

ANNEX II

WIPO Strategic Framework and Program Structure

STRATEGIC GOAL I Balanced Evolution of the International Normative Framework for IP	STRATEGIC GOAL II Provision of Premier Global IP Services	STRATEGIC GOAL III Facilitating the Use of IP for Development
<p>This reformulated Strategic Goal responds to the challenge of ensuring that the development of international IP law keeps pace with the rapidly evolving technological, geo-economic, social and cultural environment. The notion of balance is critical to ensuring that the international intellectual property normative framework continues to serve its fundamental purpose of encouraging innovation and creativity; that it takes into account the needs and interests of countries at different stages of development, including through the flexibilities within international IP agreements; that it balances costs and benefits; and the rights of creators, innovators and their business associates, with the interests of the wider public. All programs and activities conducted under this Goal will be guided by the recommendations adopted in Cluster B of the Development Agenda.</p>	<p>Strategic Goal II addresses the core income-generating business areas of WIPO. The aim of this Strategic Goal is to make WIPO's registration, filing and alternative dispute resolution services the international systems of first choice for users through cost-effective, improved services which provide added value.</p>	<p>As a member of the United Nations family of organizations, WIPO is committed to ensuring that all countries are able to benefit from the use of intellectual property for economic, cultural and social development. Strategic Goal III is a strong and succinct articulation of that commitment. The Development Agenda gives added impetus to this goal and to the use of IP to contribute to the realization of the Millennium Development Goals.</p> <p>In accordance with the principles of the Development Agenda, the revised program structure mainstreams development-related activity into all substantive areas of WIPO's work. This Strategic Goal, therefore, applies not only to the development-specific programs listed vertically under it, but, just as importantly, it applies horizontally to programs right across the revised strategic framework. This is reflected in the individual Program narratives, with specific Development Agenda links highlighted for ease of reference after each narrative.</p> <p>The four programs under this strategic goal will work together, and with other sectors, to assist developing countries in sharing the benefits of IP for development and in pursuit of the Millennium Development Goals.</p>
<p>Program 1: Patents, Innovation Promotion and Technology Transfer</p> <p>Program 2: Trademarks, Industrial Designs and Geographical Indications</p> <p>Program 3: Copyright and Related Rights</p> <p>Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources</p>	<p>Program 5: The PCT System</p> <p>Program 6: Madrid, Hague and Lisbon Systems</p> <p>Program 7: Arbitration, Mediation and Domain Names</p>	<p>Program 8: Development Agenda Coordination</p> <p>Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries</p> <p>Program 10: Cooperation with Certain Countries in Europe and Asia</p> <p>Program 11: The WIPO Academy</p>

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STRATEGIC GOAL IV Coordination and Development of Global IP Infrastructure

Strategic Goal IV introduces a new orientation. It responds to the need for greater technical standardization and work sharing between Offices around the world in order to help meet the overwhelming global demand on the system; to facilitate the exchange of data and outputs between Offices; and to maximize benefits to developing countries by facilitating their participation in the system and their access and use of its outputs in accordance with the Development Agenda. To further this goal, a number of WIPO's strategic assets, which are currently dispersed across programs in different areas of the Organization, are brought together and developed within reformulated programs. These include tools (such as the international IP classification systems) and international IP databases, plus the Office Automation services which serve to make these assets available to Offices, institutions and public in all countries. The goal would also include promoting and coordinating the voluntary adoption of best practice infrastructure elements developed by other Offices. Assistance provided to developing country Offices through the IPAS office automation services will facilitate their participation in the global infrastructure and access to its benefits.

- Program 12: International Classifications in the Field of Trademarks and Industrial Designs
- Program 13: Patent Classification and WIPO IP Standards
- Program 14: PATENTSCOPE® and Associated Patent Services
- Program 15: IP Office Modernization

STRATEGIC GOAL V World Reference Source for IP Information and Analysis

Strategic Goal V gives new impetus to an important area of WIPO's work: WIPO is already the repository – and generator – of outstanding collections of statistical, legal and technical IP information. In addition, there is strong demand, notably in the context of the Development Agenda, for the Organization to provide empirical economic analysis and impact studies for use by policy makers. The value of all this information and research, however, depends on ensuring not only that it is accurate, timely and focused on stakeholder needs, but also that it is freely and universally accessible. WIPO has a unique potential to develop a portal to the world's most comprehensive collection of IP information resources, thus making a significant contribution to the sharing of knowledge. Under this strategic goal, which covers both the production and sharing of information, WIPO would strive to realize that potential.

- Program 16: Economic Studies, Statistics and Analysis

STRATEGIC GOAL VI International Cooperation on Building Respect for IP

The respect for IP is a fundamental principle shared by all WIPO's member governments. This new Strategic Goal aims to enhance international cooperation on building respect for IP. This is a broad, cross-cutting goal, which is more inclusive than the narrower concept of enforcement. It calls for creating an enabling environment that promotes respect for IP in a sustainable manner. In creating such an enabling environment, a balanced approach, focusing on international cooperation where WIPO can make a difference, will be adopted in the spirit of Development Agenda (45): "To approach intellectual property enforcement in the context of broader societal interests and especially development-oriented concerns, with a view that "the protection and enforcement of intellectual property rights should contribute to the promotion of technological innovation and to the transfer and dissemination of technology, to the mutual advantage of producers and users of technological knowledge and in a manner conducive to social and economic welfare, and to a balance of rights and obligations", in accordance with article 7 of the TRIPS Agreement." WIPO's activities in support of this goal apply across all areas, areas of its program of work, including identifying the elements of enabling environment for building respect for IP, undertaking objective studies and independent assessments on the extent and costs of piracy and counterfeiting and their impact on social and economic welfare, capacity building, provision of training, awareness-raising and educational programs aimed at promoting respect for IP.

- Program 17: Building Respect for IP

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STRATEGIC GOAL VII Addressing IP in Relation to Global Policy Issues

This new Strategic Goal reflects the determination to re-establish WIPO's position as the leading intergovernmental forum for addressing the intersection between intellectual property and global public policy issues. It implies proactive and substantive engagement with other UN and intergovernmental organizations in order to contribute to the shared search for solutions to the major challenges facing humanity, including challenges relating to climate change, food security, public health, the protection of biodiversity, and to meeting the Millennium Development Goals. The most immediate impact of many of these global problems is borne by Developing and Least Developed Countries, and the programs developed under this Strategic Goal will be closely involved in the realization of a number of Development Agenda objectives.

Program 18: IP and Global Challenges

STRATEGIC GOAL VIII A Responsive Communications Interface Between WIPO, its Members and all Stakeholders

Strategic Goal VIII signals the high priority attached by the new WIPO administration to promoting effective communication at all levels and to developing a culture of customer service. WIPO's customers are not only the users of its income-generating services, but are first and foremost the Member States, as well as other stakeholders to which the Organization provides wide ranging services including support to the Committees on normative activity, capacity-building services, information and technical services. Trusted communication between the various stakeholders is a precondition to the effective functioning of the Organization.

Program 19: Communications

Program 20: External Offices and Relations

STRATEGIC GOAL IX An Efficient Administrative and Financial Support

Strategic Goal IX aims to build an administrative, financial and management support infrastructure focused on enabling program delivery, with efficiency and transparency as guiding principles.

Program 21: Executive Management

Program 22: Finance, Budget and Program Management

Program 23: Human Resources Management and Development

Program 24: Administrative Support Services

Program 25: Information and Communication Technology

Program 26: Internal Oversight

Program 27: Conference and Language Services

Program 28: Security

Program 29: New Construction