Law, University College London, University of London, London, United Kingdom

1985 – 1990 LL.B., Faculty of Law, Addis Ababa University, Addis Ababa Ethiopia

Work Experience

2011 – present Ambassador, Permanent Representative of Ethiopia to the United Nations at Geneva and other International Organization in Switzerland and Vienna, Ambassador Extraordinary and Plenipotentiary to the Swiss Confederation and (non-resident) to Austria, Hungary, Bulgaria, and Romania.

2011 Deputy Head of Mission, Ethiopian Embassy to the Benelux countries and the European Union, Brussels, Belgium

2007 – 2010 Legal Advisor and Acting Director General, Ministry of Foreign Affairs of Ethiopia, Addis Ababa, Ethiopia

2002 – 2006 Counsellor, Ministry of Foreign Affairs of Ethiopia, Addis Ababa, Ethiopia

2001 – 2002 First Secretary, Ministry of Foreign Affairs of Ethiopia, Addis Ababa, Ethiopia

1999 – 2001 First Secretary, Permanent Mission of Ethiopia to the United Nations at Geneva and other international organizations, Geneva, Switzerland

1993 – 1999 Second Secretary, Permanent Mission of Ethiopia to the United Nations at Geneva and other international organizations, Geneva, Switzerland

1990 – 1993 Second Secretary, Ministry of Foreign Affairs of Ethiopia, Addis Ababa, Ethiopia

Membership: African Union Commission on International law, since July 2009

CURRICULUM VITAE OF MR. YOSHIYUKI TAKAGI

Date of birth: December 13, 1955

National of: Japan

Education

1978 – 1979 M.Sc. in Engineering (not completed so as to work for the Japanese government), Kyoto University, Kyoto, Japan

1974 – 1978 Bachelor of Engineering in Chemical Engineering, Kyoto University, Kyoto, Japan

Work Experience in WIPO

2009 – present Assistant Director General responsible for the Global Infrastructure Sector

2009 Executive Director, Global Intellectual Property Infrastructure Department, WIPO Worldwide Academy and IT Services

2003 – 2008 Executive Director, Office of Strategic Planning and Policy Development

2002 – 2003 Senior Director, Office of Strategic Planning and Policy Development

1999 – 2002 Director, Office of Strategic Planning and Policy Development

1998 – 1999 Director, Inter-office Information Services and Operational Affairs Department

1996 – 1998 Director, Industrial Property Information and International Classifications Department

1994 – 1996 Director, Industrial Property Information Division

1986 – 1988 Associate Program Officer, Asia and the Pacific Bureau, Cooperation for Development Sector, and later Associate Legal Officer, Industrial Property Law Division

Work Experience Prior to Joining WIPO

1991 – 1994 First Secretary. Permanent Mission of Japan in Geneva, Ministry of Foreign Affairs of Japan

1988 – 1991 Deputy Director, Ministry of International Trade and Industry and Ministry of Foreign Affairs of Japan, Tokyo, Japan

1985 – 1986 Deputy Director, Office of the Legal Counsel, Japan Patent Office

1983 – 1985 Patent Examiner, Japan Patent Office

1979 – 1983 Assistant Patent Examiner, Japan Patent Office

CURRICULUM VITAE OF MR. RAMANATHAN AMBI SUNDARAM

Date of birth: November 10, 1954

National of: Sri Lanka

Education

2000 – 2002 Master in Business Administration, Webster University, Geneva, Switzerland

1976 – 1977 Postgraduate Studies in Management Science, Imperial College, London, United Kingdom

1973 – 1976 B. Sc. In Ergonomics (Honours), Loughborough University, Loughborough, United Kingdom

Work Experience in WIPO

2009 – present Assistant Director General responsible for the Administration and Management Sector

Work Experience Prior to Joining WIPO

2003 – 2009 Director, Operational Support and Services, World Health Organization (WHO), Geneva, Switzerland

1998 – 2003 Manager, General Management Support Unit, WHO, Geneva, Switzerland

1996 – 1998 Chief, Communications, Records, and Conference Services, WHO, Geneva, Switzerland

1990 – 1996 Senior Administrative Officer, WHO, Geneva, Switzerland

1985 – 1990 Administrative Officer, WHO, Geneva, Switzerland

1979 – 1985 Programmer/Analyst, WHO, Geneva, Switzerland

1977 – 1979 Management Consultant, Arthur Andersen & Company, London, United Kingdom

CURRICULUM VITAE OF MR. NARESH PRASAD

Date of birth: March 19, 1957

National of: India

*Overview*

Mr. Prasad has had extensive management and administrative experience at senior levels both with the United Nations in WIPO and at state and national levels in India. Since 2009, Mr. Prasad has served as the Executive Director and Chief of Staff to the Director General of WIPO. He also served with the United Nations Industrial Development Organization (UNIDO) for three years during the 1990s. As a member of the Indian civil service, Mr. Prasad has close to 33 years’ experience with the Government of India in various assignments including with the United Nations. He served for 15 years in the field of Industry and Commerce and was India’s focal point for intellectual property issues. Mr. Prasad holds a double Masters degree in Arts and Economics and was educated at the prestigious St. Stephen’s College in Delhi University.

*Experience and Achievements*

Mr. Prasad has ***extensive experience working for the United Nations, including with WIPO***. In 2009, he assumed responsibilities as the Chief of Staff of the Director General of WIPO. In this role, he has advised the Director General on strategic matters, been the Secretary to the WIPO General Assembly (the highest governance body of WIPO) and been responsible for management of the Office of the Director General, the Assemblies Affairs and Documentation Division, the Ethics Office and the Protocol service. He served with UNIDO from 1996 to 1998, working as coordinator for investment and technology promotion for the Asia Pacific Region.

Mr. Prasad has ***extensive multilateral experience***. With the Ministry of Commerce and Industry, he was India’s focal point for UNIDO, WIPO and the Asian Productivity Organization (APO). As part of India’s economic liberalization in the early 1990s, Mr. Prasad organized the first Investment and Technology Market attracting Foreign Direct Investment to India. In 1995, he was responsible for organizing the Global Forum on Industry that dealt with, among other issues, global level industrial partnerships and competitiveness and its relationship to technology.

Mr. Prasad ***served for 10 years with the Union Government of India*** (Joint Secretary and Director levels in the Ministry of Commerce and Industry) obtaining ***expertise on intellectual property issues***. During his stint as Joint Secretary, he was India’s focal point for intellectual property issues and as such, he played a key role in modernizing the country’s intellectual property infrastructure and was responsible for intellectual property negotiations at the multilateral and bilateral levels. He was also responsible for facilitating India’s accession to the Madrid Protocol and for formulating and implementing India’s new design policy.

Mr. Prasad has considerable ***experience in rural development***. He served for three years as the Chief Executive Officer of one of the most sensitive and important Districts in India, Aligarh (population four to five million). In this role, Mr. Prasad was responsible for all aspects of development, from health, sanitation and infrastructure to water, forestry, energy and education. In recognition of his achievements in Aligarh, Mr. Prasad was awarded the prize for best performing district in Uttar Pradesh in promoting renewable energy.

Mr. Prasad has extensive experience in the field of ***urban development***. For two years, he served as the Chief Executive Officer of the Development Authority of the fifth largest city in India, Kanpur, managing a staff of over 2,000. A key achievement was floating the first ever Infrastructure Bond issued by a development authority which led to a reorganization of the Authority’s finances based on an A+ credit rating from India’s leading ratings agency.

Mr. Prasad has ***extensive policy and implementation experience at the grassroots level*** through postings to five Districts each with a population of four to five million in the States of Tamil Nadu and Uttar Pradesh. As a District Officer, he was ultimately responsible for administration and governance in these Districts and his specific duties entailed delivering development assistance, maintenance of law and order and revenue collection amongst other responsibilities.

[End of Annex and of document]

1. This external service provider is one of two external providers selected recently through an international tender for the provision of assessment services in the context of the enhanced professionalization of WIPO’s recruitment processes. The two service providers were invited to submit a proposal for an assessment tailored to this specific selection process and one was selected by the Director General based on their suggested methodology and the content of the assessment package which was very well adapted to WIPO’s needs. [↑](#footnote-ref-2)