

# WIPO



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WORLD INTELLECTUAL PROPERTY ORGANIZATION  
GENEVA

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## ASSEMBLIES OF THE MEMBER STATES OF WIPO

### Forty-Seventh Series of Meetings Geneva, September 22 to October 1, 2009

#### PROGRAM PERFORMANCE REPORT FOR 2008

*presented by the Director General*

1. Program Performance Report for 2008 (document WO/PBC/14/3 attached) will be submitted to the fourteenth session of the WIPO Program and Budget Committee (PBC) (September 14 to 16, 2009).

2. The recommendation of the PBC in respect of this document may be found in the “Summary of Recommendations Made by the Program and Budget Committee at its Fourteenth Session Held from September 14 to 16, 2009” (document A/47/15).

3. *The Assemblies of the Member States of WIPO and of the Unions administered by it, each as far as it is concerned, are invited to approve the Program Performance Report for 2008 contained in document WO/PBC/14/3.*

[Attachment follows]

WIPO



WO/PBC/14/3

ORIGINAL: English

DATE: July 28, 2009

WORLD INTELLECTUAL PROPERTY ORGANIZATION  
GENEVA

## PROGRAM AND BUDGET COMMITTEE

### Fourteenth Session

Geneva, September 14 to 16, 2009

#### PROGRAM PERFORMANCE REPORT FOR 2008

*presented by the Director General*

1. The Program Performance Report (PPR) for 2008 has been prepared in accordance with WIPO's results-based framework. The present report is based on the performance criteria established in the 2008/09 Program and Budget, as approved by the forty-fourth Assemblies of the WIPO Member States in March 2008 (document A/44/2). The Report provides an interim performance review of the progress made during the first year of the 2008/09 biennium.

2. The report was presented to, and reviewed by, the Program and Budget Committee (PBC) at its informal session (July 20 to 22, 2009) (document WO/PBC/IM/1/09/3). It is being submitted to the present session of the PBC for its formal recommendation.

*3. The Program and Budget Committee is invited to recommend the approval of the present document to the Assemblies of the Member States of WIPO.*

[Program Performance Report for 2008 follows]

**PROGRAM PERFORMANCE REPORT FOR 2008**



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## I. INTRODUCTION

The Program Performance Report (PPR) is the formal reporting mechanism to Member States on the Organization's performance as measured against the expected results, performance indicators and targets set out and approved in the Program and Budget for the respective biennium. In accordance with the mechanism for the Preparation and Follow-up of the Program and Budget, the PPR for the biennium is presented for review to the first session of the Program and Budget Committee in the year immediately following the biennium being reported on. It is also submitted to the WIPO Assemblies meeting in that same year for their approval. In line with this, the PPR for 2008/09 will be presented to the Program and Budget Committee and WIPO Assemblies in 2010. The biennium PPR will also provide a more detailed analysis of performance, both at the Strategic Goal and program level, when more meaningful analysis over the longer timeframe can be presented

To ensure that Member States have the most up-to-date performance information when reviewing the proposed Program and Budget for the next period, an interim Program Performance Report is prepared covering the first year of a biennium. The PPR provided in this document is such an interim report covering the reporting period January to December 2008, the first year of the 2008/09 biennium. It provides a progress report on performance in 2008, which should assist Member States when reviewing the proposed Program and Budget 2010/11.

## II. EXECUTIVE SUMMARY

The PPR for 2008 is based on the strategic framework (goals, program structure, expected results and performance indicators) as set out in the approved Program and Budget for the 2008/09 biennium which was adopted by Member States in March 2008 (see document A/44/2). For ease of reference, a copy of this Strategic Framework is provided in Table 1 overleaf.

The PPR is a compilation of self-assessments made by Program Managers on the performance of their programs in relation to the respective expected results and performance indicators. These self-assessments are reviewed by Program Management and Performance Section and following discussions with Program Managers and their teams, an agreed report for the program is consolidated into the PPR document. To further strengthen the validity of the PPR, an external and independent validation exercise was undertaken for the PPR 2008. This is the first time the PPR has been subject to this process of validation and was based on a sampling of performance indicators chosen from selected programs. The exercise proved extremely helpful in identifying some key areas to improve performance reporting at WIPO. This will be reflected in WIPO's continuing efforts to strengthen results based management. A copy of the summary of the Validation Report is attached at the Annex to this document.

The "traffic light system" applied to measure WIPO's performance is a widely recognized performance assessment system. It was introduced at WIPO in the PPR for 2006/07 (see document (WO/PBC/13/3). For the purposes of this interim PPR, the following assessment criteria have been used:

- "Strong Progress": A green light is given when it is clear that there has been significant progress in relation to the related performance indicator (e.g. 50% or more).
- "Progress": An amber light is given when progress has been achieved, but in relation to the performance indicator it is not clear that there is sufficient progress to assess performance as strong progress. (Many of the expected results and performance indicators require time for implementation. While there has been significant and valuable work undertaken to make progress against the performance indicator, it is not unexpected that performance, in terms of results, is not fully evident in the shorter time frame of the interim PPR.
- "No progress": A red light is given when it clear that no progress has been achieved. This indicates that there are issues which are being addressed by Program Managers and the performance data provides information to indicate the difficulties encountered and actions taken.
- "Not yet assessed/Discontinued": A white light is given when it has not been possible at this interim stage to assess performance, or if a particular area of work against an expected result and performance indicator has been discontinued. The performance data provides further explanation in this case.

The quality of program performance reporting is dependant upon well defined, specific, measurable, achievable, relevant and time-bound (SMART) indicators. The 2008/09 Program and Budget saw a further step forward in strengthening and making more SMART, WIPO's performance indicators. As a result, program performance reporting has improved and the PPR 2008 shows more tangible evidence of organizational performance. That said, and as identified in the Validation Report, there remain some important weaknesses which the Organization is now addressing. Key among these are:

- The introduction of "Baselines" in the proposed Program and Budget 2010/11 – This is essential in order to establish how the situation has changed in the reporting period as a result of activities undertaken and measured against the related performance indicators.

- The development of Strategic Goals in the Medium Term Strategic Plan 2010 -15 with performance measures at the strategic level and identification in the Program and Budget narratives of the links between expected results at the Program level and the associated Strategic Goal. This illustrates the cross-cutting nature of many of the Programs.
- Developing results monitoring and reporting tools for Program Managers for use in the 2010/11 biennium aimed at more effective decision-making and better performance management and reporting.

The PPR 2008 is a snapshot of performance at this halfway stage in the 2008/09 biennium. Many of the major initiatives and changes in strategic focus of the Organization that were launched later in 2008 are not fully reflected in this report which covers the whole of the transitional year at WIPO. The PPR 2008/09 will provide a fuller account and more detailed analysis of program performance and resource utilization, both at the Program and the Strategic level.

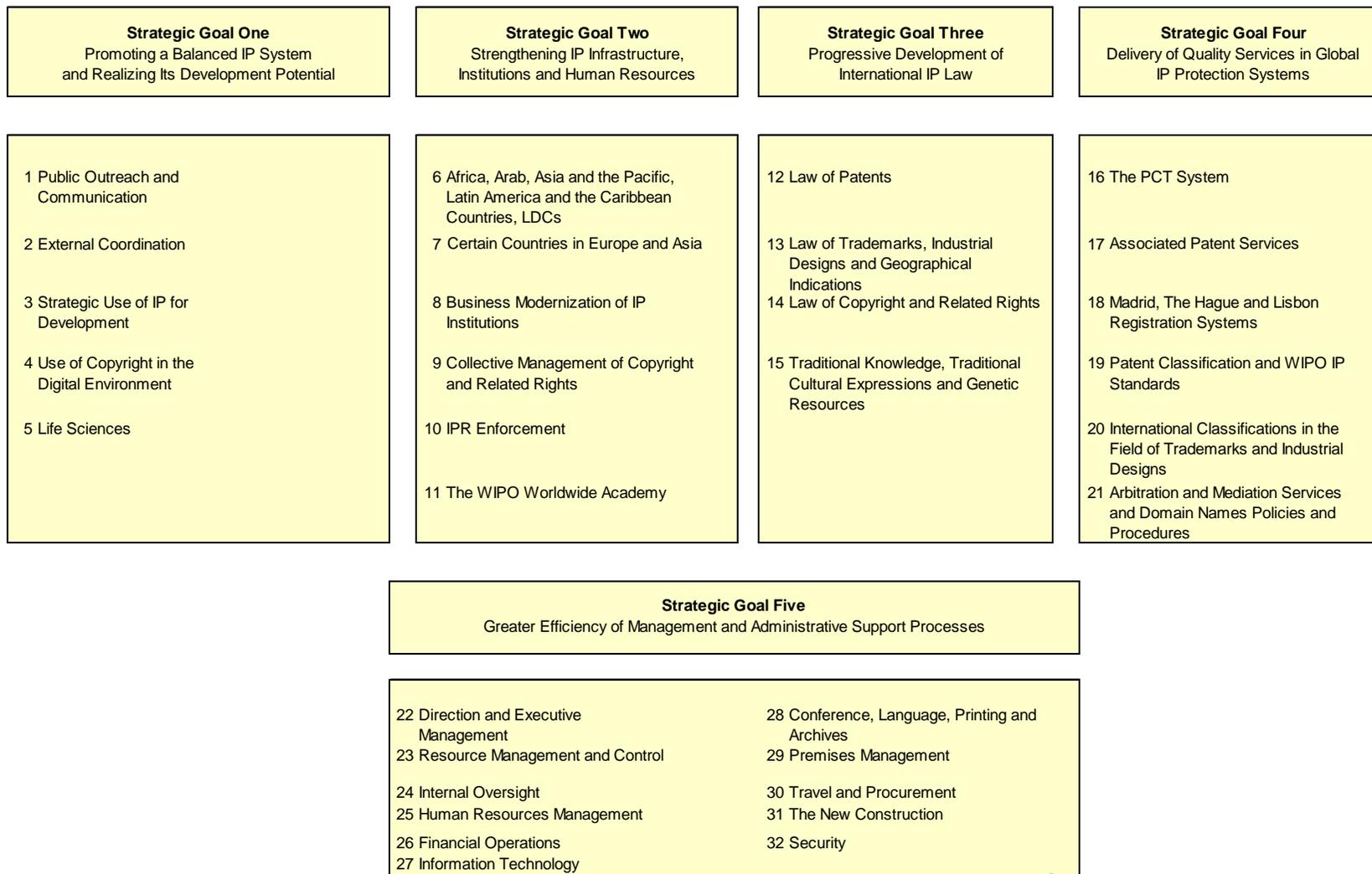
The individual program reports which follow comprise:

Section I: Analytical Summary. For the purpose of the interim report the analytical summary presents a summary provided by Program Managers of the activities and strategies undertaken during the year to achieve the expected results. For the end of biennium report the analytical part will identify key lessons learned, challenges and performance highlights from the 2008/09 biennium.

Section II: Performance Data. The table in this section provides the expected results for the program and the performance indicators/targets as approved by Member States in the approved Program and Budget 2008/09 (document A/44/2). The performance data in relation to each indicator is provided in the third column. The fourth column provides an assessment of performance using the traffic light system (first used by WIPO in presenting the PPR for 2006-07 – document WO/PBC/13/3). This is a four-point scale which provides an indication of the program's overall performance and its progress against each indicator.

Section III: Budget Utilization 2008. The final section provides information on the program budget for the biennium 2008/09, actual expenditure for 2008 and on this basis a calculation of the utilization rate (this information is extracted from the Interim Financial Statements – see document WO/PBC/IM/1/09/2, Table 4). At this halfway point in the biennium, it would be expected that programs should have utilized approximately 50% of their budget (plus or minus 10%). For programs where the utilization rate falls outside these parameters, an explanation is provided.

**2008/2009 WIPO STRATEGIC FRAMEWORK**



### III. INDIVIDUAL PROGRAM PERFORMANCE REPORTS

#### PROGRAM 1: Public Outreach and Communication

**Program Manager:** Geoffrey Onyeama

**Objective:** Better understanding of IP issues and of WIPO's role worldwide



#### I. ANALYTICAL SUMMARY

1. Promoting a better understanding of IP issues and WIPO's role worldwide required more creative approaches to disseminating WIPO's messages to Member States and all stakeholder groups, particularly in developing countries. A key challenge was to further involve Member States in the process, providing assistance and cooperation on launching national outreach activities as well as making WIPO information products available to a broad and diverse audience. A greater emphasis on value for money led to more cooperative and joint projects, which resulted in the launching of more products with broader dissemination. Several highlights are outlined below:

*Achieving Expected Result 1 – Broader understanding of the role of IP, and of WIPO and its activities, among policy makers and the general public* – As part of the Program strategy Member States were provided with the basic tools to conduct outreach campaigns. To do this, a new “IP Outreach Tools” section was created on the WIPO website containing the web-version of the WIPO Guide to Intellectual Property Outreach, two databases containing information of IP outreach initiatives worldwide and summaries of empirical IP research studies.

Recognizing young people as key consumers of intellectual property was a key impetus for the Organization's increasing efforts to reach this group. In 2008 the Program started with the development of a website for young people (working title: Generation IP). In addition, an agreement was signed and work began with Peru's IP institute (INDECOP) and the Korean Government's Funds-in-Trust for the multi-lingual animation of WIPO's popular “Copyright” comic (originally developed in partnership with INDECOP).

Recognizing a significant gap in WIPO's outreach activities – materials on the subject of counterfeiting and piracy – the Organization produced a film on the effects of counterfeit medicines on consumers. This project again was a cooperative endeavor, reducing the cost of the production significantly. A key strategy shift during the year was to focus more on distribution of WIPO films on social networking websites such as Youtube, which greatly expands the Organization's reach. Another strategy adjustment, in light of reduced budgets, was to produce more works in-house, resulting in increased production at lower cost.

*Achieving Expected Result 2 - Higher global media profile for WIPO activities*, was achieved through the use of press conferences, press communiqués, briefings and interviews (written press, television and radio) with WIPO officials on a variety of subjects. The organization of one seminar for journalists in Geneva and one for African journalists in Cameroon in 2008 helped expand the network of journalists that appreciate and understand the value of reporting on IP. This, coupled with proactive media outreach, explains the strong growth in media contacts in 2008. A modest growth in the number of articles appearing in the world press on WIPO's activities is attributed to the dominance of transitional leadership issues at WIPO in 2008. Significant press coverage, particularly in developing countries, was also achieved as a result of the distribution of some 159 medals to inventors and creators in 31 developing countries and countries in transition and 21 medals in developed countries by the WIPO Awards Program.

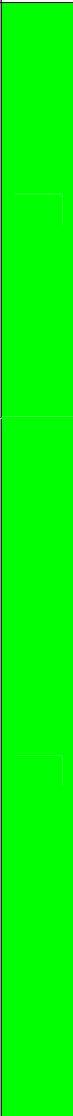
2. In addition to the above mentioned results, the Program worked towards *enhancing the appreciation/recognition of WIPO's information products*, by following both traditional as well as new routes to extend the Organization's reach to its global audiences. WIPO worked with Member States to

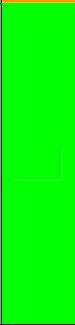
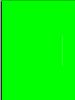
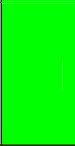
translate 41 new (non-UN) language versions of WIPO publications. Three new depositary libraries for WIPO publications were established in developing countries, extending the Organization’s reach into academia. WIPO free-of-charge information products, in all available languages, continued to be uploaded onto Google Books and Scribd. It should be noted that revenue of CHF 550,000 was generated by the sale of publications during the year, and some 200,000 information products were distributed worldwide.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected result	Performance Indicators	Performance Data	TLS
Broader understanding of the role of IP and of WIPO and its activities, among policy makers and the general public	Core messages on the value of IP (via printed materials, multimedia products, and the WIPO website) are used by Member States in ten national public outreach activities	60% increase in average monthly page views between the first quarter 2008 and the fourth quarter 2008. Page views for the Outreach Research database were at nearly 8.000 for Q4 2008.  Core messages on the value of IP via printed WIPO information materials and multimedia products were used in four national public outreach campaigns, in Dubai, Peru, Saudi Arabia and Morocco.  240 IP Day activities were carried out in 2008 against 165 in 2007, i.e. a 45 % increase.	
	IP educational materials for young people are used by ten Member States in national school systems	Four requests for translation for “Inventions and Patents” (Armenia, Lithuania, Ukraine and Singapore) and 4 for “Arts and Copyright” (Armenia, Bulgaria, Estonia and Ukraine) were received in 2008.  IP educational materials for young people were used in two campaigns in the United Arab Emirates and in Morocco.  The publication “ <i>Raconte-moi la propriété intellectuelle</i> ” was co-published with French publisher Nane Éditions and is distributed by the publisher directly into the French school system and through French book retailer Fnac.  A basic lesson-plan for 8- and 9-year-old students on copyright, based on WIPO’s “Arts and Copyright”, was created in cooperation with staff of the International School of Geneva (Switzerland). At year end, the lesson plan was being refined by teachers and shared with other teachers worldwide on the International Baccalaureate Intranet for further use.	

Expected result	Performance Indicators	Performance Data	TLS	
<p><i>(continued)</i></p> <p>Broader understanding of the role of IP and of WIPO and its activities, among policy makers and the general public</p>	<p>Broadcast of two WIPO public information spots on at least two international networks and 40 national networks in Member States</p>	<p>WIPO films posted on popular social networking sites (YouTube, GoogleVideo, etc.) reach nearly 25,500 views for YouTube, i.e. three times as much as views for 2007.</p> <p>Broadcast-quality spot not produced for 2008 due to lack of sufficient funds for external production. Internal animation spot produced for Member States for download via Internet. Production of broadcast-quality spot deferred to IP Day 2009 on “Green Innovation” theme.</p> <p>More than 1000 copies of the “WIPO Videos” DVDs were distributed to Member State representatives during the 2008 WIPO General Assembly.</p>		
	<p>10% increase in the number of Member States with outreach activities on World IP Day</p>	<p>World Intellectual Property Day was celebrated worldwide in 2008 with the slogan “Innovation – Respect It”. Some 1,500 information kits were sent to Member States, observers, stakeholders and businesses. Events were reported to WIPO from 60 countries, which was the same number as the previous year. However, these countries reported 240 event summaries (posted on the WIPO website, representing a 45 % increase over 2007).</p>		
<p>Higher global media profile for WIPO activities</p>	<p>At least 5% increase in world press articles on WIPO activities</p>	<p>There was a 3.7% increase in the number of press articles around the world reporting on WIPO activities.</p>		
	<p>At least 5% increase in the number of media contacts regularly reporting on WIPO.</p>	<p>There was a 25% increase in the number of media contacts that regularly report on IP as compared to the previous biennium.</p>		
	<p>At least 5% increase in number of WIPO-generated articles in specialized business and academic publications</p>	<p>There was no increase. This activity remained static in 2008 as compared to the previous year.</p>		
<p>Enhanced appreciation/recognition of WIPO's information products</p>	<p>Distribution of WIPO publications by local publishers in an additional 10 developing countries</p>	<p>No new publishing agreements in developing countries. As a result of increasing numbers of key WIPO publications (e.g., previously best selling PCT and Madrid materials) being made available for free online, as well as significantly increased exposure of WIPO publications in both developed and developing countries via online search engines (see Google reference below), this activity was de-emphasized during the period.</p>		

Expected result	Performance Indicators	Performance Data	TLS
<i>(continued)</i> Enhanced appreciation/recognition of WIPO's information products	Increase in number of translations by Member States of WIPO publications into local languages	Member States requested permission to translate 41 new (non-UN) language versions of WIPO publications, i.e. nearly twice as many translation requests for 2007 (26).	
	10% increase in the number of website visitors referred to WIPO web pages via internet search engines	During 2008, WIPO publications in Google Books generated 27,303 visits representing a 58% increase in comparison with 2006-2007 biennium (166,200 pages viewed (265% increase) and 399 visits to the WIPO bookshop (through the "buy this book" link). Most book views came from users in the US (18.79%) and India (10.46%).	
	30% more readers of the WIPO Magazine (subscribers to paper version and web hits to html version) and feedback on its quality, timeliness and relevance (survey)	Visitors to the WIPO Magazine articles on the website in 2008 doubled (1.8 million page views) as compared to 2007. Subscribers to the hard copy of the English version of the WIPO Magazine increased by 13 % over 2007 to just under 3500, while the e-mail subscription list for three language versions continued rise steadily.	
	Increase in hits to, and subsequent use of, WIPO online outreach guides by Member States	According to Urchin web statistics, the web-version of the Outreach Guide received 13.4% more page views in 2008, compared to 2007. Google searches for "IP outreach guide" and "IP outreach campaign" display Outreach Guide contents as top result.	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
12,611	5,147	41%

3. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 2: External Coordination****Program Manager:** Geoffrey Onyeama**Objective:** Enhanced and more effective engagement of WIPO with the external community**I. ANALYTICAL SUMMARY**

1. In 2008, to support the Program objective of enhancing and making more effective WIPO's engagement with the external community, a major focus for this Program was to strengthen coordination and improve cooperation with UN entities and IGO bodies and heighten WIPO's profile in the international debate and negotiating process on issues related to IP and innovation by: (a) conducting inter-agency affairs and external relations with the United Nations common system, all UN Management Reform bodies for coordination and coherence such as High Level Committee on Management (HLCM), High Level Committee on Programs (HLCP), Chief Executives Board (CEB), Joint Inspection Unit (JIU), among others; (b) coordinating WIPO's input in UN negotiating processes such as World Summit on the Information Society ((WSIS) ITU), climate change (United Nations Framework Convention on Climate Change (UNFCCC)) and the Global Strategy and Plan of Action on Public Health, Innovation and Access to Medicines WHO; (c) participating in WTO meetings within the framework of WIPO/WTO Technical Assistance Agreement as well as other trade-related events organized within the UN system; and (d) promoting cooperation and partnerships with ALADI (Asociación Latino Americana de Integración), Global Environment Facility (GEF), World Bank, Andean Community, Inter-American Development Bank (IADB) and other intergovernmental organizations and development institutions.

2. The Program has responded to the priority given by WIPO Member States in the Committee on Development and Intellectual Property (CDIP) to the importance of research into the economic aspects of intellectual property. A research project titled '*Institutional infrastructure for IPR-based development in Asia*' was launched during 2008 coordinated by the WIPO Tokyo Office. The results of the research will become available in the first half of 2009. Lessons learnt from the first research project and applied during this project were the need for face-to-face meetings between the researchers and WIPO officials, prior to and during the research and the need for sufficient time to formulate and agree a research methodology among all stakeholders, in particular in view of the sensitivity of some of the data. Researchers also need to address issues such as the availability and accuracy of sufficient relevant data and the importance of good cooperation with National IP Offices (with WIPO's support). Participating countries are China, Japan, the Republic of Korea, Singapore and Thailand.

3. The WIPO Singapore Office (WSO) has worked to strengthen WIPO's engagement with the external community in 2008, in particular through: (a) representational work to expand outreach to a larger network of institutions and potential partners in the region; and (b) working to promote WIPO programs in the region and facilitating the organization, management and implementation of these programs, in coordination with the HQ, especially in response to specific demand in the region, such as in the areas of flexible implementation of TRIPS provisions, arbitration and mediation of IP disputes and patent drafting. The WIPO Coordination Office in New York engaged in a number of collaborative efforts to strengthen engagement with the external community, such as a series of joint events including a WIPO-UNITAR (United Nations Institute for Training and Research) workshop on IP for UN diplomats, a roundtable on trademarks and counterfeiting in collaboration with the George Washington University Law School's Creative and Innovative Economy Center, a WIPO-IIPS (International Institute for Population Sciences) event on WIPO Arbitration and Mediation Rules. The Office also ensured WIPO's effective engagement in various UN fora, such as major meetings of the UN General Assembly and its main committees and the annual session of Economic and Social Council (ECOSOC), assisting the Director General participation in the CEB meeting, and participating in and collaborating with other WIPO colleagues in HLCM and HLCP meetings.

4. Non-governmental organizations (NGOs) and industry are key sectors of the external community for WIPO. In 2008, a new "High Level IP Forum" with industry circles and NGOs was launched to strengthen WIPO's engagement with these key communities. In addition the Program responded to new requests, for example from International Federation of Reproduction Rights Organizations (IFRRO) to help coordinate together with the "World Blind Union" and other NGOs, on the "Visually Impaired

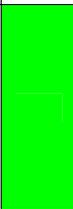
Persons - VIPs" project. Assistance was also provided in the organization of the 1<sup>st</sup> meeting proposed by AIPPI (Association Internationale pour la Protection de la Propriété Intellectuelle) on a new treaty on 'Client Professional Privilege'.

5. In working towards the expected result to increase extrabudgetary resources, the signature of Japan FIT/Africa was a major achievement. A contribution of CHF 1.1 million was made by the Government of Japan to this fund to support WIPO's work with countries in Africa. In addition to this, at the end of 2008, a Fund-in-Trust was established by the Government of Portugal to support WIPO's work with the Lusophone countries, particularly in Africa. The performance data in the following table provides further detail on increases in extrabudgetary resources achieved in 2008.

## II. PERFORMANCE DATA

### Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected results	Performance indicators	Performance Data	TLS
Deliberations pertaining to IP issues in other international fora, including the UN, take WIPO's input duly into account	Ten documents and international meeting reports reflect WIPO's input	<p>Inclusion of intellectual property in the UN Joint Statement (in line with the UN Delivering as One concept) submitted and read at the Roundtable meeting of the Government of Bhutan with its Development Partners, underscoring the support for the effective use of the intellectual property system.</p> <p>Active participation in 20 meetings of WTO, UNFCC, UNIDO, UNCTAD, WSIS, WHO, IADB, CEB, HLCM and HLCM contributing to deliberations in these fora.</p> <p>Performance against this indicator is also reflected in some of WIPO's substantive programs (e.g., Program 4 and 5).</p>	
Greater understanding in the public and private sector (governmental and nongovernmental organizations) of WIPO's work and the developmental benefits of IP	Ten communications, reports and publications from governmental and non-governmental organizations reflect a more informed view on IP	<p>Performance against this indicator is also reflected in some of WIPO's substantive programs (e.g., Program 4 and 5).</p> <p>On-going activity. Not yet assessed.</p>	
	Increased number of NGOs participate as observers at WIPO and engage in joint activities	<p>Addition of 10 NGOs observers to WIPO in 2008.</p> <p>New platforms established for exchanging information and developing new activities in partnership with all stakeholders (NGOs, IGOs, Industry as well as governments).</p>	
	Increased number of joint activities with regional, sub-regional and national organizations	<p>Participation in a project of the Regional Office of UNESCO in Jakarta to develop new teaching and learning resources to strengthen capacity of universities within UNESCO's network in the areas of university-industry partnerships and technology management systems. (This was the subject of an Experts Meeting held in November 2008 in Yogyakarta, Indonesia providing learning modules on IP). This project has the potential of reaching out to 207 universities in 13 countries in Asia including 180 universities in Indonesia.</p>	

Expected results	Performance indicators	Performance Data	TLS
		Continued engagement of ASEAN with WIPO through joint activities, undertaken in coordination with the ASPAC Bureau, and sustained cooperation with national institutions such as the National Research Council of Thailand, the Technology Application and Promotion Institute-Department of Science and Technology of the Philippines and the Department of Science and Technology of Viet Nam.	
Increase in extrabudgetary resources available to WIPO to support its technical assistance and capacity-building work	Increase in extrabudgetary income to WIPO in 2008/09 as compared with the extrabudgetary income reported in the 2006/07 Financial Management Report	Extrabudgetary income in 2006 was CHF 5.3 million. Extrabudgetary income in 2007 was CHF 8.1 million. Total income 2006/07 was CHF 13.4. Extrabudgetary income in 2008 was CHF 7.4 million. Based on the total income for 2006/07, WIPO's extrabudgetary income at this halfway point in the biennium suggests that the Organization is on target to increase this income for the current biennium.	
	Increase in the WIPO donor base reflected in the number of new donors, Funds-in-Trust (FIT) Agreements and other such Agreements	Number of FIT Agreements at the end of 2006/07 was 14. Number of FIT Agreements at the end of 2008 was 20. An increase of six.	
	Four additional public and private sector partnerships	On-going activity. Not yet assessed.	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
11,215	5,161	46%

6. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 3: Strategic Use of IP for Development****Program Manager:** Sherif Saadallah**Objective:** Enhanced capacity of Member States, institutions and other stakeholders to benefit from the development potential of a balanced IP system.**I. ANALYTICAL SUMMARY**

1. In 2008, Program 3 covered a diverse range of activities aimed at supporting Member States, institutions and other stakeholders to benefit from the development potential of a balanced IP system. The following is a summary of some of the strategies and activities that contributed towards the achievement of the expected results:

- *Enhancing the capacity of policy-makers to take decisions on IP issues based on economic research and analysis*

A strategic priority for WIPO is to promote the use of IP, and to ensure that IP policies are effectively integrated into national development strategies and plans, depending on the specific requirements of the countries concerned. This requires a greater understanding of the dynamics of intellectual property and analysis of the potential of the IP system to promote economic growth. In 2008, the Program organized a series of events both in Geneva and in other locations, where participants analyzed and debated these issues thereby contributing to a greater understanding of the intricacies of the ongoing dialogue. In response to Member States' requests, a series of seminars were organized focusing on public policy issues and matters of current concern for policy makers and the intellectual property community. The main objective of these seminars was to discuss how to use IP as an effective tool for development, as well as to ensure its integration in a national and interregional context, in both developing countries and transition economies. They were also intended to help to build cross-regional synergies, and establish development networks.

- *Availability of economic research on IP from developing countries and countries with economies in transition*

A number of projects were undertaken at the national and international levels, with a view to enhancing the capacity of developing country economists to undertake empirical research on IP and to increase the availability of empirical economic research from developing countries and countries in transition. A number of papers developed under the projects were accepted for presentations in a number of prestigious international conferences and were widely appreciated and are being finalized for publication in 2009. Due to organizational changes in 2008, the Program could not undertake and/or complete some of the activities originally foreseen.

- *Increasing awareness and improving the understanding of the importance of creative industries for social, economic and cultural development*

A major result in this area was an improved understanding of the economic importance of the creative sector against the background of empirical evidence, produced using WIPO tools. This was achieved through enhanced cooperation with Member States resulting in significant spread of the geographical scope of the WIPO studies and improved quality of national research on creative industries in developing countries, economies in transition and developed countries. Awareness of the role of IP for creative industries was improved through a number of events in different geographical areas, and by providing practical tools to creators in specific creative industries for understanding, identifying and managing their intellectual property assets. Improved cooperation with governments, international organizations, academic institutions and stakeholder groups resulted in expanding the scope of cooperation on creative industries and the generation of new projects. A WIPO Conference on the role of IP in the creative industries held in Indonesia in December 2008 was a major success. Active cooperation with other sectors in WIPO, in particular the Technical Assistance and Capacity Building Sector and the Copyright and Related Rights Sector, was a major factor in the success of the Program.

- *Enhancing capacity of Member States to develop national IP strategies and manage IP assets*

Work in 2008 focused on enhancing the capacity of Member States, universities and research institutions to create the necessary infrastructure and practical capacities to develop, protect, manage, commercialize, transfer and use their R&D and innovation results as IP assets. This was mainly done using the following strategies: (i) the elaboration and enhancement of practical tools, training programs and provision of technical advice based on a country specific and/or a sector specific approach; (ii) prioritizing the use of developing country IP professional expertise, in particular regarding the development of training materials, the delivery of training programs and the assessment of national IP needs in the framework of National IP strategy formulation; (iii) identifying target participants to use as future focal points and trainers in key areas of IP asset management; and (iv) strategically developing and strengthening cooperation with other national, regional and international governmental organizations, as well as with NGOs and professional associations, such as: the United Nations Education, Science and Culture Organization (UNESCO) and its Science and Technology Initiative for Africa; the United Nations Economic Commission for Europe (UNECE); the United Nations Economic Commission for Africa (UNECA); the International Atomic Energy Agency (IAEA); the New Partnership for Africa Development (NEPAD); the African Regional Intellectual Property Organization (ARIPO); the European Organization for Nuclear Research (CERN); the Licensing Executives Society International (LESI); the Association of University Technology Managers (AUTM); the International Centre for Trade and Sustainable Development (ICTSD); the Arab Science and Technology Foundation (ASTF); the Geneva International Academic Network (GIAN-RUIG) and the International Centre for Theoretical Physics (ICTP).

- *Enhancing awareness of the relevance of the IP system to improve the competitiveness of SMEs*

Awareness of the relevance of the IP system to improve the competitiveness of SMEs was enhanced through the provision of support to national and regional IP Offices and other SME support institutions in creating awareness amongst, and strengthening the capacity of, entrepreneurs and SMEs regarding the key role of the IPR system in managing and leveraging knowledge-based, intangible assets for enhancing their competitiveness. This was done primarily through encouragement and support for the creation of national material on IP asset management for the guidance/training of entrepreneurs and SMEs, based on the international versions of publications created by the SMEs Division, especially in its 'IP for Business' series. For this purpose, financial and/or technical assistance was provided for the translation into national/local languages of the international versions and/or for adapting/customizing the international versions, based on national legal and regulatory framework on IP and examples/case studies of use of IP by nationals/enterprises of the country/region concerned. The availability of such local material sets the necessary foundation and creates a more conducive environment for undertaking projects and implementing activities for sensitizing SMEs on the importance of IP in their business strategies. There was a continued increase in requests for the translation and customization of the guides on IP for Business and several agreements to this effect were signed and some of these projects have been completed. In addition, work was undertaken to develop material for awareness creation and capacity building purposes. Two more modules were created for the IP PANORAMA multimedia toolkit, making the cumulative total of 12 modules of IP PANORAMA, which is an interactive e-learning tool. The first ten modules were also developed by WIPO, jointly with the Korean Intellectual Property Office and the Korea Invention Promotion Association. The first ten modules were developed over a three-year period and were completed in 2007. A number of countries have requested the right to translate IP PANORAMA.

- *Increasing awareness of the availability of IP flexibilities for implementing national public policies*

An array of activities was undertaken aimed at raising awareness among policy makers about this complex and sensitive issue. The approach was to reach as broad an audience as possible, while ensuring participants' influence on policy making. Equally important was the need to move the debate from a purely abstract level to a concrete one. In this context, the Program undertook the following activities: (i) organized/prepared/participated in 7 sub regional/national meetings on IP, public policies and flexibilities; (ii) performed seven technical missions to discuss in capitals the use of flexibilities for implementing public policies; (iii) participated in 13 meetings organized by external sources (namely the WTO, universities, governmental entities); (iv) provided information to and participated in debates with the Committee on Development and Intellectual Property (first session, on March 3 to 7, 2008; second session, on July 7 to 11, 2008); and (v) elaborated a working paper on the flexible implementation of the

TRIPS provisions. This paper has not been issued as an official document, because of its sensitive nature, but it was used as a discussion document in three of the meetings organized by the Program.

The most important component of the activities above was the preparation of the document, because of its unique nature, as it provides policy makers with different legal options (flexibilities) for implementing a number of TRIPS provisions, particularly in the field of pharmaceuticals. The best indication of the success of this Program was the ability to address different stakeholders, with diverse political and economic interests (governments, generic and research-based pharmaceutical industries), and receive positive inputs with no exception or reservation. This work arose from a number the Development Agenda Recommendations and there is great demand for additional activities, which could be extended to new areas such as competition policy, environment protection, etc.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress       Progress       No progress       Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Enhanced capacity of policy-makers to take decisions on IP issues based on economic research and analysis	Policy processes using WIPO's studies or inputs from WIPO policy dialogues	A number of policy dialogues were held (see analytical summary). These were in response to demand for policy support. At this stage data has not been collected on the use of these dialogues to inform policy processes.	
Increased availability of economic research on IP from developing countries and countries with economies in transition	Economic studies on IP published by economists from developing countries and economies in transition	<p>Publications entitled: "The Economics of Intellectual Property;; Suggestions for Further Research in Developing Countries and Countries with Economies in Transition" contained a series of papers from economists from all regions analyzing the available empirical evidence on six selected themes in the economics of IP, identifying research gaps and outlining possible avenues for future research. The papers are meant as reference documents that will provide guidance to economists in developing countries and countries in economies in transition while undertaking empirical research.</p> <p>Upon request, several briefing meetings were conducted to assist in the preparation of impact studies and projects aimed at clarifying and explaining the dynamics of intellectual property and its interplay with economics.</p> <p>Two National Projects on the Economics of IP were launched (in addition to the two ongoing ones), through the organization of National Roundtables on the Economics of IP. The Roundtables aimed to bring together economists to discuss selected themes and to establish a research agenda for WIPO, identifying gaps in the literature on the economics</p>	

Expected Results	Performance Indicators	Performance Data	TLS
		of IP in developing countries, and indicating the methodological approaches that could be followed for studying them empirically	
Increased awareness and improved understanding of the importance of creative industries for social, economic and cultural development	Use of WIPO studies in policy making on creative industries and contribution to policy dialogues in this field	<p>Results of WIPO studies incorporated in preparations of national development strategies for the creative sector in Bulgaria, Colombia, Jamaica and Lebanon</p> <p>Various activities undertaken to promote the use of WIPO studies in policy making (see analytical summary for more detail).</p>	
	Use of and demand for practical tools developed by WIPO for economic analysis and data collection on creative industries	<p>Five tools for management of IP assets in specific creative industries were completed and published in the fields of publishing, music, film, management of creative enterprises and advertising.</p> <p>Increased demand for WIPO publications on creative industries resulted in 4,000 copies published by WIPO in 2008.</p> <p>Demand for improved tools for economic analysis resulted in three international meetings on improving methodologies for analysis and data collection on creative industries</p> <p>Four national/regional workshops/roundtables were organized based on the WIPO tools in Ghana (publishing), Jamaica (music), management of creative enterprises (Sri Lanka) and music and film (Bhutan, Nigeria and the Philippines) with over 500 creators.</p>	
	Number of studies using the practical tools developed by WIPO for economic analysis of creative industries	<p>The overall number of studies on the economic contribution of copyright-based industries based on the WIPO guidelines reached 34 (17 completed, 13 ongoing, four requested - in preparation for launch)</p> <p>Five national studies (Mexico, the Philippines, Bulgaria, Jamaica and Lebanon) published in the second volume of the Creative Industries Series "National studies on the economic contribution of the copyright industries".</p> <p>Seven national consultation meetings on feasibility assessment, fact finding, preparatory work and implementation difficulties were held to improve WIPO assistance in carrying out studies (Bogota, Brunei, Nantong, Thimpu, Bangkok, Beijing and Kuala Lumpur).</p>	

Expected Results	Performance Indicators	Performance Data	TLS
	Number of studies on the impact on creative industries of non-compliance with IP regimes	One national and one regional study are under preparation.	
Enhanced capacity of Member States to develop national IP strategies	IP audits carried out and IP national strategies formulated by Member States	<p>12 Member States were provided technical advice at senior policy maker level by WIPO regarding the contents and use of the WIPO IP Audit Tool. Six Member States were provided technical assistance regarding on-going processes for conducting national IP assessments or audits and WIPO provided advice in the framework of two draft National IP Strategies and participated at two regional forum and one international meeting of experts to share WIPO's expertise in the area of national IP strategies.</p> <p>Customized materials elaborated for three Member States taking into consideration their particular national development, innovation, science and technology, R&amp;D and other main national plans and policies.</p> <p>Adoption by the Government of Colombia of a National IP Strategy using the WIPO-IP Audit Tool in its formulation: 22 Ministries and National Agencies worked together in conducting a national IP assessment or audit leading to identification of national needs and, in consultation with the main civil society stakeholders, formed the basis to define the objectives and deliverables of the National IP Strategy.</p>	
Enhanced capacity to manage IP assets in Member States	Use of WIPO-developed tools, models or training kits in developing countries and countries with economies in transition	<p>The WIPO Manual "Successful Technology Licensing (STL)" has been made available in 10 languages, including Russian. STL Training Program and kit delivered in four national trainings and one regional training for 15 countries, for more than 220 participants.</p> <p>Pilot projects for the establishment of Technology Transfer Offices are being designed.</p> <p>The STL Program enhanced its collaboration with LESI and AUTM with the aim to review and to sign, respectively, MOUs that will be the framework in developing joint technology management training programs and fellowships for potential technology managers in developing countries.</p>	

Expected Results	Performance Indicators	Performance Data	TLS
		<p>Seven national, one sub-regional and two regional Patent Drafting Programs organized allowing around 500 researchers, technology managers, scientists and lawyers to acquire practical skills in the area of patent drafting.</p> <p>Training Program redesigned to become more cost effective, incorporating distance learning module in collaboration with WIPO Academy.</p>	
<p><i>(continued)</i></p> <p>Enhanced capacity to manage IP assets in Member States</p>	<p>R&amp;D Networks and IP Hubs established in developing countries and countries in transition</p>	<p>After the successful completion of the "R&amp;D Network and IP Project" in the health sector, the Government of Colombia launched a new national "R&amp;D Network and IP Project" for the creation of two new R&amp;D Networks with IP Hubs in two other key sectors for the country to be implemented with WIPO's support.</p> <p>WIPO-model being used in the Arab region as a reference for the design of a regional project that plans to create ten technology transfer offices (TTOs) in selected Arab Member States in the next three years.</p>	
	<p>Number of research institutions with technology management units or IP policies based on WIPO support</p>	<p>Six universities and R&amp;D institutions received WIPO assistance in the process of developing and drafting their institutional IP Policies.</p>	
<p>Enhanced awareness among SMEs, policy makers, SME support institutions and financial institutions of the relevance of the IP system to improve the competitiveness of SMEs</p>	<p>Increase in page views of SME website and in subscribers to the WIPO SME newsletter</p>	<p>In 2008, the page views were 863,252, as compared with 772,949 in 2007.</p> <p>The number of subscribers to the monthly e-newsletter of the SME Division increased to 29,321 on December 31, 2008 as compared with 25,000 on December 31, 2007.</p>	
	<p>Publication of nationally customized versions of WIPO SME guides by partner institutions</p>	<p>In 2008, Agreements were signed with Afghanistan, Bolivia, Bosnia, Czech Republic, India, Indonesia, Italy, Mongolia, Panama, Pakistan, Peru, Thailand and Viet Nam.</p> <p>Projects were completed in Bosnia, Dominican Republic, Iran, Italy, Latvia, Malaysia, Mozambique, Slovenia, Uruguay and Viet Nam.</p> <p>Agreement with Mongolia for using the IP PANORAMA Multimedia Toolkit for developing a course on IP for Business Multimedia Toolkit.</p> <p>Agreements with Portugal and Estonia for the translation, reproduction and distribution of IP PANORAMA Multimedia Toolkit.</p>	

Expected Results	Performance Indicators	Performance Data	TLS
		<p>Agreement with Intellectual Property Office of the Philippines to allow local replication of the IP PANORAMA Multimedia Toolkit on CD-ROM (50,000 copies).</p> <p>Two new modules created and added to the IP PANORAMA Multimedia Toolkit on (i) Valuation of IPRs, and (ii) Trademark Licensing.</p>	
	<p>Funding institutions incorporate WIPO advice in their IP policies</p>	<p>The following institutions benefited from activities which contributed to formulation of policies and practices to encourage the use of IP as collateral in financing of SMEs: Inter-American Development Bank, European Investment Bank, European Commission, OECD, European Venture Capital Association, European Business Angels Network, Italian Business Angel Network, World Intellectual Capital Initiative, and Italian Angels for Growth.</p> <p>Events organized in five countries (Argentina, Panama, Peru, Tunisia and Slovenia) to increase awareness of the relevance of the IP as a tool for accessing finance for SMEs.</p>	
<p>Enhanced capacity of SME support institutions to provide IP services to their constituencies</p>	<p>SME support institutions having established or improved their IP services for SMEs</p>	<p>A needs-assessment survey conducted on IP for SMEs of the national IP offices of all WIPO Member States. 68 IP offices responded till December 31, 2008. The survey results provide a more precise understanding of the reality on the ground in terms of the weaknesses and gaps that need to be addressed.</p>	
<p>Increased awareness of the availability of IP flexibilities that Member States can use for implementing national public policies</p>	<p>Policy processes that have benefited from WIPO advice on flexibilities</p>	<p>While all countries provided with support have included WIPO considerations and advice on flexibilities in their internal policy processes there is no evidence to support this data. A questionnaire on the use of flexibilities would be required to assess performance against this indicator.</p>	
	<p>Inclusion of recommendations emanating from studies on flexibilities in Member State public policies</p>	<p>Three WIPO Member States have included recommendations emanating from WIPO activities under this Program in their public policies - but not necessarily in their laws, because the nature of the activities undertaken was not primarily to give legislative advice, but rather generating awareness).</p>	

## III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
20,581	9,602	47%

2. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 4: Use of Copyright in the Digital Environment****Program Manager:** Michael Keplinger**Objective:** Enhanced capacity in Member States to respond to the challenges and opportunities offered by copyright in the digital environment**I. ANALYTICAL SUMMARY**

1. Significant progress was made during 2008 towards improved understanding of the possibilities for commercial exploitation of copyright in the digital environment. For example, through various activities WIPO focused on the role of copyright in the development of computer software, and on new business models for purveyors of entertainment content in the digital environment. The WIPO-commissioned study on “Automated Rights Management Systems and Copyright Limitations and Exceptions” was presented by its author at the Informative Session which took place in connection with Standing Committee on Copyright and Related Rights (SCCR) 17 (November 3 to 7, 2008); the study and presentation established a solid conceptual framework for the interplay between automated rights management technologies and copyright limitations. Clarification of the role of ICT standards in creation and delivery of digital copyright content, including the issue of interoperability, was advanced through WIPO activities organized together with other IGOs (e.g., ITU) or with standard setting organizations such as ISO, as well as through events like the Standardization Community Management Course and the Trans Atlantic Consumer Dialogue (TACD) Technical Meeting on Interoperability and Open Standards.

2. During 2008, WIPO actively promoted understanding of the impact of emerging technologies on the copyright value chain from creation to consumption. Taking a multi-stakeholder approach, WIPO activities surveyed the growing importance of digital identifiers in facilitating access to content, including content in the public domain or of unidentifiable authorship, such as orphan works. In this regard, ‘rights management information’ (RMI) came under increasing public attention over the course of the year, a process that WIPO anticipated with its Seminar on the topic organized in late 2007. It became clearer through WIPO activities that viable business models for digital content delivery, such as e-books or films, depend on automated content management tools. For example, WIPO organized a *Workshop on Digital Identifiers and IPRs: Enabling Access to Content* at the Internet Governance Forum which took place in Hyderabad, India, during December. In addition, issues surrounding the copyright public domain and orphan works were discussed in the Committee on Development and Intellectual Property (CDIP), in the context of Secretariat proposals for activities to implement the relevant WIPO Development Agenda Recommendations. Results achieved from these activities included not only greater understanding of the role of new technologies in access to creative content, but also increased practical capacity to find solutions to issues arising from use and misuse of the Internet.

3. WIPO continued to provide a balanced forum for discussion and awareness-raising on important questions related to use of copyright in the Internet environment, such as the liability of Internet intermediaries for content made available over their networks. A significant example is the *WIPO Asia-Pacific Regional Symposium on Copyright and Related Rights in the Digital Network Environment: User Generated Content*, which provided the opportunity for discussion on different approaches to Internet intermediary that are emerging worldwide, and to examine the need for attention to these issues by policy makers at international level.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Increased understanding of the possibilities for commercial exploitation of copyright in the digital environment	Explicit recognition of WIPO's support and input in clarifying different approaches to use of rights management information (RMI) among ten Member States	The effectiveness of WIPO's strategy in this field can be seen in the number of interventions at different fora, and the quantitative and qualitative dimensions of the respective audiences. WIPO experts were invited as key note speakers in a number of awareness raising events hosted by third parties and concerning relevant issues at the intersection between copyright and emerging technologies, such as rights management information, standards and interoperability, the public domain and orphan works. The Director General authored a contribution on <i>Internet Governance and Intellectual Property Rights</i> to a special publication for the Internet Governance Forum in Hyderabad (December 2008), which was attended by more than 1,200 participants from 94 countries.	
	Clarification of issues in other international fora on information and communication technology (ICT) standards and IP, including interoperability	Due to its widely recognized role as a neutral, global forum, WIPO organized relevant stocktaking events, focused on a number of crucial issues, such as the role of Internet intermediaries and new IP licensing practices including in relation to the software industry. These activities pave the way to important follow-up events, such a Global Conference on Copyright Licensing in the Digital Environment, during 2009.	
	2,000 additional subscribers to the WIPO Copyright newsletter	WIPO Copyright Newsletter discontinued.	
Greater understanding of the impact of emerging technologies on creation, access to and use of copyright content	Clarification of issues between creators and users relating to access to works of unknown or unidentifiable authorship	On-going activity. No performance data at this stage.	
	Discussions in ten Member States among governments, private sector and users on copyright liability of Internet intermediaries	On-going activity. No performance data at this stage.	

## III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
2,150	825	38%

4. Expenditures in 2008 covered 38% of the initial approved budget for the biennium 2008/09. The lower rates of expenditure against the initial budget are primarily under the Personnel Resources and Contractual Services.

**PROGRAM 5: Life Sciences****Program Manager:** Francis Gurry**Objective:** Enhanced capacity of WIPO Member States to assess and exercise policy, legal and practical options concerning IP and the life sciences**I. ANALYTICAL SUMMARY**

1. Under this Program, WIPO consolidated its role as a central player in the international policy environment and reinforced its reputation as a source of solid, technically sound and neutral information on current policy issues, through:

- a series of highly topical public policy symposia focused on current cross-cutting issues;
- judicious input to other international policy processes, responding to growing demand;
- the consolidation of public policy patent landscaping initiatives concerning health and food to provide unique insights into areas of significant policy concern;
- technical contributions to emerging IP policy issues, such as the fast evolving debate on IP and climate change; and
- development of studies and issues briefs in areas of current policy interest, developed through careful consultation and dialogue.

2. Resource constraints, led to the Program concentrating on quality over quantity in these outputs. The Program outputs for 2008 can be viewed as a transitional phase, moving from preliminary pilot-level work on life sciences issues to a firm basis for the broader program on global challenges introduced in the revised Program and Budget 2008/2009 as a conscious expansion of the Life Sciences Program. The Program continued to elaborate its outputs, through a conscious process of building feedback loops, so that draft materials were developed through consultation within and beyond WIPO, including the WIPO policy symposia, so as to increase their salience and accessibility.

3. Important working relationships were built up further with cooperating international organizations including the WHO, the FAO, UNESCO the UNFCCC, the International Centre for Genetic Engineering and Biotechnology (ICGEB), the CBD and in the framework of the UN Inter-Agency Committee on Bioethics (UNIACB). Positive feedback was received from these partners as well as from third parties and Member State representatives. Concentration remained on providing neutral, technically sound and topical information and policy analysis responsive to the needs of international policymakers. An increasing focus lay on promoting dialogue and cooperation on improved methodologies, and the Program broke new ground in convening the first cross-disciplinary symposium on public policy patent landscaping in the life sciences, promoting cross-fertilization between the separate policy domains of agricultural biotechnology, biomedical technologies, and environment-related technologies.

4. The Program supported the international policy dialogue through consultation with stakeholders and targeted capacity building for policymakers who seek firmer grounding in technical intellectual property issues touching on their policy concerns. Tailored briefings and policy analysis were provided upon request on numerous occasions for diplomats, officials of cooperating IGOs, regional bodies, postgraduate students and academics, national experts and industry groups, and contributed extensively to a WTO series of capacity building workshops.

5. The Program opened up new areas of policy dialogue as its mandate opened up to address a broader agenda of global challenges, and unique contributions were made in

- clarifying and categorizing the cluster of IP-related issues relevant to climate change, including through presentations at the Poznan conference and related publications;
- establishing policy awareness of public interest IP management as a distinct discipline of considerable significance in ensuring public welfare outcomes in the life sciences
- building networks and enhancing methodology in public policy patent landscaping;
- conceptual input to regional policy planning processes for enhanced pharmaceutical research and manufacture in Africa; and
- mainstreaming bioethics considerations in IP policymaking.

## II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Increased capacity of policymakers to monitor developments in IP and life sciences, review the implications of policy options, and assess the policy interests and perspectives concerned with intellectual property and the life sciences	Use of WIPO policy materials and other inputs in eight international and national processes	WIPO policy materials and other inputs were contributed to the WHO (on flu virus issues, IP management, public policy patent landscaping, the Global Strategy and Plan of Action ), UNIACB, FAO, UNFCCC, and WTO as well as to several national processes and two regional processes in Africa concerned with the improved indigenous development and production of pharmaceuticals. These included the consolidation and extension of existing partnerships, as well as new partnerships with the UNFCCC on climate change related technology, and with the TDR African Network for Drugs and Diagnostic Innovation (ANDI) and African Union Pharmaceutical Manufacturing Plan for Africa.	
	Feedback and reported impact from policy fora that WIPO convenes or contributes to	Positive feedback on WIPO inputs was received from the WHO, the FAO, the UNIACB, ANDI and the African Union as well as several civil society and industry NGOs and Member State representatives.	
	Requests for WIPO inputs from Member States, IGOs and other organizations	WIPO was invited to take part in a range of high profile academic and policy fora within Geneva policy circles, and elsewhere within the UN system, reflecting growing demand for WIPO input and the increasing salience and perceived practical value and neutrality of WIPO's technical work in this field, as well as the expanded focus of issues so that climate change, innovative initiatives were well received by civil society, public interest, industry and other stakeholders in such fields as public	

Expected Results	Performance Indicators	Performance Data	TLS
		policy patent landscaping, bioethics and IP, and the interface between the IP system and life sciences regulation. Strong positive feedback was received regarding groundbreaking work on technology transfer and intellectual property issues under multilateral environmental agreements.	
Enhanced interactive exchange between governments, international organizations, civil society actors, and the private sector in the area of IP and the life sciences	Requests for WIPO participation in policy fora on life sciences	WIPO has been requested to deliver input on intellectual property issues related to the life sciences by i.e., FAO, UNFCCC, UNIACB, WHO, WTO, the African Union, national processes, NGOs and academia.	
	Feedback and reported impact from policy fora convened by WIPO	Positive feedback was received from WIPO's policy partners, Member States, and the public represented in the policy fora convened by WIPO. Particularly the neutral, technically sound and topical information, the policy analysis and the opening of a forum for exchange of pertinent experiences between relevant stakeholders has been welcomed.	
	Enhanced cooperation with at least eight policy dialogue partners, including new partnerships	WIPO enhanced its cooperation with FAO, UNCTAD, WHO, WTO, UNIACB and the African Union by continued intensive support of the respective requests of those organizations. New partnerships were built with the UNFCCC and ANDI.	
Enhanced capacity of Member States and partner IGOs to make informed decisions regarding practical options for use of patented life sciences technology	Feedback from users of patent information products	Information about the use and effect of patents as well as information directly resulting from the patent system is increasingly sought in policy processes by Member States, IGOs, NGOs and the civil society. WIPO's work on patent information tools was of particular interest to the policy partners, namely the FAO, WHO, UNFCCC, the African Union who encouraged WIPO to further develop and build on the results achieved.	

III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
680	345	51%

6. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 6: Africa, Arab States, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries**

**Program Manager:** Narendra Sabharwal

**Objective:** Enhanced national IP capacities, knowledge base and infrastructure supportive of development priorities and dovetailed with national plans in developing countries and least developed countries



**I. ANALYTICAL SUMMARY**

1. The development and implementation of national IP strategies and plans has provided focus and an integrated approach in addressing policy, institutional, human and infrastructural needs and requirements. Increasingly, a more structured approach to the process of deriving national IP strategies and plans is being taken through detailed country programming and needs assessment exercises, involving consultations with all relevant stakeholders. This process is aligned with the Development Agenda recommendation that “WIPO technical assistance shall be, inter alia, development-oriented, demand-driven and transparent, taking into account the priorities and special needs of developing countries, especially LDCs, as well as the different levels of development of Member States”.

2. The following are highlights of some of this work in each of the regions:

**Africa**

- Coordination of legislative assistance in Angola, Comoros, Cote d'Ivoire, Democratic Republic of Congo, Gabon, Malawi, Central Africa Republic, Seychelles, Rwanda, United Republic of Tanzania (Zanzibar);
- Pilot initiatives in selected OAPI member states to enhance access to, and sharing of patent and other IP related commercial and technical information by research institutions and industry groups;
- Digitization and indexing of patent documents in ARIPO and its member states for data exchange with the PCT patent scope system and other value added services related to acquisition and development of technology;
- Consolidating the process to put in place the legal regional instrument for the protection of traditional knowledge (TK) and traditional cultural expressions (TCEs);
- The creation of incentives-oriented institutional framework to widen the range of beneficiaries of the copyright protection system in Africa, including stakeholders in the field of the publishing industry and emerging cross-cutting business models such as on-line content delivery;
- Specialized capacity-building programs dovetailed with the modernization of business procedures in the field of collective management - state-of-the-art activities have been conducted to provide highly-competitive business rules to collective management organizations as well as IT tools and solutions for automating their operations;
- Facilitating the creation of new CMOs to enable policy makers, rights holders and the creative industry to benefit from the copyright protection system”.

**Arab**

- Transfer of technology and developing synergies between R&D institutions and national industries through focused and special training programs such as a successful licensing workshop in Egypt, a patent drafting training and a seminar on IP and management of innovation in Tunisia, targeting specific groups such as technology managers, researchers and entrepreneurs;

- A focus on copyright and related rights including collective management;
- Increased and more effective and sustainable coordination among regional entities.

### **Asia and the Pacific**

- Initiatives to address the IP needs of the countries through “project-based” approach which laid the groundwork for carefully formulated country-specific projects to be implemented in 2009 such as the national projects of Bangladesh and Mongolia. These project began in 2008 and are aimed at strengthening the institutional capacity and developing the human resources of these countries;
- Continued enhancement of the capacity and knowledge of policy makers by facilitating dialogue and exchange of insights and experiences enabling policy makers to make informed decisions about intellectual property in relation to issues such as Copyright and Related Rights in the Audio-Visual Industry, IP and Branding, the Role of IP in the Innovative Economy and IP and Creative Industries;
- Provision of training programs to develop special skill sets that will improve the efficiency of the use of IP systems such as skills in patent drafting, patent examination skills in the field of information technology and IP enforcement skills;
- The initiation of country studies on the impact of copyright-based industries on the national economy in Brunei Darussalam, Bhutan, China, Malaysia, Pakistan and Thailand;
- Production of IP tools such as a CD-ROM providing a detailed roadmap to facilitate the establishment of collective management organizations in developing countries; patent mapping modules; short documentaries (DVD) on IP success stories which will eventually be used to enhance understanding of the role of IP through real-life stories;
- The successful running of six television programmes to raise awareness among the general public about the importance of IP rights for socio-economic development in Sri Lanka;
- Compilation of case laws of copyright in the field of music.

### **Latin America and the Caribbean**

- Overall enhanced awareness in the region of the strategic role of IP as a tool for economic development leading to the inclusion of IP in strategic national public policies such as: science, technology and innovation, public health, trade and investment, among others. Inter-Governmental Organizations, such as Economic Commission for Latin America and the Caribbean (ECLAC), Caribbean Community (CARICOM), Organization of Eastern Caribbean States (OECS), ALADI, Amazon Cooperation Treaty Organization (OTCA), CAN have included IP in their work programs;
- Continued modernization of the IP legal framework in the region including the formulation and modeling of the regional legal framework for the administration of patent search and examination and the protection of TK and TCE in the Caribbean region;
- Strengthening of the institutional capacity of IP institutions through the design and implementation of improvements in the management of rights granting processes and procedures using information technology, new tools such as manuals and best practices, the development of human resources in the field of IP administration and enforcement, and the promotion of horizontal cooperation among the IP Offices in the region. These efforts have resulted in an increased quality of patent, trademark and copyright operations of several offices;
- Continued cooperation with federations of industries, chambers of commerce, universities and research institutions, and SMEs, leading to strong linkages and the development of tools for the management and exploitation of IP assets. A draft guide and methodology for the creation and establishment of an IP management unit for the universities of the region, has been produced

and is due for validation, while three training programs for technology managers, researchers, and entrepreneurs in the field of patent drafting and technology licensing were successfully completed during the period;

- Completion of studies on the economic contribution of copyright and related rights industries to the national economic development of Colombia, Mexico and Jamaica and launching of similar studies in Peru and Panama;
- Continued assistance to specific countries related to the placement of national products and services in domestic and international markets with particular attention to the use of IP for the exploitation of intellectual assets in the agribusiness, publishing, fashion.

### **Least Developed Countries (LDCs)**

- A new approach was introduced that required participants to two inter-regional training events for LDCs to prepare and implement country specific IP projects using the knowledge gained from the training and customizing these to the needs and priorities of a selected IP area of their individual country. A total of 21 individual country project proposals have been prepared and implemented, with the view to concretizing the beneficial and practical effects of IP to sustainable development in LDCs.
- Activities were undertaken to prepare customized, country-specific information materials that will enable relevant stakeholders to more effectively use IP tools to achieve their organizational goals. In this context, local experts were engaged in the preparation of national chapters on the legislative, regulatory and institutional mechanisms in support of technology licensing.
- Further progress made in finalizing two draft national studies on identification, IP protection and valuation of traditional cultural expressions of two selected LDCs. These two comprehensive studies, the first of their kind in LDCs, will contribute to building capacity of LDCs in the protection, promotion and exploitation of their traditional cultural assets.
- In Ethiopia, on the occasion of IP Day a high level public event was organized where more than 150 guests saw the handing over of special award on innovation by the president of Ethiopia. In Sudan, more than 100 participants took part in the presence of a Minister in the national celebration of World IP day.

### **Legislative and Legal Advice**

- Work continued to support the upgrading of the intellectual property legal framework of the members of WIPO, WIPO-administered treaties and the World Trade Organization (as regards the TRIPs Agreement).
- Legislative and legal assistance provided upon request aimed at helping governments achieve their IP policy objectives in the context of their broader national development objectives, including the legislative and regulatory implementation of commitments also at bilateral and multilateral levels, and taking advantage of legal options and flexibilities open under the TRIPS Agreement and WIPO-administered treaties.
- Legal advice, comments and draft laws were provided in response to requests from the authorities of Afghanistan, Andorra, Angola, Botswana, Bhutan, Brunei Darussalam, Colombia, Costa Rica, Djibouti, Ecuador, El Salvador, Grenada, Honduras, Lebanon, Maldives, Marshall Islands, Nicaragua, Pakistan, Panama, Paraguay, Peru, Rwanda, Seychelles, St. Lucia, Thailand, Turkmenistan, Uruguay and Zanzibar. Advisory missions were undertaken to Afghanistan, Pakistan, Peru, Rwanda and Uruguay, mainly to discuss with government authorities new or revised legislation, or consult on specific topics of IP law, in particular the protection of works under copyright and related rights, trade secrets and test data, trademarks and geographical indications.

- Legislative advice provided specifically on copyright and related rights, providing assistance in updating laws for compliance with current international standards. WIPO provided comments to amend and modernize existing laws or draft new legislation in response to requests from Afghanistan, Angola, Bhutan, El Salvador, Grenada, Maldives, Marshall Islands, Panama, Paraguay, Rwanda, Seychelles and Uruguay.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

■ Strong progress     
 ■ Progress     
 ■ No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
<p>National IP capacity-building programs dovetailed with the country-owned IP National Strategies and development plans</p>	<p>Some 20-25 countries with national IP capacity-building programs taking into account national development plans</p>	<p>African region: IP strategies and IP development plans are in the process of being formulated in Botswana, Democratic Republic of Congo, Cote d'Ivoire, Ethiopia, Liberia, Kenya, Malawi, Mauritius, Rwanda, Tanzania and Zambia.</p> <p>Arab region: National IP action plans are being developed in Tunisia, Oman and Morocco.</p> <p>Asia and the Pacific region (ASPAC): National capacity building programs carried out or started in 2008 in Afghanistan, Bhutan, Bangladesh, India, the Philippines, Papua New Guinea, Samoa, Tonga and Viet Nam.</p> <p>Latin America and the Caribbean region(LAC) region: Formulation of national IP strategies, plans and policies have started in Brazil, Barbados, Colombia, Jamaica and Uruguay while national capacity building programs were implemented in Peru and Costa Rica.</p> <p>Least Developed Countries (LDCs): Skills development training programs for Cambodia in connection with the Cambodian Innovation and Creativity Center (CICC); and in Ethiopia in connection with Ethiopia's IP Advisory Services and Information Center (EIPASIC).</p>	
<p>National IP infrastructure and institutions providing effective user-friendly services, through strengthened administrative and management capacities</p>	<p>Some 20-25 countries with modernized IP infrastructure, including updated working methods and streamlined IP office operations</p>	<p>Africa: Benin, Burkina Faso, Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Kenya, Madagascar, Mauritius, Mozambique, Niger, Republic of Tanzania (Zanzibar), South Africa, Togo and Zambia were provided with modern tools and methods to improve service delivery and efficiency of their IP institutions.</p> <p>Arab: A Regional Plan of Action for Automation Systems of IP Offices in the Arab Region was developed following a Regional Meeting in Cairo, Egypt to provide a road-map for modernizing and improving service-delivery of IP offices in the region.</p>	

Expected Results	Performance Indicators	Performance Data	TLS
<p>(continued)</p> <p>National IP infrastructure and institutions providing effective user-friendly services, through strengthened administrative and management capacities</p>		<p>ASPAC: Cambodia, Lao PDR, Bhutan, Pakistan, Maldives and Sri Lanka being assisted in their IP office modernization plans through national projects and various forms of assistance. Installation of the IPAS in Cambodia, Lao PDR, Bhutan, Pakistan and Sri Lanka has enhanced capacity of IP institutions in these countries.</p> <p>LAC: modernization of business processes of IP offices in Dominican Rep, Honduras, Nicaragua, Panama, Peru and Uruguay through a regional expert on automation.</p>	
	<p>Some 20-25 countries with effective functioning of IP-related information and service centers</p>	<p>Africa: WIPOCOS deployed to South Africa, Togo, Kenya, Zambia and Zimbabwe as part of strengthening of CR collective management infrastructure; launching of Southern and Eastern Africa Copyright Network.</p> <p>ASPAC: Papua New Guinea and Mongolia have been assisted in the setting up national IP information and service center.</p> <p>LDCs: two centers were launched, 1) the Cambodia innovation and Creativity Center which has started on its outreach services; and 2) Ethiopia's IP Advisory Services and Information Center which has so far serviced 1,067 clients.</p>	
<p>National IP legislation consistent with national development priorities as well as with international IP treaties and agreements</p>	<p>Some 15-20 countries with updated national IP law and regulations</p>	<p>A total of 28 countries, six from the African region, seven from the Asia/Pacific region, 12 from the Latin American and Caribbean region and 1 from the Arab region received legislative or legal advice in connection with the upgrading or implementation of their IP legislation consistent with their national priorities and international obligations.</p> <p>The legislative process and its timing leading to the actual enactment or promulgation of laws by the countries that receive legislative assistance as well as the communication of such information to WIPO are the prerogative of the Member States.</p> <p>While this represents significant work by the Secretariat both in qualitative and quantitative terms, the activity as defined by the indicator, remains on-going and cannot be assessed at this stage.</p>	
<p>Domestic partnerships between the public and private sectors (PPPs) encouraging greater utilization of IP systems</p>	<p>Some 15 countries with partnerships among public and private sectors for IP development and use</p>	<p>A number of national and regional events were organized to facilitate the interaction between public and private sector organizations in Cote d'Ivoire, Tanzania, Nigeria, Indonesia, Malaysia, Myanmar, Sri Lanka, Colombia, Argentina, Brazil, Chile, Dominican Republic, Grenada.</p> <p>Paraguay, Jamaica and St. Vincent and the Grenadines, targeting specific sectors such as the book and publishing industry, the film and music industries, journalists, health and pharmaceutical sector, SMEs, the agribusiness sector, the software</p>	

Expected Results	Performance Indicators	Performance Data	TLS
<p><i>(continued)</i> Domestic partnerships between the public and private sectors (PPPs) encouraging greater utilization of IP systems</p>		<p>industry, universities, research centers and creative industries in general.</p> <p>In Indonesia, a declaration was made for the setting up of a reprographic rights organization in Indonesia on the occasion of a WIPO National Seminar on the Protection of Repro Rights.</p> <p>In Morocco, a special partnership agreement was signed between the Federation of Women Entrepreneurs in Morocco and the IP Moroccan Office.</p> <p>A Guide was prepared on Creating, Managing and Expanding a Technology Transfer Office in Latin America as an instrument for enhancing partnerships between public and private sectors for the use of IP.</p>	
<p>Strengthened regional cooperation for IP capacity building and infrastructure development</p>	<p>At least one regional or sub-regional IP capacity and infrastructure development programs formulated through horizontal cooperation in each region</p>	<p>Africa: The 2<sup>nd</sup> Forum on cooperation with Portuguese speaking countries involving Mozambique, Angola, Cape Verde, Sao-Tome, Guinea Bissau, Portugal and Brazil; Pilot initiatives in selected OAPI Member States to enhance access to and sharing of patent and other IP commercial and technical information by research institutions and industry groups; ARIPO patent documents scanning project for the patent scope system, a pilot project on electronic data exchange; and the drafting of a protocol for the protection of TK and TCEs.</p> <p>Arab: A Regional Plan of Action for Automation Systems of IP Offices in the Arab Region was developed following an IT Regional Meeting in Cairo; Consideration of a possible regional approach to the protection of geographical indications in the Arab region following a WIPO Sub-regional Seminar on GIs organized in Syrian Arab Republic in August 2008.</p> <p>ASPAC: A package of capacity building workshops on arbitration and mediation of IP disputes and the Madrid Protocol for ASEAN countries; regional capacity building workshops in the areas of IP and competition policy, IP development plans, the role of IP in the innovative economy and patent drafting.</p> <p>LAC: Preparation of a feasibility study for the establishment of a regional system for the administration of patents in the Caribbean; Continuation of the LATIPAT project in cooperation with OEPM and EPO.</p>	

## III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
40,665	17,228	42%

3. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 7: Certain Countries in Europe and Asia**

**Program Manager:** Narendra Sabharwal

**Objective:** Enhanced and sustainable IP capacity in certain countries in Europe and Asia enabling effective use of IP for development objectives.



**I. ANALYTICAL SUMMARY**

1. WIPO provided support to the countries covered by this Program in building national capacities, a relevant knowledge base and institutional infrastructure in line with national development priorities and plans, and initiated assistance for the development of national IP strategies and plans. WIPO has intensified its cooperation with countries in Eastern Europe, the Caucasus Region and Central Asia and supported them in developing and modernizing their IP systems consistent with their development priorities and national plans. As far as Central European and Baltic states are concerned, WIPO continued to assist them in upgrading and aligning their relevant legal and administrative environment, including the national IP infrastructure.

2. The key focus in 2008 was on activities undertaken in the framework of technical assistance and capacity building, human-resource development, awareness-raising, and regional and international cooperation, on the basis of the following strategies:

- (i) Further promotion of IP, taking into account different levels of economic, social and cultural development, as well as different levels of existing IP infrastructure;
- (ii) Continued cooperation in building national capacities, a relevant knowledge base, and infrastructure, with a view to enhance the development of IPR strategies and their inclusion in overall national development plans;
- (iii) Development of relevant IP tools or guidance, taking into account the specific requirements of countries in transition, responding to their specific needs and challenges; taking advantage of experience gained through implementation of IP-related activities.

**II. PERFORMANCE DATA**

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Enhanced national IP capacities in line with national development strategies and plans	Some 10 countries with national IP capacity-building programs and IP strategies, dovetailed with national development plans	Work in progress in Belarus, Estonia, Latvia, Montenegro, Poland, Romania, Russian Federation, Serbia, Turkey, Tajikistan and Ukraine.  The elaboration of guidelines for national IP strategy and plans and the opening of the IP office in Montenegro  Data in response to the indicator to be provided at the end of the 2008/09 biennium.	

Expected Results	Performance Indicators	Performance Data	TLS
More effective and user-friendly services by national IP institutions	Some 20 countries with modernized IP infrastructure and upgraded management of IP services, including updated working methods and automated IP office operations	On-going work. No performance data available at this stage.	
	Some 20 countries with well functioning IP-related information and service centers	<p>Approximately 13 countries improved the capacity of their IP centers to provide the necessary information and services to users and potential users of the IP system, namely: Belarus, Croatia, Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Poland, Russian Federation, Serbia, Slovakia, and Ukraine.</p> <p>Continued modernization of IP related information and service centers in Armenia, Azerbaijan, Georgia, Tajikistan, Turkmenistan, and Uzbekistan.</p>	
Enhanced capacity of IP professionals	Some 10 countries with regular IP training programs for professionals	Training programs organized for IP professionals from: Albania, Armenia, Kyrgyzstan, Lithuania, Moldova, and Russian Federation.	
National IP legislation is consistent with international IP treaties and agreements, and conforms with national development priorities	Some 25 countries with updated national IP law and regulations	11 countries amended or are planning to amend their national legislation to make them consistent with international IP treaties and national development plans.	
Greater utilization of IP systems prompted by the establishment of domestic partnerships between the public and private sectors (PPPs) in the area of IP	Some three to five countries with partnerships among public and private sectors for IP development and use	<p>Partnerships between public and private sectors established in the following countries: Latvia, Poland, Romania, Russian Federation and Ukraine.</p> <p>Public-private sector involvement, in activities such as: the International Training Module on Geographical Indications in cooperation with GMR Innovation France, INAO and AGRIDEA; national seminar on management of copyright and collective management of copyright in cooperation with CISAC in Minsk; a WIPO-IFRRO sub-regional seminar on copyright and related rights and collective management of right in Bucharest, a national seminar on SMEs in Tallinn, a national conference on bio-business innovation in Gdynia, Poland.</p>	

Expected Results	Performance Indicators	Performance Data	TLS
Enhanced regional cooperation and exchange of experience among countries in the region	IP policies of three to five countries incorporating regional best practices	<p>Work started on special WIPO Tools to facilitate the exchange of experience and best practice, and elaborated for the specific needs of the countries of the region.</p> <p>Four countries (Hungary, Poland, Russian Federation and Serbia), started the incorporation of the region's best practices in their IP policies following the results of studies carried out, such as the study on the "Management of academic IP and early stage innovation in countries in transition", study on the "Special Features of Copyright Systems of Countries in Transition" and "Recommendations on Strengthening the Role of Innovative Small and Medium-Medium-sized Enterprises (SMEs) in Commonwealth of Independent States (CIS)".</p>	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
5,444	2,056	38%

3. Expenditure incurred by the end of 2008 was at 38% of the biennium budget. This related mainly to personnel costs. P-level posts in the Program remained unfilled due to delays in the recruitment process. The filling of these posts in 2009 will enable more projects to be implemented, thus accelerating non personnel expenditure. Overall expenditure should come close to budget level towards the end of the biennium.

**PROGRAM 8: Business Modernization of IP Institutions****Program manager:** Narendra Sabharwal**Objective:** Enhanced efficiency of IP registration activities and improved services provided by IP institutions to their stakeholders**I. ANALYTICAL SUMMARY**

1. In 2008, the Program provided modernization services to IP institutions<sup>1</sup> from 45 countries, across all regions, of which 16 were LDCs, 25 were developing countries and four were countries in economic transition. In addition, two regional IP institutions in Africa, namely ARIPO and OAPI, were assisted in their modernization projects. The Program's work also included three regional workshops focusing on key automation topics, training and sharing of national experiences and best practices. Countries assisted included both new ones where modernization projects were initiated as well as those where modernization projects were already in progress but in different stages of implementation. In order to meet the expected results and to address the challenges faced in assisting IP institutions with diverse levels of development, infrastructure, skills and resources the Program's assistance covered a comprehensive set of modernization services. These included: technical advice and guidance; needs assessment; simplification of business processes; provision of standard automation components customized to specific national requirements; establishment of national IP databases; extensive training of IP institutions staff and knowledge transfer to their technical focal points; progress monitoring and post-deployment impact evaluations; and e-communication with WIPO Treaties. Training related activities accounted for 50% of the Program's work and were critical in achieving the desired results.

2. Achievements included the successful implementation of the key automation project in Costa Rica using the newly developed web-based version of the WIPO Industrial Property Automation System (IPAS) for trademarks. This was a major undertaking for the Costa Rica IP institution as well as for WIPO as it involved new improved methodologies, tools and systems, which will now be used in subsequent projects.

3. An external evaluation was undertaken of the automation assistance provided by the Program to the Kenya IP Institute. The report stated that automation had made a significant positive impact and brought several benefits to the institution including: administration efficiency; reduction in backlog due to faster processing of IP applications; enhanced integrity of searches; savings in cost and time for publication of official gazettes and notices; and access to databases. The report also identified challenges and made recommendations for further improvements.

4. To achieve its results, and as an ongoing exercise, the Program continued to improve its approach, services, tools and systems based on lessons learned, evaluation results and feedback from countries.

<sup>1</sup> IP institutions include IP offices and collective management societies (CMOs).

## II. PERFORMANCE DATA

Expected Results	Performance Indicators	Performance data	TLS
Modernized business procedures of IP institutions	Forty-four IP Offices (14 new ones and 30 ongoing) with: <ul style="list-style-type: none"> <li>- availability of national IP databases (e.g. trademarks, patents, industrial designs) through digitized paper records;</li> <li>- reduced backlog of IP applications;</li> <li>- faster processing of IP applications.</li> </ul>	37 IP Offices with: <ul style="list-style-type: none"> <li>- availability of national IP databases (e.g. trademarks, patents, industrial designs) through digitized paper records;</li> <li>- reduced backlog of IP applications;</li> <li>- faster processing of IP applications.</li> </ul>	
	Twenty CMOs (12 new ones and eight ongoing) with: <ul style="list-style-type: none"> <li>- availability of national databases (e.g. musical works, authors, etc.) through digitization of paper documentation;</li> <li>- reduced backlog of work.</li> </ul>	Eight CMOs with: <ul style="list-style-type: none"> <li>- availability of national databases (e.g. musical works, authors, etc.) through digitization of paper documentation;</li> <li>- reduced backlog of work.</li> </ul>	
IP Offices enabled for electronic communication with WIPO Treaties	Time and cost savings for 15 IPOs for processing Madrid applications through direct electronic communication with WIPO systems	Time and cost savings for eight IPOs for processing Madrid applications through direct electronic communication with WIPO systems	
	Patent information from IPOs linked to the WIPO PATENTSCOPE® website (actual number depending on the availability and quality of the information)	Patent information from IPOs linked to the WIPO PATENTSCOPE® website (three countries of which one is operational and two in testing-mode).	

## III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
4,795	2,269	47%

5. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 9: Collective Management of Copyright and Related Rights****Program Manager:** Michael Keplinger**Objective:** Enhanced capacity to collectively manage copyright and related rights**I. ANALYTICAL SUMMARY**

1. Work under this Program has been carried out in close cooperation with the WIPO Regional Bureaus and in coordination with partner NGOs, such as the International Confederation of Societies of Authors and Composers (CISAC), the International Federation of Reproduction Rights Organizations (IFRRO) and the Societies' Council for the Administration of Performers' Rights (SCAPR) and the Association of European Performers' Organizations (AEPO-ARTIS). The agreements concluded with those organizations in the past years have facilitated exchange of information, organization of training programs, creation and strengthening of collective management organizations worldwide, as well as a rational approach of cooperation avoiding duplication of activities and adding respective support to each other in order to obtain more positive results.

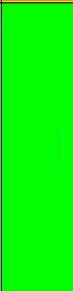
2. In 2008, the Program responded to as many Member States requests as possible, within the resources available. Examples of Program activities in 2008 were:

- A Conference on Collective Management of Copyright and Related Rights in Europe that took place in Brussels in November 2008. The conference was a great success with more than 400 participants coming not only from Europe but from all regions of the world. The conference was organized in cooperation with the European Grouping of Societies of Authors and Composers (GESAC), AEPO-ARTIS and CISAC and is part of a WIPO series of regional conferences aiming at further defining a global approach on policy developments relating to collective management of copyright and related rights worldwide. The objectives of the Conference were to address relevant aspects of rights management in the current complex technological environment and market place. The Conference assessed developments in, and challenges raised in recent years by digital technology, including the improvements in the exercise and management of rights introduced by a number of collective management organizations world wide and in particular in Europe.
- National and regional meetings were held in Guatemala and Mexico aimed at reinforcing visual artists' protection and management.
- Active engagement in the Copyright International Seminar organized in Rio de Janeiro and in the IV International Congress of the Brazilian Association of Copyright (ABDA) in Sao Paulo both held in October 2008.
- Training courses held in November 2008 devoted mainly to performers' rights and protection in Argentina and in Santiago de Chile with trainees from Chile, Argentina, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela.
- Contributions to the work of the WIPO regional Bureaus, as appropriate, in national, regional and sub-regional meetings on copyright and related rights, in which collective management was one of the key issues. (Information on those meetings can be found in the respective reports of the WIPO Regional Bureaus);
- Involvement in an internal WIPO Task Force created to examine and develop the WIPOCOS (previously named Africos) software and deal with its conditions of deployment and installation.

## II. PERFORMANCE DATA

## Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Creation of new Collective Management Organizations (CMOs)	Five newly established CMOs	No CMO established in the field of music. One reprographic right organization (RRO) in Indonesia has been created. This was in cooperation with IFRRO and the WIPO Africa Bureau.	
Enhanced administration in existing copyright and related rights management organizations, including the integration of digital technologies in their operations	Number of CMOs that have incorporated effective digital technologies for rights management	Five CMOs, in Kenya, Niger, South Africa, Togo and Zimbabwe, have incorporated effective digital technologies for rights management. This was done in cooperation with the WIPO Africa Bureau.	
Enhanced cooperation with relevant partner institutions	One new cooperation agreement and enhancement of existing joint working committees	No new cooperation agreement has been signed. Preparatory discussion has been carried out with International Federation of Phonographic Industries (IFPI) to that aim. WIPO held joint working committees respectively with CISAC and IFRRO.	

## III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
1,736	840	48%

3. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 10: IPR Enforcement****Program Manager:** Michael Keplinger**Objective:** Strengthened capacity in Member States for effective enforcement of IP rights in the interest of social and economic development and consumer protection, and informed policy discussions at the international level**I. ANALYTICAL SUMMARY**

1. The Program continued to enjoy growing recognition through contributing to the coordination of enforcement-related activities at the national, regional and international levels, this despite serious human resource shortages.

2. The fourth Global Congress on Combating Counterfeiting and Piracy in Dubai - a joint activity of WIPO, INTERPOL, the World Customs Organization (WCO) and private sector organizations, was reported on positively in the media at the start of 2008. This helped contribute to the recognition of IP enforcement as a common global concern and again underscored the need for cooperation at all levels in order to address the growing phenomena of counterfeiting and piracy. Other major highlights in 2008 were:

- Consensus reached on the topic for the next Advisory Committee on Enforcement (ACE) to be hosted in 2009
- Enforcement-related legislative assistance provided by WIPO aimed at bolstering efficient national, sub-regional and regional IP enforcement systems, in response to requests from four Member States
- 22 training courses relating to IP enforcement. These activities also embraced in-depth discussions on the establishment and implementation of strategic cooperation among all stakeholders at all levels to enhance the efficacy of IP enforcement systems. Such activities mostly involved Programs 6, 7 and 11 and also paved the way to enhanced cooperation with FIT/Japan, resulting, *inter alia* in two Tokyo regional enforcement training courses in 2008.
- Establishment of a “Funds-in-Trust” (FIT) provided by the United States Patent and Trademark Office (USPTO) which in 2008 provided resources to fund four regional training workshops on enforcement of IPRs – conducted in collaboration with the USPTO – in Egypt, South Africa, Peru and Bulgaria.
- Commissioning of a study on the laundering of the origin of goods through the Pacific islands to help determine technical assistance needs in the ASPAC region. The findings of the study were presented at a WIPO / FIT/Japan regional meeting in Bangkok and subsequently during a number of workshops where similar concerns were addressed.
- Updating of the successful first edition of “The Enforcement of IP Rights: A Casebook” by a senior member of the judiciary from South Africa. The 2008 second edition, embracing jurisprudence in both common and civil law countries, extends the scope of the casebook as a capacity-building tool in training activities. In addition to a French casebook published in 2007, WIPO concluded a contract with an expert from Mexico to prepare a Spanish casebook on the enforcement of IP rights for civil law countries in the Ibero-American region.
- Extensive cooperation with other international organizations: continued cooperation with the WHO in the framework of International Medical Products Anti-Counterfeiting Taskforce (IMPACT) and capacity building; cooperation with the European Commission in its anti-counterfeiting efforts; contributing as an observer to the discussions of the G8 IP Expert Group on technical assistance in the field of IP enforcement; cooperation with INTERPOL in its International IP Crime Conference in Halifax and two meetings of the INTERPOL IP Crime Action Group; cooperation with the Organization for Economic Cooperation and Development

(OECD), in particular in the framework of its study on the economic impact of counterfeiting and piracy; and with the IPR Business Partnership in promoting public-private partnership in combating infringements of IPRs; participating in the 2<sup>nd</sup> Annual Brand Protection Conference; participating in UNCTAD/ICTSD organized dialogue on sustainable development.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Implementation of efficient national, sub-regional or regional IP enforcement systems	Formulation of IP enforcement strategies in six Member States/sub-regions, involving the various stakeholder	5 Member States with IP enforcement strategies. 1 sub-region with an IP enforcement strategy.	
	New or updated legislative framework for effective IP enforcement in four Member States	<p>WIPO provided enforcement-related legislative assistance to four Member States upon their request. Due to the legislative process these Laws are not enacted as yet.</p> <p>The legislative process and its timing leading to the actual enactment or promulgation of laws by the countries that receive legislative assistance as well as the communication of such information to WIPO are the prerogative of the Member States.</p> <p>While this represents significant work by the Secretariat both in qualitative and quantitative terms, the activity as defined by the indicator, remains on-going and cannot be assessed at this stage.</p>	
Constructive and balanced international policy dialogue	Identification of issues of common global concern in the field of IP enforcement in the ACE resulting in commonly agreed conclusions by the Chair	ACE did not meet in 2008 but consensus was reached on the topic for the next session of the ACE to take place in 2009.	
	Strengthened strategic partnerships through new joint activities, including special projects, with other IGOs and NGOs	<p>WIPO continued to be invited by key strategic partners (notably the WTO, INTERPOL, the EU, ICC, OECD, G-8 IP Expert Group, UNECE, INTERPOL Intellectual Property Crime Action Group (IIPCAG) and UNCTAD/ICTSD) to contribute to and participate in joint initiatives. This was reflected in 12 missions and 22 substantive training missions as part of joint activities with these partners.</p> <p>An MOU was signed with the UNECE.</p>	

Expected Results	Performance Indicators	Performance Data	TLS
Enhanced capacity of the judiciary and law enforcement officials in handling enforcement matters	Improved border measures and more efficient enforcement actions in eight Member States by customs and police officials	Increase in seizures by customs authorities in a substantial number of developing countries due to regional training programs and right holder cooperation; an increase in IP litigation and judgments; and the growing understanding, in particular in least developed common law countries without sufficient IP legislation in place, that provisions in other laws (Merchandise Marks Act, Trade Description Act, Weights and Measures, etc.) could be use to prevent the circulation of counterfeit and substandard goods, particularly those with negative implications on health and safety.	
	Improved right holder participation in the enforcement process in six Member States	The right holders participated in all activities, mostly at their own costs. In addition, Groups like the IPR Business Partnership conduct continuous intense training programs for law enforcement officials on the different continents.	
Adequate integration of IP issues in enforcement-related activities of partner Organizations	Reflection of four substantive contributions provided by WIPO to relevant initiatives of IGOs or NGOs	<p>WIPO's comments provided on the working document of the INTERPOL OASIS Training Project in Africa.</p> <p>WIPO reservations expressed on the SECURE standards developed by the WCO.</p> <p>See also the performance data above related to strengthened strategic partnerships.</p>	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
3,321	1,278	39%

3. Expenditure incurred by the end of 2008 was 39% of the biennium budget, mainly due to under-expenditure of non personnel costs. The reason for this being that the Advisory Committee on Enforcement which, takes place every other year, will be organized in 2009. In addition, implementation was also affected by two posts which were vacated and remained unfilled during 2008.

**PROGRAM 11: The WIPO Worldwide Academy****Program Manager:** Yoshiyuki Takagi**Objective:** Strengthened IP educational infrastructure and human resources as well as enhanced access to IP knowledge and information**I. ANALYTICAL SUMMARY**

1. In 2008, the Academy continued its efforts to strengthen IP education infrastructure and human resources development as well as enhancing access to IP knowledge and information by Member States. To improve the quality of training courses increasingly combine both traditional face-to-face teaching as well as distance learning. In addition, a Global Network of IP Academies was established in 2008 to promote better communication and exchange experience in IP teaching and training. The network currently has 19 members throughout the world.

2. Under the Policy Development Program, courses were organized on topical issues for different target groups including senior government officials, heads of IP offices, judges, trade negotiators, journalists and professors etc. Nearly 600 participants from 86 countries participated in the 21 courses organized. The information and views shared during the courses were expected to enhance the capacity of decision-makers, policy advisors and others to formulate appropriate and effective IP policies and improve their understanding of the role of intellectual property. The Professional Development Program – with the support and cooperation of 25 partner institutions around the world – organized 24 courses on industrial property and copyright and related rights. A total of 248 participants from 99 countries participated in the courses. A majority of the participants indicated that the training enhanced their knowledge and skills in the administration of intellectual property rights and enabled them to provide better service to users of the IP system. The launching of four new WIPO Summer Schools in different parts of the world attracted many applicants and 158 young professionals and students from 45 countries all over the world participated in the Program. Under the Executive and Research Program, three training programs were organized on strategic management of IP and two conferences were also organized on IP Management Education and Research in Geneva and in India.

3. In 2008, the Master of Intellectual Property Law organized jointly by WIPO and the Turin University and with the assistance of the Government of Italy and the International Training Center of the International Labor Organization (ILO) registered the largest number of students since its launch in 2000 (42 students from 32 countries). In addition, three new Master of IP programs were launched in 2008 jointly with the Africa University and ARIPO, Haifa University, Israel, Technical University of Lisbon and the National Institute of Industrial Property of Portugal.

4. Demand for Distance Learning Courses continued to increase in 2008. Five new advanced courses were launched on-line in 2008: Patents (DL301); Trademarks, Industrial Designs and Geographical Indications (DL302); Arbitration and Mediation Procedure under the WIPO Rules (DL317); Patent Information Search (DL318), and Basics of Patent Drafting (DL320). These new courses provide participants with more systematic, in-depth knowledge and practical skills in the fields of patents, trademarks, industrial designs, geographical indications and arbitration and mediation.

5. The efforts of the WIPO Library to enrich its services resulted in an increase of requests for information on intellectual property.

III. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Enhanced capacity of decision-makers and policy advisers to formulate appropriate and effective IP policies	90% end-of-course satisfaction rate with policy development programs	90% satisfaction rate by participants in the policy development programs.	
	Number of IP-related policies, initiated, developed and/or implemented	Most of the participants were senior government officials who viewed the information and knowledge acquired from these courses as useful for them in initiating, developing and implementing IP related policies.  Currently no data collected relating to the initiation, development or implementation of IP-related policies	
Strengthened infrastructure for human resources development and IP education in Member States	At least one university in each region to introduce specialized IP courses	Four universities assisted with IP curriculum and materials to introduce IP courses in their universities. The number has doubled from 2007.  Master of Intellectual Property Law organized jointly by WIPO and the Turin University and with the assistance of the Government of Italy and the International Training Center of the International Labor Organization (ILO) continued.  Three new Master of IP programs launched in 2008	
	Establishment of at least five IP academies and/or training centers in Member States	In 2008, technical assistance was provided to the establishment or strengthening of two IP training centers.	
Upgraded and enhanced knowledge and skills of staff of IP offices and business managers	90% end-of-course satisfaction rate with professional training programs	New topics on emerging IP issues increased the satisfaction rate from 92% to 93% of the Professional Training Program.	
	Demonstrated improvement in the skills of 80% of participants in professional training programs	Three training programs organized, with over 90% end-of-course satisfaction rate, on strategic management of intellectual property rights under the Executive and Research Program. Fifty-two participants from developing countries (constituting over 80% of the total) participated in the programs.  Currently no data available relating to improvement in skills of participants in professional training programs.	

Expected Results	Performance Indicators	Performance Data	TLS
Wider use of distance learning as a complement to IP education	40,000 registrations and 70% completion rate of WIPO on-line courses	On-line courses registered 27,000 students in 2008, compared to 25,500 in 2007. The average completion rate for all courses was 71 % in 2008, compared to 70% in 2007.	
	Use of the Academy Distance Learning courses in educational programs of five academic institutions	Seven education institutions used the Distance Learning courses as part of their IP education programs.	
	Four institutions in Member States offer Academy Distance Learning programs in national languages	In addition to institutions continuing to offer the Academy's distance learning courses in their national languages, two new languages (Thai and Vietnamese) were launched in 2008. Another was translated but yet to be launched due to technical reasons.	
Enhanced interdisciplinary IP education and research worldwide	High end-of-course satisfaction rate of the Turin Master of Law in IP (LL.M)	High end of course satisfaction rate received from 42 participants from 32 countries compared to 36 participants in 2007	
	Number of students being employed in the IP field.	75% of the LLM graduates are working in universities, institutions and law firms dealing with IP (Based on data provided in the 2008 Alumni Report).	
Increased use of the WIPO Academy's information resources	10% increase in the number of students and professors using the Library services (from 10/week in 2006)	Number of email requests for information by WIPO staff increased by 55% in 2008 as compared to 2006. The 'Table of Contents' alert service has seen a 30% increase in requests from 2007 to 2008.	
	20% increase in the number of page views of CLEA (from 500,000 page views in 2006)	The way in which the CLEA usage statistics can be retrieved has changed and the 2008 figures cannot be compared to those from 2006. The 2008 calculation of just under 60,000 page views puts CLEA in the same league as the Hague Express, Domain Name Decisions, Lisbon Express and Article 6ter web pages (source WIPO web report, 4 <sup>th</sup> quarter 2008).  The number of requests sent to <a href="mailto:admin.clea@wipo.int">admin.clea@wipo.int</a> via the database has increased by 27% in 2008 as compared to those in 2006.	

## III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
15,426	7,109	46%

6. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 12: Law of Patents****Program Manager:** Francis Gurry

**Objective:** Progressive development of international patent law and practice that stimulates innovation and balances the interests of Member States, users and society as a whole by improving the understanding of, and international cooperation on, patent-related matters.

**I. ANALYTICAL SUMMARY**

1. A formal session of the Standing Committee on the Law of Patents (SCP) was held after three years of suspension. The discussion was based on the Report on the International Patent System, which provided an overview of current international patent issues and aimed to cover the different needs and interests of all Member States. The SCP unanimously agreed to move forward on developing a work program on the following basis: (i) identification of a non-exhaustive list of issues for further elaboration and discussion; (ii) inclusion of comments and further discussions on the Report on the International Patent System; (iii) preparation by the Secretariat of preliminary studies on four issues, namely, dissemination of patent information, exceptions from patentable subject matter and exclusions and limitations to the rights, patents and standards and client-attorney privilege, for discussion at the next session. The SCP also suggested to the Director General to consider holding a conference on issues relating to the implications, including public policy implications, of patents on certain areas of public policy, such as health, the environment, climate change and food security. The conference, to be convened in 2009, is expected to contribute to greater awareness of the patent system and a better coordination of its role in respect of a number of public policy areas.
2. A Conference on the Client Privilege in Intellectual Property Professional Advice was held in 2008 to enhance understanding and provide further clarification of the complex interactions among national, regional and international legal systems. Issues relating to the protection against disclosure of information exchanged between clients and intellectual property advisors were explored. The Conference was convened in cooperation with the International Association for the Protection of Intellectual Property (AIPPI).
3. In 2008, a number of countries acceded to, or ratified, certain WIPO administered treaties in the field of patents as follows: Australia and Switzerland acceded to the Patent Law Treaty (PLT), taking the total number of accessions or ratifications to the PLT to 19 States by the end of 2008. One country (Thailand) joined the Paris Convention, and four countries (Bosnia and Herzegovina, Costa Rica, Jordan and Peru) joined the Budapest Treaty in 2008.
4. In cooperation with relevant sectors, the Program provided written legal comments on national laws and regulations, and contributed to the discussions in other WIPO fora, such as the Committee on Development and Intellectual Property (CDIP). In cooperation with the sector of the Patent Cooperation Treaty (PCT), work on the implementation of a digital access system for priority documents continued in 2008. In addition, the Secretariat continued to provide assistance and information to intergovernmental organizations, United Nations bodies and other parties on issues relating to patent law for a better understanding of the role of the patent system and its legal principles, as well as on issues concerning the protection of layout designs of integrated circuits.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
<p>Enhanced cooperation among Member States in the area of developing the international patent system</p>	<p>Agreement and implementation of the SCP work program and advancement on issues of common interest</p>	<p>First formal session of SCP after three years of suspension.</p> <p>Preparation by the Secretariat of the Report on the International Patent System to facilitate establishment of work program for SCP. Report recognized by many delegations as a good basis for discussion, and the SCP unanimously agreed to move forward addressing a number of issues for the purpose of developing a work program of the SCP.</p> <p>Identification by SCP of a non-exhaustive list of issues for further elaboration and discussion, and agreement that the Report should remain open for written comments and discussion at the next session of the SCP.</p> <p>The SCP requested WIPO Secretariat to prepare preliminary studies on four issues for discussion at its next session. The studies are not to be considered prioritized over the other issues identified in the above-mentioned non-exhaustive list.</p> <p>SCP suggested to the Director General to consider holding a conference on issues relating to the implications, including public policy implications, of patents on certain areas of public policy, such as health, the environment, climate change and food security.</p> <p>2008 PLT Assembly decided that certain amendments and modifications of the PCT, its Regulations and the Administrative Instructions Under the PCT applied for the purposes of the PLT, and adopted a modified Model International Request Form.</p>	
	<p>Greater number of Contracting Parties to the patent-related WIPO administered treaties</p>	<p>In 2008, one country joined the Paris Convention, four countries joined the Budapest Treaty and two countries joined the PLT.</p>	
<p>Greater awareness of the legal principles and practices of the patent system and of its role in economic development</p>	<p>Feedback from Member States, right holders, third parties and the general public</p>	<p>A number of delegations expressed the view that the Report on the International Patent System, contributed to increased awareness of the benefits of an effective patent system and the challenges that the system faced, including development needs and public policy aspects of international patent system.</p>	

Expected Results	Performance Indicators	Performance Data	TLS
	Greater acceptance and use of patent principles and practices in Member States	<p>In 2008, one country joined the Paris Convention, four countries joined the Budapest Treaty and two countries joined the PLT, resulting in greater application of the relevant international legal principles.</p> <p>Further, information has been given, on request, to Member States with a view to future accessions or ratifications as well as the implementation of WIPO's patent-related treaties. For example, information and advice on the Budapest Treaty was provided at the industrial property offices of the Dominican Republic, El Salvador and Honduras and to potential users in El Salvador and Honduras. In addition, upon request, draft Patent Regulations were prepared for one country, and comments on the draft national legislation of two additional countries were provided.</p>	
Enhanced understanding and further clarification of current and emerging issues that arise in relation to patents	Feedback from Member States, right holders, third parties and the general public	<p>A number of delegations acknowledged that the Report on the International Patent System contributed to advance mutual understanding on different perspectives linked with patent related issues and to facilitate further discussions.</p> <p>Many delegations welcomed the convening of a conference on patents and their implications on other areas of public policies in 2009.</p> <p>The Conference on Client Privilege in Intellectual Property Professional Advice, which was co-organized with the AIPPI, was attended by around 85 participants from governments, law firms and the private sector. The presentations by speakers from various countries demonstrated differences in national legal frameworks, and fruitful exchanges of views contributed to facilitating a better understanding of the international dimension of the issue at stake.</p>	
Reduction, where possible, of redundant functionalities in the patent system	Instruments of international cooperation in the area of patents, or drafts of, or work-in-progress, regarding such instruments	The work on the implementation of a digital access system for priority documents continued in 2008. The Working Group on the Digital Access Service for Priority Documents has been finalizing the text of framework provisions designed to implement the digital access service for priority documents.	

## III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
3,079	1,267	41%

5. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 13: Law of Trademarks, Industrial Designs and Geographical Indications**

**Program Manager:** Ernesto Rubio

**Objective:** Further development of the multilateral legal framework for trademarks, Industrial designs and geographical indications and wider adherence to, and implementation of, existing standards



I. ANALYTICAL SUMMARY

1. During the period under review, the Standing Committee on the Law of Trademarks (SCT), Industrial Designs and Geographical Indications held two sessions (SCT/19 from July 21 to 25, and SCT/20 from December 1 to 5) and made progress on a number of specific topics in the areas of trademark and industrial design law. In particular, the SCT agreed on *Areas of Convergence on the Representation of Non-traditional Marks*, and on *Areas of Convergence on Trademark Opposition Procedures*, to be published in the WIPO/STrad/INF series, and which it will bring to the attention of the relevant WIPO Assemblies. Agreeing on those areas of convergence, the SCT developed a set of references, which will contribute to predictable outcomes of similar procedures across different jurisdictions. It thus advanced the international normative framework for trademarks in a balanced manner, taking account of the needs and developments of individual SCT Members, and which can be used as a model for future work in that area.
2. Furthermore, the SCT Secretariat initiated consultations with the Secretariat of the World Health Organization with a view to facilitating access for SCT Members to lists of International Non-Proprietary Names, established by the WHO Secretariat. The SCT also decided to initiate work on the following topics: grounds for refusal for all types of marks; technical and procedural aspects relating to the registration of certification and collective marks; and letters of consent. Moreover, the SCT decided to work on the topic of official names of States in the context of eligible subject matter and implementation of Article 6*ter* of the Paris Convention. Concerning industrial designs, the SCT examined a summary of the returns to the WIPO questionnaire on industrial design law and practice, and agreed to work towards the identification of possible areas for convergence on industrial design law and practice in SCT Members.
3. In 2008, eight States ratified the Singapore Treaty on the Law of Trademarks, bringing the overall number of ratifications to ten. This number of ratifications was double that expected for the period under consideration. As a result the Singapore Treaty will enter into force on March 16, 2009.
4. Concerning the administration of Article 6*ter* of the Paris Convention, the Assembly of the Paris Union adopted, at its 40<sup>th</sup> session (Geneva, September 22 to 30, 2008) a recommendation from the SCT, replacing the reciprocal communication of signs under Article 6*ter*(3) by a semi-annual electronic publication, with the first such publication occurring on March 31, 2009. This new procedure will significantly reduce the administrative burden that individual communication put on the WIPO Secretariat, in particular the WIPO Conference Service, and on Member States and IGOs using that procedure. It will also enhance the transparency and legal security of those procedures. In 2008, the Secretariat has received thirteen requests for communications under Article 6*ter*(3) (four from States and eight from international intergovernmental organizations) covering a total of 149 individual signs. By the end of the month of September, it had dispatched individually nine communications covering 100 individual signs. Following the adoption of the above-mentioned decision by the Assembly of the Paris Union, the Secretariat has stopped individual communications as of October 2008, and commenced the implementation of the electronic publication procedure. The Secretariat also updated the Article 6*ter* database for publication and distribution on CD-ROM.

## II. PERFORMANCE DATA

## Key to Traffic Light System (TLS)

■ Strong progress     
 ■ Progress     
 ■ No progress     
 □ Not yet assessed/ Discontinued

Expected results	Performance Indicators	Performance Data	TLS
Further advancement within the SCT on the international law of trademarks, industrial designs and geographical indications	Four sessions of the SCT and work on at least three specific topics	The SCT held two sessions in 2008. It worked on four specific topics, two of which were successfully concluded ( <i>Areas of Convergence on the Representation of Non-traditional Marks, and Areas of Convergence on Trademark Opposition Procedures</i> ). The SCT agreed on another five topics for future work (grounds for refusal for all types of marks; technical and procedural aspects relating to the registration of certification and collective marks; letters of consent; official names of States in the context of eligible subject matter and implementation of Article 6ter of the Paris Convention; and possible areas for convergence on industrial design law and practice).	
Ratifications of and accessions to the Singapore Treaty on the Law of Trademarks	At least four ratifications by States or intergovernmental organizations	In 2008, the following eight States ratified the Singapore Treaty on the Law of Trademarks: Australia, Bulgaria, Denmark, Kyrgyzstan, Latvia, Republic of Moldova, Romania, and the United States of America.	
Efficient administration of Article 6ter of the Paris Convention	Processing of Article 6ter communications within a timeframe of three weeks as from the receipt of the request for communication	Nine requests for communication received until September 2008 were dispatched within the time frame of three weeks.	
	Immediate updating of the Article 6ter on-line database; yearly updating and distribution of the database on hard carrier.	The Article 6ter Express database was updated regularly in 2008 and reflects the actual situation of protected signs. The database for distribution on CD-ROM was updated and preparation for the distribution in 2009 was completed.	

## III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
3,882	1,496	39%

5. The utilization rate of the Program under consideration for 2008 is at 39% against the approved budget for 2008/09. This relative under-spending is due to the fact that, under the implementation strategy, one resource intensive activity, namely the Worldwide Symposium on Geographical Indications, will take place in the second year of the biennium, which results in uneven utilization over the two years.

**PROGRAM 14: Law of Copyright and Related Rights**

**Program Manager:** Michael Keplinger

**Objective:** Improved protection of copyright and related rights and broad consensus on international copyright law



**I. ANALYTICAL SUMMARY**

1. Further progress was achieved in 2008 in relation to improving the protection of copyright and related rights at the international level. Activities were undertaken to promote wider adherence to the WCT and WPPT. The Secretariat continued efforts to promote deeper understanding and build capacity for the effective implementation of these instruments through regional seminars.
2. Several activities within the ambit of the Standing Committee on Copyright and Related Rights (SCCR) were undertaken with a view to updating the international framework for limitations and exceptions to copyright and related rights protection, the protection of audiovisual performances and the protection of broadcasting organizations. A study on copyright exceptions and limitations for libraries and archives was finalized and Informative Sessions on (i) Limitations and Exceptions and (ii) Audiovisual Performances were organized. Together with studies prepared in previous years, these activities enabled discussions on exceptions and limitations and contributed to clarification and greater understanding of these issues.
3. In accordance with the mandate received by the 2007 General Assembly and confirmed by the 2008 General Assembly, WIPO also continued to promote developments on the issue of audiovisual performances as well as mechanisms for the protection of audiovisual performers, both at the levels of national legislation and international consensus-building. These activities included seminars at regional, sub-regional and national level, for which several governments expressed their appreciation in the SCCR.

**II. PERFORMANCE DATA**

Key to Traffic Light System (TLS)

■ Strong progress     
 ■ Progress     
 ■ No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Wider adherence to and effective implementation of the WCT and the WPPT	Six additional accessions to the WCT, and six to the WPPT	Four additional accessions to the WCT, and six to the WPPT.	■
	Four additional States have adopted effective policies for the implementation of the WCT and the WPPT	12 additional States have initiated effective policies for the implementation of the WCT and the WPPT  Relevance of treaties evidenced by number of invitations/information requests addressed to WIPO officials to address substantial legal issues stemming from implementation of the treaties.	■

Expected Results	Performance Indicators	Performance Data	TLS
Clarifications of the international framework for limitations and exceptions, the applicable law and technological measures of protection or other issues raised by Member States	Clarification of issues and possible solutions in the SCCR	Four requests made by several Member States in General Assembly (GA) and SCCR supporting interventions and activities in that area.  Four studies prepared providing clarification on issues raised and initially discussed in the SCCR	
Clarification of the protection of audiovisual performances	Decision made by Member States regarding the future work on the protection of audiovisual performance	Informal meeting prior to the GA considered this issue.  SCCR and GA decided on the continuation of the activities including the organization of national and regional seminars to promote protection of audiovisual performers.	

### III. BUDGET UTILIZATION 2008

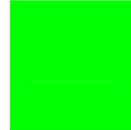
2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
6,002	3,205	53%

4. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

## **PROGRAM 15: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources**

**Program Manager:** Francis Gurry

**Objective:** Establishment, and more effective application, of legal, practical and policy IP mechanisms for the protection of TCEs, TK and GR in line with the needs, interests and expectations expressed by traditional custodians and communities and Member States



### I ANALYTICAL SUMMARY

1. In 2008 there was significant growth in the number of community, national and regional initiatives requesting the expertise, support and participation of WIPO. These included policy and legislative processes, capacity-building projects and civil society, industry and academic programs, in all regions and in developed and developing countries. WIPO's extensive body of unique policy materials, such as the draft provisions on the protection of TK and TCEs, and specialized practical tools, such as guidelines, toolkits, training programs and databases, were in high demand. Similarly, WIPO's guidance tools on IP management and dispute resolution in TK documentation, patent examination, recognition of customary law, access and benefit-sharing contracts, handicrafts, arts festivals and the digitization of cultural heritage proved timely, appropriate and practically useful. Two large regional processes were launched in which WIPO was requested to play a central role. In partnership with two external institutions, WIPO successfully launched a hands-on cultural documentation and IP management training course for indigenous communities and museums/archives.
2. Following the renewal of its mandate in late 2007, the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (the IGC) met twice in 2008. It commissioned and began to review two sets of new materials, namely "gap analyses" on TK and TCEs, which provided further focused guidance on the degree to which the current international legal framework already provides protection for TK and TCEs, with specific examples of gaps in protection and consideration of how those gaps might best be addressed. The IGC has now laid a substantive platform for the development of an international instrument or instruments, should Member States so decide. The IGC also discussed the GR agenda item with renewed attention, mindful of closely complementary developments in other forums, including the WTO, CBD and FAO. However, despite growing political will to move the substantive work forward, members of the IGC were unable to agree on the working procedures proposed to deliver the concrete outcomes that many have called for.
3. The IGC continued to build mechanisms that are exceptional for an intergovernmental process to strengthen opportunities for the voices of indigenous and local communities to be heard. By the end of 2008, there were over 200 observers specially accredited to the IGC, the majority representing these communities. The WIPO Voluntary Fund saw a sharp rise in applications for future support and supported the participation of 21 representatives of accredited indigenous and local communities in the sessions of the IGC in 2008. The Fund continued to attract significant voluntary contributions, in recognition of the importance attached to effective indigenous and local community participation in the IGC. In response to requests, a practical guide to the workings of the Fund was published in all six UN official languages. WIPO Member States also approved the inauguration of an Indigenous IP Law Fellowship within this Program.
4. Upon request, WIPO continued to provide specialist IP-related input to many international processes, including those of the Convention on Biological Diversity (CBD), Permanent Forum on Indigenous Issues (UNPFII), WHO, FAO, UNESCO, WTO and UNCTAD. Growing cooperation between WIPO and other intergovernmental organizations and agencies saw a number of joint activities, such as cooperation between WIPO and UNESCO in the area of intangible cultural heritage and the CBD in respect of TK and GRs. WIPO's technical expertise and practical support was also requested by and provided to regional organizations in Africa, Asia, Latin America, the Pacific and elsewhere.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
<p>A stronger international legal and policy framework protecting TK and TCEs for the direct benefit of their customary holders and the broader benefit of society</p>	<p>Formulation of at least one distinct new international instrument</p>	<p>The substantive groundwork for the crafting of international instruments in these areas has been undertaken, paving the way for political decisions by Member States in this regard.</p>	
	<p>Use of WIPO policy documents and outcomes in four new regional/sub-regional cooperation initiatives, at least four new national policy, legal and capacity building processes, and community and civil society processes in four different regions.</p>	<p>WIPO's policy materials, including two sets of draft provisions for the protection of TK and TCEs, options papers, surveys and studies were widely used in more than 25 regional, national, community and civil society processes in Asia, Africa, the Arab region, Eastern Europe, Europe, Caribbean, the Pacific, Latin America, and North America.</p> <p>A number of regional, national, community and civil society processes drew directly upon WIPO's materials.</p>	
<p>Greater cooperation and coordination of international and regional processes concerning TK, TCEs and GR</p>	<p>Explicit recognition of WIPO's support and input in at least three existing and three new processes of other international fora and agencies.</p>	<p>WIPO's support and input continued to be called for and welcomed in several international fora, agencies and processes, including the CBD, FAO, UNPFII, UNESCO, WTO, the Interagency Support Group on Indigenous Issues, UNCTAD, and UNU. WIPO's support and materials forged ever greater cooperation between WIPO and these other fora and agencies, provided IP-related technical inputs to processes addressing related questions, and continued to validate WIPO as a provider of high quality IP-related policy, legal and practical information and advice.</p>	
	<p>Four joint publications or activities between WIPO and other international agencies.</p>	<p>WIPO cooperated with other international agencies on a number of specific projects, activities and publications, including the CBD, UNESCO, UNCTAD, WTO, OHCHR, UNEP, ILO, World Bank, IUCN, and UNU.</p>	
<p>Enhanced capacity in Member States and regional bodies to support IP-related protection of TK and TCEs, and to manage the IP aspects of genetic resources, for the sustainable benefit of holders and custodians of TK, TCEs and GRs</p>	<p>At least six community, national or regional capacity building activities that make actual use of WIPO materials or expertise</p>	<p>WIPO's practical guidelines, databases, studies, toolkits, surveys, options papers, hands-on training programs and other capacity-building materials were used in more than 25 community, national and regional capacity-building activities in the Caribbean, Pacific, Asia, Africa, Latin America, Eastern Europe, Europe, North America and the Arab region. WIPO's practical support and expertise strengthened the ability of communities, national and regional</p>	

Expected Results	Performance Indicators	Performance Data	TLS
<p><i>(continued)</i></p> <p>Enhanced capacity in Member States and regional bodies to support IP-related protection of TK and TCEs, and to manage the IP aspects of genetic resources, for the sustainable benefit of holders and custodians of TK, TCEs and GRs</p>		<p>authorities and institutions such as museums and archives to identify and manage their IP interests in regard to TK, TCEs and GRs in a wide spectrum of capacity-building initiatives, including in relation to TK and cultural documentation, the digitization of cultural heritage, the drafting and negotiation of access and benefit-sharing contracts, the defensive protection of TK, the examination of TK and GR-related patent applications, and on the recognition of customary law.</p>	
	<p>Legal mechanisms adapted and applied in practice in six instances</p>	<p>WIPO's expertise and materials were sought in at least three regional initiatives aimed at the development of policies, frameworks and instruments on TK, TCEs and/or GRs in Africa (where draft instruments of ARIPO and OAPI on TK and TCEs, which drew directly on WIPO's draft provisions, reached finalization), the Caribbean, Eastern Europe, Latin America and the Pacific, and in several national processes, in Africa, Asia, Eastern Europe, Latin America, and the Pacific.</p> <p>Two new large regional processes commenced in the Caribbean and the Pacific, with WIPO's inputs and support being requested in both cases.</p>	
	<p>At least four on-going processes in Member States to enhance measures against illegitimate or erroneous patenting of TK/GR</p>	<p>WIPO's inputs were sought in existing and new initiatives; national processes related to the defensive protection of TK/GR in Asia, Africa and Latin America in particular.</p>	
	<p>At least four national or community processes make active use of IP guidelines, best practices and manuals, and tailored ICT services, for digitizing and disseminating intangible cultural heritage and TCEs.</p>	<p>WIPO's expertise, informational materials and practical guidelines related to IP management during the digitization of cultural heritage provided specialized guidance, support and training in national projects on cultural heritage digitization in more than five countries. WIPO's hands-on training program, offered in partnership with two external institutions, on cultural documentation and IP management was launched, and WIPO received many requests from communities and museums/archives to be included in the Program.</p>	

## III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
6,052	2,967	49%

5. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

## PROGRAM 16: The PCT System

**Program Manager:** Francis Gurry

**Objective:** Maintain and reinforce the PCT as the central node of the international patent system and preferred route for obtaining international patent protection



### I. ANALYTICAL SUMMARY

1. Almost 164,000 international applications were filed under the PCT in 2008, representing an increase of 2.4% over 2007. As a consequence of the global economic slowdown of the recent months, this growth rate is more modest than in recent years (the previous three years had seen an average growth rate of 9.3%). This figure, nevertheless, represents the highest number of applications ever received under the PCT.

2. The top five countries of filing remained the same as last year, with applicants from the United States of America filing the largest number of applications (53,521, which represents 32.7% of all applications), followed by Japan (17.5%), Germany (11.3%), the Republic of Korea (4.8%) and France (4.2%). Applicants from the member States of the European Patent Convention, when grouped together, filed about 34.4% of all international applications. There was continued high growth in filings from north east Asia, in particular from the Republic of Korea (12% increase) and China (11.9% increase), and for the first time, a Chinese company topped the list of PCT applicants in 2008 – Huawei Technologies Co. Ltd, a major international telecommunications company, filed 1,737 PCT applications last year.

3. Furthermore, filings in electronic form made up about 73.3% of all filings in 2008 (compared to 67.4% in 2007), 63.1% being filed fully electronically and 10.2% being filed using the PCT-EASY functionality of the PCT-SAFE software, whereas only 26.6% of applications were filed entirely on paper (compared to 32.6% in 2007).

4. The PCT network of users in high volume PCT user countries and high growth PCT countries was enhanced in 2008 through specific outreach efforts and regular contacts with many such applicants, as well as via PCT information dissemination efforts. User outreach activities were strengthened and rationalized in 2008, and included several conferences, a new comprehensive PCT user survey, an initial study on PCT use in certain developing and least developed countries and significant contacts with both organizations comprised of PCT users and directly with PCT users themselves. The information efforts ranged from the traditional PCT seminars to establishing for the first time a PCT distance learning course and preparing to use PCT webinars to keep PCT users worldwide up to date on the latest developments, and included the constant of providing PCT users with new resources on PATENTSCOPE® to assist them in their use of the PCT. Among the most important outcomes of these user-focused efforts has been a better understanding on the part of the International Bureau as to the needs of PCT applicants throughout the world.

5. The PCT Legal Division continued to examine potential means of simplifying the legal framework and administrative procedures in 2008, while not making a separate initiative during 2008 to examine this potential, this consideration for the possible simplification was consistently kept in mind during implementation of previously agreed amendments to the PCT Regulations (entry into force in July 2008 and for January 1, 2009), and during preparations for and development of new proposals for amendments of the PCT Regulations and modifications of the PCT Administrative Instructions (including the PCT Forms) and the PCT Receiving Office and International Search and Preliminary Examination Guidelines. The contact by the Division staff with PCT users also serves as an ongoing reminder of the importance of finding ways to simplify the legal framework and administrative procedures.

6. During the period under review, cooperation activities *vis-à-vis* Offices of PCT Member States in their various PCT capacities as receiving Offices, International Searching and Preliminary Examining Authorities, and designated and elected Offices, as well as countries interested in joining the PCT, were designed and carried out to contribute to a better understanding of the functioning of the PCT and the patent system among Offices' staff, practitioners, users and potential users, covering, *inter alia*,

operational, technical, procedural, legal and training activities. Further formal PCT cooperative work programs between the International Bureau and Offices of PCT Member States were signed in 2008, bringing the total of formal cooperative work programs to thirteen (with a further seven in a draft form and still under discussion). Besides cooperating with Offices on the basis of formal cooperative work programs, cooperation with many other Offices continued and was intensified on an informal basis, without any formal cooperation agreements in place or envisaged to be signed. Cooperation projects were carried out in particular in the areas of PCT training, PCT awareness programs, PCT information technology, and patent information and statistics, with a focus on training activities in respect of Offices and users in developing and least developed countries, notably, universities and research institutes in those countries. Technical cooperation projects focused on the electronic exchange of documents and data between the International Bureau and Offices in their various PCT capacities, resulting in almost 80% of the International Bureau's incoming documents from Offices being received in electronic form, and on the use electronic filing and processing systems by Offices, such as PCT-SAFE and PCT-ROAD. In addition to formal cooperation projects, the staff of the Division assisted a large number of Offices from both PCT Member States and Non-Member States on a variety of issues, such as legal advice on PCT related questions, adaptation of national laws and regulations to the PCT legal framework, translation services, among others.

7. A renewed focus of the PCT International Cooperation Division was on the further development of the PCT system to ensure that it is being used to its full potential and to maximize its value to applicants and Member States. Major Patent Offices are increasingly looking at ways of sharing information relating to search and examination in order to reduce the unnecessary duplication of work as far as possible. The PCT was specifically designed to address this issue; yet, it would appear that the system is not being used to its full potential, with many Offices remaining distrustful of international search reports and international preliminary reports on patentability, and only few Offices using those reports either as a basis for grant or at least as the basis for an accelerated, simplified or reduced examination process. Proposals were developed and submitted to the PCT Meeting of International Authorities and the PCT Working Group as to how the PCT system as a whole, especially the conduct of international search and preliminary examination, the presentation and transmission of its results, and the use of those results by designated Offices, might be improved.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
<i>PCT Operations Division</i>			
Containment of cost of receiving, processing and translating an international application	Workload Indicators	See Annex to this Program.	
	Productivity Indicators		
Consistent, high quality services to PCT users	PCT Quality indicator		
<i>PCT Information Systems Division</i>			
A single consolidated processing environment supporting the PCT procedure	Reduction, to a minimum, of the number of separate processing systems supporting the PCT procedure	Functionality to reduce the number of separate processing systems was developed during the course of 2008. As a consequence the decommissioning of the CASPIA, CASPRO and SPIDI systems will be possible in 2009 pending progress in adopting the new functionality into PCT operations.	

Expected Results	Performance Indicators	Performance Data	TLS
	99% systems availability for agreed operations times.	99 % availability target for external systems was met.  Internal PCT systems were available 1 % below the target, at 98 % due to dependencies between the mainframe systems and the E-Dossier system during transition to a consolidated environment.	
	Satisfactory systems performance based on user feedback	Operation system performance can be further improved in the light of feedback provided by system users. The publication process was reviewed with the purpose of improving its reliability, security and robustness. The transfer of all publication-related documents to be published from the internal storage system to the external storage system takes time and runs at night so that publication data can be ready early in the morning of the publication day. Procedures have been added so that this process takes less time, is more reliable and to prevent data from being visible until a defined time of publication.	
Increased capability for character-based (XML) electronic processing	Delivery of text (XML) based processing functionality, for the application body, into the PCT E-Dossier system.	From July 3, 2008, the PATENTSCOPE® search service started to make applicant supplied XML format text available with the publication of international applications that are electronically filed in Japanese with the Japanese PCT receiving Office.	
	10% of PCT publications will be accompanied with 100% accurate text (in place of OCR quality text)	Over 10% of PCT publications are accompanied by 100% accurate text in place of OCR quality text. This service was made possible thanks to the introduction into the PCT E-Dossier system of functionality that supports text (XML) based processing for the application body.	
Considerable progress made in the establishment of a fully electronic PCT procedure	65% of incoming documents arrive electronically	In 2008, over 65% of incoming documents were received electronically via the PCT-EDI system.	
	Reduction in exception cases presented through electronic document exchange	In certain cases, improvements in data quality with some offices has been negotiated, moreover the situation has been mitigated to a degree thanks to the development and deployment in 2008 of functionality (including automated features) that improves the timeliness in identifying and correcting exception cases.	
Availability to applicants and Offices of a variety of PCT data and documentation, including certain confidential data via secure mechanisms	Data and documentation is regularly accessed by applicants and Offices.	In 2008, modifications to the PCT E-Dossier system were made to allow for the complete file contents of published PCT international applications (with the exception of confidential documents that the International Bureau of WIPO may not communicate) to be available online through the PATENTSCOPE® search service, - the principal source of data and documentation for applicants and offices.	

Expected Results	Performance Indicators	Performance Data	TLS
		With respect to a private file inspection facility, confidential data has not yet been made available via secure mechanisms, but progress was nevertheless seen in two areas. First, a study seeking recommendations for identification management and authentication services was conducted; and secondly an internal prototype for the upload of general applicant correspondence was developed.	
<i>PCT Legal Division</i>			
Enhanced network of users and potential users in high volume PCT user countries and high growth PCT countries	Number of user training activities and potential user outreach activities in target countries	89 such activities in 2008, consisting of PCT seminars, presentations and workshops, attended by 5,559 participants, in 23 countries including those targeted for user training and outreach.	
	Number of subscribers to PCT email list services	The "PCT general" email list has increased by nearly 18 % since 2007 and now has 14,314 subscribers. In 2008, weekly updates to the <i>PCT Applicant's Guide</i> (via a separate email list) were emailed to 3,938 subscribers, an increase of 27 % since 2007.	
Improved understanding by the International Bureau of the needs and PCT strategies of the top PCT applicants worldwide	Regular contacts with the top PCT applicants worldwide	<p>Regular contacts with top PCT applicants worldwide continued in 2008. Outreach activities aimed at substantive contact with established PCT users, including organization of an American Intellectual Property Law Association (AIPLA) user breakfast meeting, presentations to AIPLA PCT Issues Committee, presentations to the Asian Patent Attorneys Association (APAA), presentations to the American Bar Association (ABA) Intellectual Property Law (IPL) Section International Patent Treaties and Laws Committee, presentations to EPI European Patent Practice Committee, presentations to and discussions with all user representatives attending the PCT Working Group, and visits to and training activities for user companies, law firms and universities.</p> <p>In another initiative designed to elicit substantive feedback from PCT applicants about the functioning of and their use of the PCT system, the Division launched a comprehensive PCT user survey to measure client satisfaction and service delivery. Almost 500 responses had been received as of the end of 2008. The responses are being analyzed and a report on the results will be forthcoming.</p>	
Where possible, simplification of legal framework and administrative procedures	Examine potential means of simplifying the legal framework and administrative procedures	Discussions are on-going among Member States and users of PCT system on possible ways to simplify the legal framework and administrative procedures.	

Expected Results	Performance Indicators	Performance Data	TLS
<i>PCT International Cooperation Division</i>			
Intensified cooperation with, and improved coordination of activities of, PCT Offices and Authorities	Number of co-operation agreements with PCT Offices and Authorities	<p>The number of formal cooperative work programs with Offices of PCT Member States increased by two in 2008, bringing the total to 13, with a further seven in draft form and still under discussion with the Offices concerned.</p> <p>Besides cooperating with Offices on the basis of formal cooperative work programs, cooperation with many other Offices continued and was intensified on an informal basis, without any formal cooperation agreements in place or envisaged to be signed.</p> <p>Staff of the Division organized, or participated in, PCT related national or regional cooperation activities in the following countries: Angola, Botswana, Brazil, Belarus, Benin, Costa Rica, Cuba, Czech Republic, Ethiopia, Georgia, Guatemala, India, Jordan, Kyrgyzstan, Lao People's Democratic Republic, Lesotho, Malta, Oman, Panama, Russian Federation, Peru, Sao Tome and Principe, South Africa, Tanzania, Togo, Uruguay and United States of America. Assistance in adapting the national legal framework to the PCT was provided to Andorra, Antigua and Barbuda, Brunei Darussalam, Saint Lucia, Montenegro, Oman and Turkmenistan. Assistance in the context of their envisaged accession to the PCT was provided to Chile, Ethiopia, Panama, Peru and Uruguay.</p>	
Further developed quality framework for international search and preliminary examination	Feedback from applicants and national Offices on usefulness of international search reports and international preliminary reports on patentability	Discussions are ongoing among Member States and users of the PCT system on the further development of that system to ensure that it is being used to its full potential and to maximize its value to applicants and Member States.	

### III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
182,498	82,918	45%

8. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

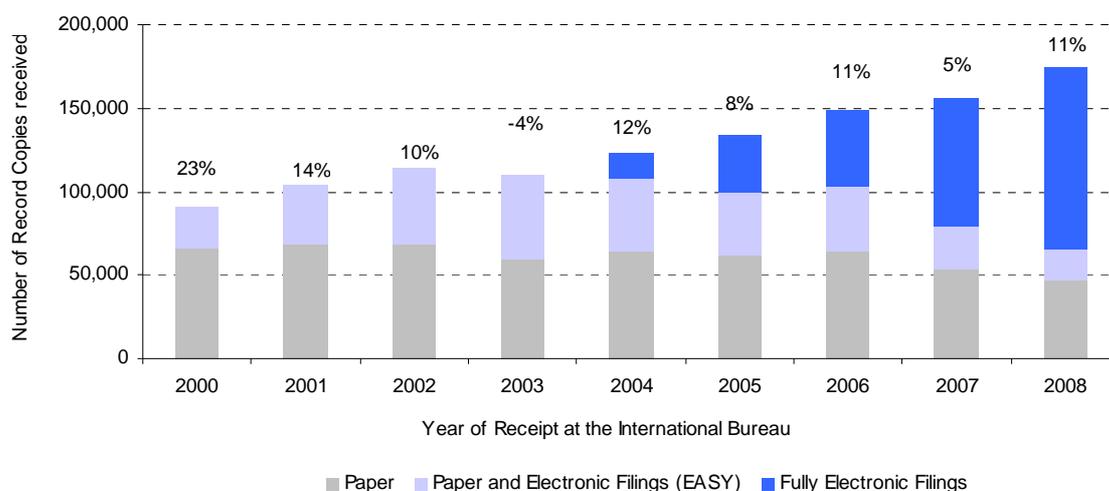
## Indicators for PCT Operations

### WORKLOAD INDICATORS

While workload indicators are not, strictly speaking, performance indicators, they do provide the necessary background to understand the fundamental evolutions affecting PCT Operations.

The usage of the PCT system for international patent filing has increased rapidly since the system was established in 1978, with an average annual increase of 12.2% of international applications in the last decade. A useful indicator of the evolution of the PCT workloads at the International Bureau is the yearly number of record copies received by the PCT Operations<sup>2</sup>.

Evolution of Record Copies by Medium of Filing

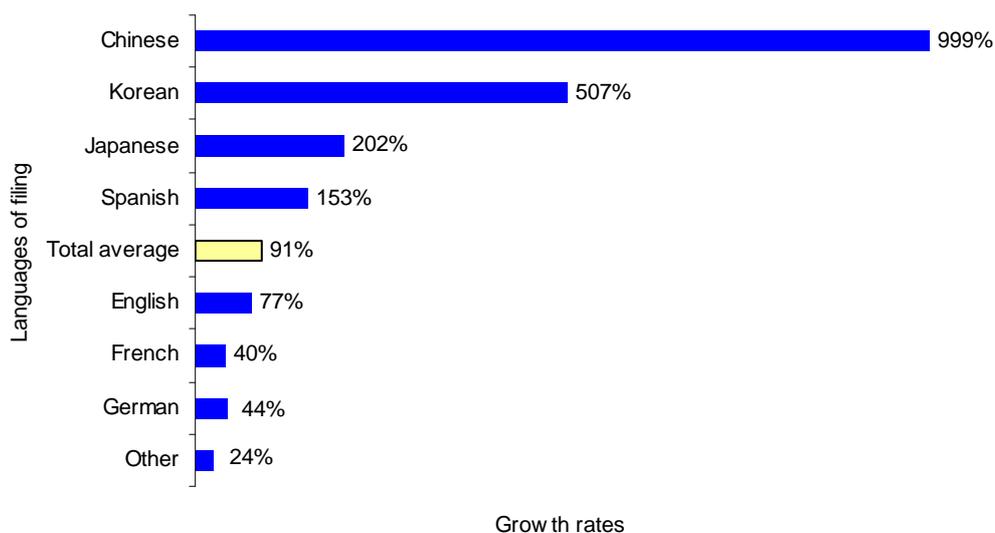


Important changes to the structure and the working methods of PCT Operations were introduced in recent years, as well as much increased reliance on information technology and outsourcing (the latter particularly in the area of translations) to absorb this increased workload while minimizing the recruitment of additional staff.

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

<sup>2</sup> Because record copies are only received at the International Bureau after processing at a receiving Office, the figures are strongly influenced by processing times at the receiving Offices. For this reason, trends in the receipt of record copies, while valid indicators of International Bureau workloads are not always reliable indicators of demand for the PCT system.

### Growth of languages of filing between 2000 and 2008



The growth rate of English filings, the main PCT language of filing, is now below the total average rate. Several other languages are growing at a higher rate, among which Chinese, Korean and Japanese.

### PRODUCTIVITY INDICATORS

Productivity is a measure of the output of a process per unit of input. Productivity can increase or decrease as inputs are used more or less efficiently in the production process.

*Measure of output:* In the case of the PCT, “publication” has been chosen as the primary measure of output, rather than the traditional measure of filings or record copies. Record copies and patent filings are rather considered inputs into the process as some of them may be withdrawn part way through the process. Publication may be delayed for others because of backlogs or other reasons that prevent completion of the work.

Publications therefore measure the number of PCT applications, which have been received, processed, translated, prepared for publication and communicated to designated Offices. This is a reasonable measure of the output of PCT Operations.

Republications and other forms of rework or additional work are not considered outputs. An increase in the number of republications, or the number of forms sent per application, is simply an increase in the average workload per application. If this workload increases, then a decrease in the productivity should be observed via a decrease in the number of publications PCT Operations is able to complete with the available resources.

*Measure of input:* The measure of input is based on two factors:

1. the financial cost of all inputs including staff, buildings, outsourcing contracts and other expenses.
2. the number of staff expressed as a full time staff equivalent (to take into account the staff who do not work full time).

From this information, two productivity indicators have been calculated: the unit cost indicator and the staff productivity indicator.

#### **Unit Cost Indicator**

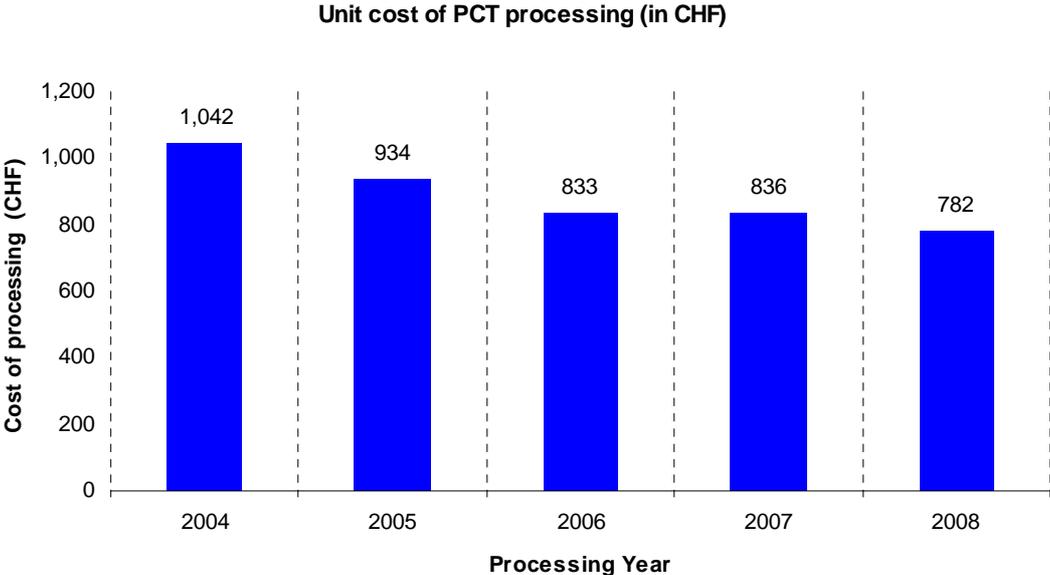
The definition of the unit cost used in this methodology is the average total cost of producing one unit of output. Average total cost is determined by the total of the PCT budget plus a proportion of the budgets of supporting and management activities. The unit cost is therefore an average total cost per publication and includes the cost of all PCT activities including translation, communication, management, etc.

The cost of production has been divided into two parts, the direct and the indirect cost. The direct cost corresponds to the budget of the units of the PCT system (the Administration of the PCT system and programs). The indirect cost includes the budgets of the organization units that support the PCT system. These budgets must be weighted in order to take into account only their share attributable to the PCT

system. The cost of storage of published applications has been added to the formula since the PCT system must store applications for 30 years.

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

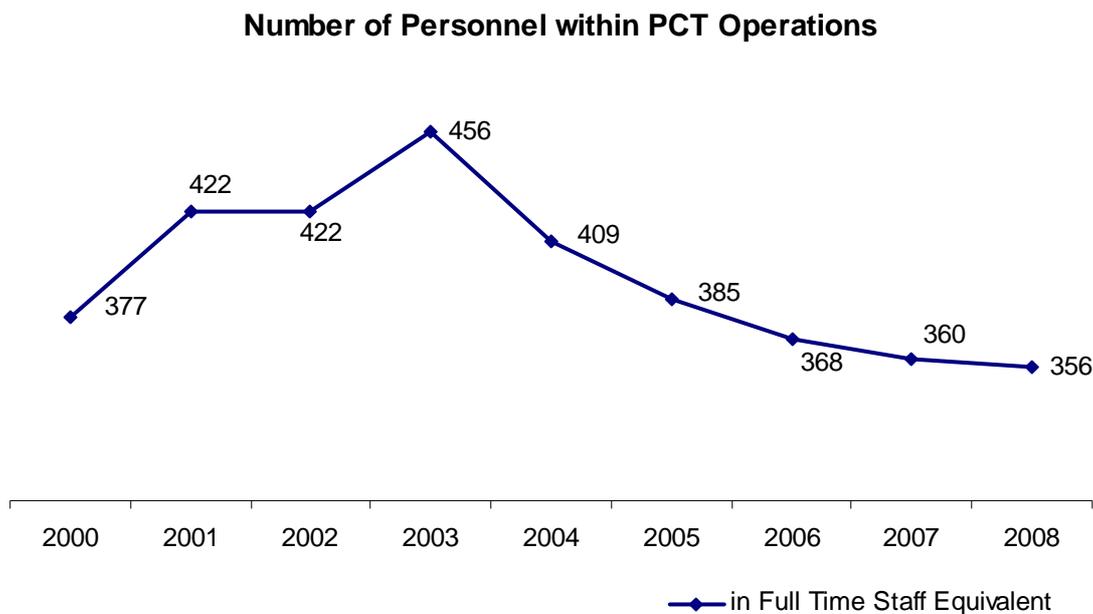
Further refinements are possible but are not expected to result in major changes to the results. Extending the methodology to 2003 and earlier years is feasible but not trivial due to major differences in the WIPO budget structure. According to the methodology, the unit cost per PCT publication is estimated at 782 Swiss francs in 2008, which represents a decrease of 25% since 2004.



**Staff**

**Number**

After a regular growth of staff up to 2003, the number of staff in 2008 was lower than in 2000 and has declined each year since 2003. The chart below shows the number of PCT Operations staff since 2000, in Full Time Staff Equivalent (- FTSE - total number of full-time staff plus the full-time equivalent of the part-time staff).



### **Productivity Indicator**

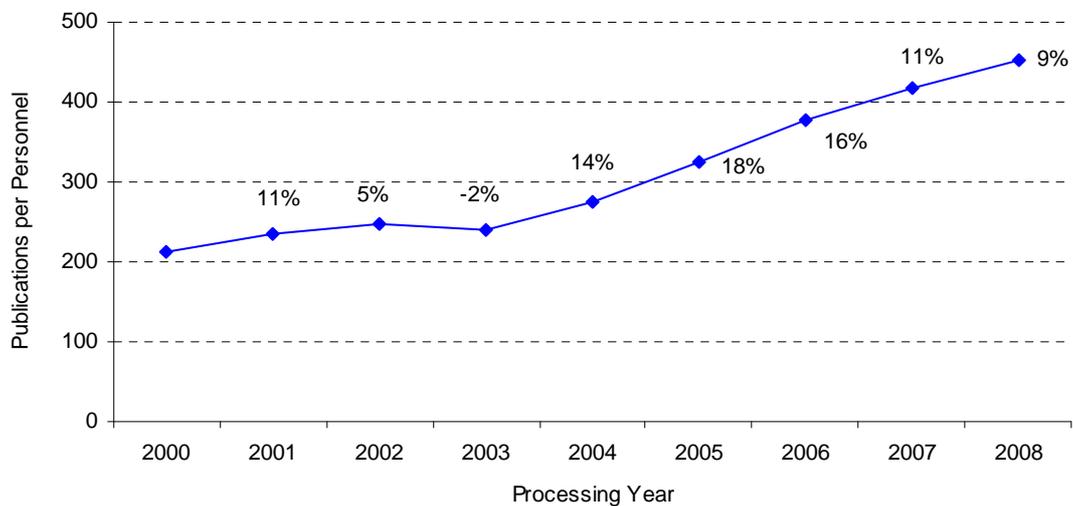
The definition of staff productivity is output divided by the number of available staff. This calculation is easy to apply as the definition of its two components remains static over time and comparison between different periods is straightforward.

This method does however provide a partial picture of performance gains, as the only resource taken into account is staff. Thus some managerial decisions, such as outsourcing part of the work, will result in an apparent increase in staff productivity whereas overall productivity (as measured by the unit cost) may increase or decrease.

$$\text{Staff productivity} = \frac{\text{Number of publications}}{\text{PCT Op. FTSE}}$$

In this calculation, the number of staff is the number of full time staff equivalent (FTSE) in PCT Operations. The unit of output chosen is a PCT publication.

**Productivity Gains among the Personnel of the PCT Operations**

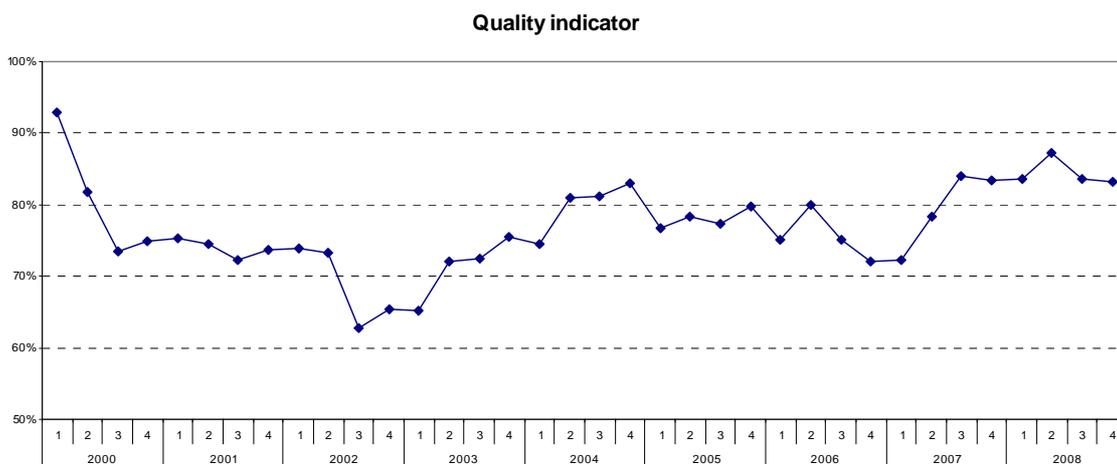


## PCT QUALITY INDICATOR

In order to capture quality in a simple and comprehensive way, a single aggregate quality indicator has been developed, constructed from a set of four lead quality indicators.

The quality indicator expressed as percentage of total possible quality, is decreasing when the quality of the PCT Operations decreases and *vice versa*.

The quality indicator is the average of four lead indicators, three of which are based on the timeliness of key transactions in the PCT system – acknowledgement of receipt of the record copy, publication and republication. The fourth indicator shows the number of quality defects resulting in republication code R5 (errors in bibliographical data, mostly due to manual data entry errors). Further refinements are possible in the future.



[End of Annex to Program 16]

**PROGRAM 17: Associated Patent Services****Program Manager:** Francis Gurry

**Objective:** Enhanced availability, to the broadest possible audience, of the technological, economic and strategic information that is disclosed through the use of the PCT and national patent systems, and improved patent services internationally.



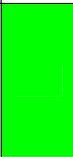
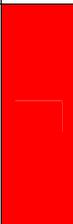
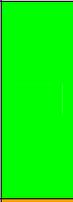
## I. ANALYTICAL SUMMARY

1. Several features were added to the [PATENTSCOPE® search service](#), including:
  - availability of the service in Spanish
  - full-text search in Japanese (for applications received electronically in that language),
  - availability of a PCT full-text data product covering 1978-2008. The full-text product is available for exchange with IP offices and for sale to the private sector.
2. Cooperation agreements were concluded and projects were started with several Member States for the purposes of digitization and dissemination of their national patent data. Concrete results of those projects should become visible in 2009. Discussions and exchanges of views were held with several offices on the subject of exchange of search and examination results. Progress is being made on this issue among the larger patent offices, and the International Bureau is monitoring this progress. To date, little progress has been made on the establishment of a centralized facility for the exchange of search and examination results.
3. During 2008, a study was commissioned to use patent information to explore trends in alternative energy technologies. Some results of that study were presented at conferences and the final report will be published in 2009.
4. Two new publications on patent information were completed in 2008:
  - (i) Finding Technology Using Patents – a short guide to using patent information.
  - (ii) WIPO Guide to Using Patent Information – a more detailed guide that may be used in training workshops.
5. Both publications were widely distributed in English, French and Spanish at conferences and seminars and requests have been received for translations into national languages.
6. Training seminars and workshops on [PATENTSCOPE® search service](#) and on patent information were conducted at several national offices and seminars were held at international conferences. In 2008, the WIPO Priority Document Access Service was made available. There are currently seven offices participating in the pilot phase.
7. In the area of IP Statistics, the latest annual editions of the PCT Yearly Review and the World Patent Report were published in 2008. Several improvements were made to the availability of statistics on the WIPO web site and new monthly and quarterly PCT reports were published.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
	Use of the PATENTSCOPE® Search facility by users in offices, industry and the general public	Use of the <a href="#">PATENTSCOPE® search service</a> continued to increase from around 300,000 page views in January 2008 to more than 350,000 in December 2008.	
	50% increase in the number of direct subscribers to the PATENTSCOPE® Data Services for high-volume data delivery	In 2007, 10 companies had subscribed to PatentScope® Data Services. 7 new subscribers in 2008 bring the total of subscribers to 17, ie an increase of 70%.	
	90% of users express satisfaction with the offered services (customer surveys and feedback).	Not yet assessed. No data available at this stage.	
Enhanced sharing of information between IP Offices of search and examination reports delivered in respect of particular patent applications.	Number of Offices whose search and examination reports are made available on a centralized web site.	To date, little progress has been made on the establishment of a centralized facility for the exchange of search and examination results.	
Enhanced awareness of the value of the technological, economic and strategic information disclosed via the patent system.	Feedback and citations on technology reports and similar studies using patent information.	Not yet assessed. No data available at this stage.	
Increased understanding of the value of patent information, particularly in developing countries and by SMEs.	Guides and training materials on the use of patent information are actively used in patent information centers.	Not yet assessed. No data available at this stage.	
Cheaper and easier exchange of priority documents for the purposes of the Paris Convention for applicants and IP Offices	The priority document service is used in processing patent applications at patent Offices world wide.	In 2008, the WIPO Priority Document Access Service was made available. There are currently seven offices participating in the pilot phase.	
Increased use of WIPO statistical publications	Feedback and citations on the publications.	The publication of the World Patent Report generated a large number of press references (exact number unknown).	

## III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
3,533	3,042	86%

8. Utilization rate at the end of 2008 against the approved budget was 86%. This relatively high utilization rate reflects additional investments made in the upgrade of the PATENTSCOPE® search engine to provide more flexible search options and extended language capabilities. More resources were devoted to the technical assistance programs in developing countries, including the provision of tutorials, seminars and other patent information assistance to Member States. Resource transfers took place during 2008 to address this requirement. These transfers were disclosed in the revised Program and Budget 2008/09 (Annex I, Table I).

## **PROGRAM 18: Madrid, The Hague and Lisbon Registration Systems**

**Program Manager:** Ernesto Rubio

**Objective:** Efficient and cost-effective administration of the Madrid, Hague and Lisbon systems, increased geographical coverage of the systems and their further legal development, as well as increased awareness of their benefits



### **I. ANALYTICAL SUMMARY**

#### **The Madrid System**

1. In 2008, the volume of registration activity under the Madrid system continued to increase. Thanks to increased operational efficiency, the resulting workload could be discharged without engaging additional staff. Moreover, the average processing time could be further reduced. The International Bureau received, indexed and allowed entry into the examination phase for 42,075 international applications, which represents a growth of 5.3 % as compared to 2007 (39,945). The number of international registrations reached 40,985, which was the highest ever recorded in one year under the Madrid system and represented a growth of 6.5 %, as compared to 2007 (38,471). The number of renewals went up by 11.4 %, as compared to 2007 (17,478), to reach a total of 19,472. These figures well exceeded the expected numbers, as presented in the approved Program and Budget for the 2008/09 biennium (38,800 new registrations and 19,000 renewals). The number of subsequent designations amounted to 12,070, which represented a decrease of 4.2 %, as compared to 2007 (12,605), and the number of other modifications recorded in 2008 increased to 91,300, representing an increase of 7.1 %, as compared to 2007 (85,244). The number of refusals and related communications (i.e., grants of protection, final decisions following a refusal, invalidations and extensions of the time-limit for refusals based on an opposition), as received from Offices of Contracting Parties and processed by the International Bureau in 2008, amounted to 268,430, thus representing a 0.3 % increase over 2007 but staying below the expected number, as presented in the approved Program and Budget 2008/09. Staff training in all operations continued throughout 2008, one multi-task team became fully operational; two more teams were put together.

#### **The Hague System**

2. In 2008, a major increase in registration activity occurred under the Hague system, even though the numbers were lower than expected in the approved Program and Budget 2008/09 (2,600 international registrations containing 13,000 designs). The number of international registrations reached 1,523 containing 7,920 designs, which represented a growth of 32.8 %, as compared to 2007 (1,147 international registrations containing 6,579 designs). The number of renewals amounted to 3,169 (which was a little lower than the expected 3,200), representing a decrease of 24.6 %, as compared to 2007 (4,205). The number of modifications (3,854) and refusals (40) amounted to a total of 3,894, which represented an increase of 11.0 %, as compared to 2007 (3,507) and was well above the expected number presented in the approved Program and Budget 2008/09 (2,700).

#### **The Lisbon System**

3. In 2008, three new appellations of origin were recorded in the International Register and notified to member countries. None was cancelled. As a result, the total number of appellations of origin registered under the Lisbon System and notified to Lisbon Union member countries increased from 884 to 887 by the end of 2008 and the total number of those still in force by that date from 810 to 813. The number of changes to data concerning appellations of origin recorded in the International register and notified to member countries was four. The number of refusals that was recorded was 586. The number of withdrawals of refusals and related declarations that was recorded was 16. The number of invalidations that was recorded was three.

## Automation

4. Phase I of the Madrid and Hague IT Modernization Project, approved by the Madrid and Hague Union Assemblies in 2007, was initiated in 2008. New features were introduced in ROMARIN and new tools made available on the WIPO website for the benefit of users of the Madrid and Hague systems. Further improvements to ROMARIN have been prepared for implementation as from January 2009. The same applies in respect of an electronic version of the WIPO Gazette of International Marks, which will replace the paper version as from January 2009. The International Bureau is exploring whether the e-payment service made available in November 2008 could also be used for other payments under the Madrid and Hague procedures. The electronic notification system made available in October 2007 was used in 2008 in respect of 9.2 % of the notifications concerning provisional refusals, grants of protection, final decisions, oppositions and payment of second part fees, sent to holders or representatives through a certified e-mail system. The number of Offices using electronic means for the submission and/or receipt of documents under the procedures of the Madrid system further increased. Since 2007, in order to ease the way for offices towards the suppression of paper notifications, WIPO makes available electronic notifications not only through Output MECA but also through PDF. In December 2008, WIPO sent a circular letter to the Offices of the Madrid Union Members providing additional information on this facility, in the hope that more offices will be ready to stop receiving paper notifications.

## Development and promotion of the international registration systems

5. During 2008, the number of Contracting Parties to the Madrid Protocol and the 1999 Geneva Act of the Hague Agreement continued to increase as did the overall membership of the Madrid and Hague Unions. WIPO continued to organize advisory missions, seminars and training programs, meetings and study visits aimed at explaining the procedures of the Madrid and Hague systems and briefing trademark and industrial design owners, attorneys and agents as well as representatives of industrial property offices on new procedures, legal and administrative developments, information products and tools. A special effort was made to promote use of the Hague system, in view of its apparent underutilization in certain Contracting Parties. Amendments to the legal regime of the Madrid system that came into force in January 2008 provide that, in case a Contracting Party to one of the two treaties on which the system is based, for example, switches to the other of the two treaties, designations of that Contracting Party under existing international registrations will become governed by that other treaty. A fundamental change took effect under the Madrid system in September 2008 as, following the repeal of the safeguard clause, it is the Protocol, and no longer the Agreement, that regulates the relations between Contracting Parties bound by both treaties. In addition, a full trilingual regime (English, French and Spanish) became operative. Further amendments were adopted by the Madrid Union Assembly in September 2008, following recommendations by the Working Group on the Legal Development of the Madrid System, which met twice in 2008. These amendments will enter into force in September 2009 and will allow enhancing the level of information available regarding the fate of international registrations in designated Contracting Parties. The Madrid Union Assembly also agreed that the International Bureau should conduct a study on the introduction of additional filing languages in the Madrid system. Amendments to the legal regime of the Hague system that took effect in January 2008 provide for more flexibility in the fee system, thus matching more appropriately with existing situations in Contracting Parties. Further amendments adopted by the Hague Union Assembly in September 2008 extended the existing fee reduction scheme in respect of applicants from least-developed countries to intergovernmental organizations, the majority of whose members are least-developed countries. In addition, provisions were adopted which will allow enhancing the level of information available to users and third parties regarding the fate of international registrations in designated Contracting Parties. The Lisbon Union Assembly decided, in September 2008, to establish a Working Group responsible for exploring possible improvements to the procedures under the Lisbon Agreement.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected results	Performance indicators	Performance Data	TLS
Increased use of the Madrid System	Registration activity concerning international trademark applications and requests for the renewal or modification of international registrations, resulting in the following recordings:  <u>2008 Targets</u> New registrations: 38,800 Renewals: 19,000 <u>Total: 57,800</u>  Subsequent designations: 11,400 Other changes: 82,000 Refusals and related notifications: 290,000	<u>2008 Results</u> New registrations: 40,985 Renewals: 19,472 <u>Total: 60,457</u>  Subsequent designations: 12,070 Other changes: 91,300 Refusals and related notifications: 268,430	
Increased use of the Hague System	Registration activity concerning international industrial design applications and requests for the renewal or modification of international registrations, resulting in the following recordings:  <u>2008 Targets</u> New registrations: 2,600 Designs contained therein: 13,000 Renewals: 3,200 <u>Total registrations and renewals: 5,800</u>  Refusals and changes: 2,700	There was significant growth in the Hague System (see narrative above).  <u>2008 Results</u> New registrations: 1,523 Designs contained therein: 7,920 Renewals: 3,169 <u>Total registrations and renewals: 4,692</u>  Refusals and changes: 3,894	
Swift, reliable and cost-effective processing of applications and other communications	The time for the processing of Madrid, Hague and Lisbon applications and other requests for recording in the international registers should, on average, be about four weeks from their receipt by the International Bureau, in case they do not contain irregularities	MADRID: The average processing time in respect of international applications containing no irregularities was reduced from 5.5 weeks, at the end of 2007, to five weeks, at the end of 2008, and in respect of subsequent designations (seven weeks) and other modifications (six weeks), at the end of 2007, to 5.3 weeks, at the end of 2008.  HAGUE: Overall processing time within four weeks, provided no irregularities under the Hague procedures.  LISBON: No data available at this stage.	
	An automatic pre-translation service of standard lists of goods and services will become operational.	An extensive analysis of translation work was carried out in preparation of the establishment of an automatic pre-translation service of standard lists of goods and services, which is	

Expected results	Performance indicators	Performance Data	TLS
		expected to become operational by mid-2009.	
	A translation database will become fully operational allowing for quicker and more consistent translation of data to be recorded in the International Register.	Phase 1 of basic functions of database of acceptable indications of goods and services started in December 2008, which is expected to become operational, gradually, in the course of 2009.	
Increased quality of service	Criteria aimed at more consistency in the application of the Nice Classification will become operational.	Criteria established	
	The number of errors requiring corrections in the International Register should be kept at a minimum.	Baselines regarding number of errors requiring corrections to be established by end of 2009 in the context of 2010/11 Program and Budget	
	The establishment of an Internet page listing FAQs.	The Madrid system pages on the WIPO website were expanded with a trilingual FAQs tool on the Madrid system and its application; a page with information on how to obtain extracts from the International Register; a number of videos on the application of the system, produced with the assistance of major users; a simulator tool aimed at facilitating access to information by users; and updated information on the application of the system in Contracting Parties members to the Madrid system.	
	Information queries should be answered expeditiously; the aim will be to answer 80% within two working days, taking into account that the majority of these queries are usually of a simple nature.	Customer Service established in 2008 and preparatory work being undertaken to develop a tracking system for such enquiries. To be deployed for the 2010/11 biennium.	
Enhanced electronic filing and communication under international registration procedures	At least, double the number of Offices using Input MECA; paper communications with current Output MECA Offices entirely eliminated.	<p>In total, eight Offices of members of the Madrid Union were transmitting international applications and/or other documents electronically to the International Bureau under the procedures of the Madrid System.</p> <p>Of the total number of international applications filed under the Madrid System, 33.4 % were transmitted to WIPO electronically.</p> <p>The number of Offices to which WIPO sends Madrid notifications electronically increased from 48 to 51. By the end of 2008, 13 Offices of Contracting Parties had agreed to receive notifications exclusively by electronic means.</p>	

Expected results	Performance indicators	Performance Data	TLS
	At least ten new Output MECA Offices	The number of Offices to which WIPO sends Madrid notifications electronically increased from 48 to 51. By the end of 2008, 13 Offices of Contracting Parties had agreed to receive notifications exclusively by electronic means	
	Electronic filing facilities in place for applicants and holders of international registrations under all relevant procedures.	<p>In respect of applications, this indicator is only relevant to the Hague System.</p> <p>In January 2008, a facility became available on the WIPO website for the electronic filing of international applications under the Hague System. Use of this facility grew from 11 % in January to 54 % in December (average 32 %).</p> <p>Since November 2008, fees notified in WIPO irregularity letters or other WIPO communications concerning the Madrid or Hague systems can be paid through a newly created e-payment service on the WIPO website. Such payments can be made from a WIPO current account or by credit card.</p>	
	The necessary means in place for the electronic notification by the International Bureau to applicants and holders of international registrations under all relevant procedures.	Since July 2008, under the Madrid System, whenever a refusal period has expired and the International Bureau has not recorded any notification of provisional refusal from the Office of a Contracting Party designated in a given registration, ROMARIN indicates this fact.	
Increased international coverage of the Madrid, Hague and Lisbon systems	Six new Contracting Parties to the Madrid Protocol;	Contracting Parties to the Madrid Protocol increased from 74 to 78. Membership of the Madrid Union expanded from 81 to 84. The number of Madrid Union members bound only by the Agreement was reduced to six.	
	Six new Contracting Parties to the 1999 Act of the Hague Agreement;	<p>Contracting Parties to the 1999 Geneva Act of the Hague Agreement increased from 24 to 34.</p> <p>Membership of the Hague Union expanded from 45 to 55.</p>	
	Two new Contracting Parties to the Lisbon Agreement.	No new contracting Parties. One expected in 2009.	

Expected results	Performance indicators	Performance Data	TLS
Improved procedures under the Madrid, Hague and Lisbon systems	Adoption by the relevant Assembly of amended provisions laying down the procedures under the Madrid, Hague and Lisbon systems	<p>Under the Madrid System, amendments to the Common Regulations came into force on January 1, 2008 and on September 1, 2008. Further amendments were adopted by the Madrid Union Assembly at its 2008 session.</p> <p>Under the Hague System, amendments to the Common Regulations entered into force as from January 1, 2008. Further amendments were adopted by the Hague Union Assembly at its session in 2008.</p> <p>Under the Lisbon system, a Working Group was established responsible for exploring possible improvements to the procedures under the Lisbon Agreement.</p>	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
57,466	26,437	46%

6. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

## **PROGRAM 19: Patent Classification and WIPO IP Standards**

**Program Manager:** Francis Gurry

**Objective:** Enhanced efficiency of the use of IP information and documentation by IP Offices, applicants and the general public worldwide



### I. ANALYTICAL SUMMARY

1. Key activities to support achievement of the expected results in the first year of the biennium were:

- Two sessions of the IPC Revision Working Group, one session of the Committee of Experts and two sessions of the Advanced Level Subcommittee were organized to further revise the IPC and prepare two new versions of the Advanced Level and one new version of the Core Level.
- IPC Workshop organized for the first time bringing together representatives of IP Offices responsible for the revision and development of the IPC, and representatives of IPC users from the industry and patent information providers, to exchange their experience and opinions on the IPC in a critical way. Following this Workshop a process has been initiated (a dedicated Task Force meeting took place in September) for the simplification of the relationship between the two levels of the IPC and the respective revision procedures which is expected to be completed by 2009.
- Two sessions of the Standards and Documentation Working Group (SDWG) were organized in 2008, where one new WIPO Standard was adopted (ST.86 XML for industrial designs) and six other were revised (ST.9, ST.13, ST.14, ST.22, ST.36 and ST.60. The results of two surveys were approved, one in particular concerning citation practices. Further progress was achieved regarding the revision of WIPO Standard ST.10/C and the development of a new WIPO Standard concerning the electronic management of the figurative elements of trademarks. The above standards and surveys were published on the WIPO Handbook website.
- Support was provided to 12 SDWG Task Forces, 10 of which were led by the International Bureau, and 10 meetings of the Task Forces were organized.
- Draft business case and user requirements for the development of a new information management system of the WIPO Handbook were prepared.
- Following the invitation by the IB, 94 Annual Technical Reports (ATRs) on patent, trademark and industrial design information activities in the year 2007 were prepared by the IPOs, and, subsequently, processed and published on the Internet. The SDWG approved a revision of the recommended contents of the ATRs. The IB updated the online ATR Management System and the associated guidelines for preparing the ATRs.
- The total number of searches carried out by donor countries was increased in 4.4% but the number of International Cooperation for the Search and Examination of Inventions (ICSEI) reports prepared by donor countries increased 18%.
- IT automation efforts were devoted to reduce the delay for the preparation of IPC publications from two months to one week, thus allowing for the timely publication of IPC versions and their associated products. In view of facilitating the use of IPC in national languages, software packages and toolkits to allow IPC member states to create and maintain their own translation of the IPC (i.e. IPCA6TRANS) and to publish it on the Internet (i.e. IPCPUBPREP) were made available for download.
- The IPC internet publication system redesign was specified and prototyped for an expected implementation in 2009.
- IT support was provided to Trilateral Offices through the enhancement of the Trilateral Eforum platform to stimulate classification systems harmonization toward the IPC.

- After bankruptcy of the company supporting the IPC categorization assistance system IPCCAT, several steps were taken to resume support of this system in view of retraining the tool with IPC 2009.01 classified patent documents.
- IT support was provided for the publication and maintenance of the Spanish version of the IPC ensuring its timely publication. Several tools were also developed to further automate the translation assistance by the OEPM.
- On-going support to the Netherlands patent office in order to develop a Dutch version of the Natural language search in the IPC (TACSY) was put on hold in absence of enough resources. Further assistance was also provided to the Polish PO (UPRP) for the development of the IPC in Polish and to the Greek patent offices (OBI) for similar purpose.
- Initiation steps according to Prince 2 methodology were also performed in view of starting a project for the IT automation support of the WIPO handbook on Industrial property in 2009.

## II. PERFORMANCE DATA

### Key to Traffic Light System (TLS)

 Strong Progress     
  Progress     
  No progress     
  Discontinued/Not yet assessed

Expected results	Performance Indicators	Performance Data	TLS
Efficient functioning of the new IPC revision procedure and timely publication of new versions of the IPC core and advanced levels and of related material	Increase in the number of amendments introduced in the 2009 edition of the IPC core level	1,166 amendments were introduced in 2008	
	Increase in the number of new entries in the IPC advanced level	306 new entries have been introduced	
	Publication of new versions in accordance with the IPC revision procedure	Two new versions of the advanced level and one of the core level were published	
Use of the IPC for classifying non-patent literature	Increase by 10 % in the number of technical and scientific articles classified according to the IPC	This activity was removed from this program during the summer of 2007.	
Establishment, revision and promotion of WIPO Standards for the transmission, exchange and sharing of IP information and documentation	New standards and revisions to existing standards adopted by the SCIT Standards and Documentation Working Group	One Standard adopted and six Standards revised	
Enhanced user awareness of information activities carried out by IP Offices	Increase in the number of users accessing Annual Technical Reports on patent, trademark and industrial design activities made available on WIPO's website	1,903 users have accessed Annual Technical Reports available on WIPO's website during the period February to September 2008	
Enhanced use of WIPO Industrial Property Information Services for developing countries (WPIS) and improved IP information dissemination channels.	Increase, from the existing 15, of the number of donor countries participating in WPIS	One more country (Argentina)	
	Increase by 10 % in the number of searches carried out by donor countries	Number of ICSEI reports prepared by donor countries increased 18%. Total number of searches carried out by donor countries was increased by 4.4%	

Expected results	Performance Indicators	Performance Data	TLS
	Increase in the number of IP information units in universities, chambers of commerce and industry	Ten IP information units were created Syria (Ministry for Economy and Trade), Honduras (Dirección General de Propiedad Intelectual), Colombia (Colciencias, Corporación Biotec), Chile (U. de Concepción y U. de la Frontera), Kuwait (U. of Kuwait), Uruguay (Cámara Nacional de Comercio y Servicios del Uruguay), Peru (U. de San Marcos, U. de Tacna. U. de Arequipa, Cámara de Comercio de Lima) and México (COPARMEX (Nacional Association of Entrepreneurs))	
Use of the clustering analysis for the computer-assisted revision of the IPC by Member States of the IPC Union.	Number of IPC revision projects initiated by Member States, with the clustering-based IT assistance	The company chosen to implement this activity went bankrupt. Alternatives were explored in order to support this activity in house by hiring a consultant, however due to a number of factors this was not possible.	
Development of XML web services for reclassification of patent collections in the core and the advanced levels of the IPC.	Number of IP Offices using XML web services for reclassification	The development of the XML web services was delayed following a decision by the IPC Committee of Experts. A project is expected to start in the second half of 2009 with implementation in the second half of 2010. In the meantime exchange of reclassification data are taking place through e-mail exchange of XML files and using a provisional web service developed in the Brazilian office. 17 offices participated in the reclassification during 2008 using this arrangement.	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
7,257	3,444	47%

2. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 20: International Classification in the Field of Trademarks and Industrial Designs****Program Manager:** Ernesto Rubio**Objective:** Further development of the Nice, Vienna and Locarno Classifications and their enhanced use by industrial property offices and the private sector

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**I. ANALYTICAL SUMMARY**

1. The Preparatory Working Group (“PWG”) of the Nice Union held its 27<sup>th</sup> session (the second of the ongoing five-year revision period) from October 6 to 10, 2008. In addition, an *ad hoc* Working Group of the Nice Union held two sessions (on July 3 and 4, and on October 6, 2008). At its first session, the *ad hoc* Working Group agreed to the introduction of an electronic form to facilitate the submission of proposals for changes and amendments to the Classification. Moreover, it agreed to the establishment of an electronic forum for the presentation and deliberation of proposals for changes to the Nice Classification, to more frequent meetings of the Committee of Experts under the Nice Union and to the revision, in principle, of the Rules of Procedure for the Committee of Experts. The second session of the *ad hoc* Working Group considered a prototype for the electronic forum and draft revised rules of procedure for the Committee of Experts. The establishment of this *ad hoc* Working Group marks the commencement of a reform of the Nice Classification revision procedure, which is covered by the revised 2008/09 Program and Budget, setting out specific expected results and performance indicators and targets for that objective.

2. To support the wider use of the Nice Classification, the Program established, in cooperation with five interested Members of the Nice Union, an official Spanish language version of the Nice Classification. This version went into production at the end of 2008 and will be available in early 2009. Furthermore, seven expert missions were undertaken to provide training on the Nice, Vienna and Locarno Classifications to Member States officials from eight Member States and one international intergovernmental organization. Regarding the wider use of the Nice, Vienna and Locarno Classifications, two new countries adhered to the Nice Agreement, and one country to the Locarno Agreement.

3. One session of an *ad hoc* Working Group under the Locarno Union took place from June 30 to July 2, 2008. This session decided to set up a pilot group to study the feasibility of a feature-based index system for industrial designs, which would facilitate design searches in large design data bases. The pilot group took up its work and had one informal meeting, where it established a first set of design search categories.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected results	Performance Indicators	Performance Data	TLS
Further revision of the ninth edition of the Nice Classification	Two sessions of the Preparatory Working Group (PWG) of the Committee of Experts of the Nice Union	One session of the PWG in 2008. (27 <sup>th</sup> session of the Preparatory Working Group of the Nice Union)	
	Adoption by the Preparatory Working Group of recommendations for modification of the 9 <sup>th</sup> edition of the Nice Classification	274 recommendations adopted by the PWG out of an overall total of 306 proposals submitted to that session by 14 countries plus the Benelux Intellectual Property Organization	
Wider acceptance and more effective use of the Nice, Vienna and Locarno Classifications	Four new Contracting Parties to the Nice Agreement	Accession of Argentina and Jordan to the Nice Agreement.	
	Two new Contracting Parties to the Vienna and Locarno Agreements	Accession of Jordan to the Locarno Agreement.	
	Four additional countries apply the Nice, Vienna and Locarno Classifications	Not yet assessed. No data available at this stage.	

III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
1,201	365	30%

4. The utilization rate of the program for 2008 is at 30% against the approved Program and Budget 2008/09. Appropriate resources under this Program are intended to be utilized for activities to take place in the second half of the biennium (2009), such as the production of more official language versions of the Nice and Locarno Classifications, and the implementation of an electronic forum for the Nice Classification revision procedure.

## **PROGRAM 21: Arbitration and Mediation Services and Domain Names Policies and Procedures**

**Program Manager:** Francis Gurry

**Objective:** To contribute to the productive use of intellectual property assets through the provision of quality dispute-resolution services that involve the minimum dislocation for intellectual property assets under dispute, and to enhance the legal framework for the protection of intellectual property in the Internet Domain Name System



### I. ANALYTICAL SUMMARY

1. International and domestic intellectual property disputes are increasingly resolved through arbitration and mediation. A central element of the WIPO Center's strategy for meeting the challenges and achieving the objectives of this Program is the promotion of awareness in industry and among professionals of the appropriateness and advantages of alternatives to court litigation for resolving intellectual property disputes. This implies responsive communication with intellectual property owners and users, for example through the production and dissemination of brochures, web guidance, presentations and replies to queries.
2. In 2008, the WIPO Center worked to optimize the potential of its procedures to meet the needs of intellectual property right holders for timeliness and cost-effectiveness in the resolution of disputes in relation to those rights. The principal component of this effort is quality management and resolution of cases conducted under those procedures, which entails training and appointing qualified arbitrators, mediators and experts, maintaining up-to-date case administration infrastructure, including through use of information technology, and active management of WIPO cases, including support to appointed neutrals. In particular, in 2008, parties involved in several arbitrations arising out of international patent, trademark and software disputes used the WIPO Electronic Case Facility (ECAF).
3. As part of this effort, the Center also worked with intellectual property owners and users and their representative organizations towards the establishment of alternative dispute resolution procedures specifically adapted to the particular features of recurrent disputes in their areas of activity. Streamlined standard procedures and efficient case administration infrastructure can facilitate productive use of the intellectual property rights involved. In particular, in 2008, at the request of the Association of International Collective Management of Audiovisual Works (AGICOA), the Center developed WIPO Expedited Arbitration Rules for AGICOA tailored to the specific needs of AGICOA right holders.
4. The Center strives to provide leadership in the development of dispute settlement solutions to tensions arising from the unauthorized use of intellectual property on the Internet. Using its daily experience with domain name disputes, the Center continued to liaise with stakeholders in the Internet Domain Name System, including intellectual property right holders, "Internet Corporation for Assigned Names and Numbers" (ICANN) and registries of newly approved "generic top-level domains" (gTLDs), and will create and implement dispute resolution policies for such domains. This concerns in particular mechanisms for the protection of trademark and other intellectual property rights at the first level in the introduction and operation of further new gTLDs.
5. The Center continued to liaise with the administrators of country-code Top-Level Domains (ccTLDs) in different regions, and created and implemented dispute resolution policies for such domains, thus expanding the basis for WIPO case administration in such domains.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
<p>International and domestic IP disputes are increasingly resolved through arbitration and mediation services</p>	<p>10 % increase in the number of arbitration and mediation cases handled by the Center</p>	<p>As of December 2008, the WIPO Center had administered over 70 mediations and 110 arbitrations, the majority of which were filed in the last four years. The subject matter of the cases filed with WIPO includes patent infringement, patent licenses, software licenses, distribution agreements for pharmaceutical products, copyright issues, research and development agreements, trademark co-existence agreements, consultancy agreements, art marketing agreements, joint venture agreements, employment issues in an intellectual property context, consultancy, engineering disputes, cases arising out of agreements in settlement of prior multi-jurisdictional litigation, and certain domain name disputes under arbitration rules. As to the latter, as of February 2008 the administrators of the .nl domain adopted a “Uniform Domain Name Dispute Resolution Policy” UDRP-based procedure and, as a result, disputes relating to such names filed after that date have since been included in the statistics of paragraph 4 below. As a result of this incidental shift, the number of arbitration and mediation cases administered by the Center in 2008 came to 24.</p> <p>Given the external development described above, the indicator is no longer appropriate and cannot be applied. This issue has been addressed in the Proposed Program and Budget 2010/11.</p>	
<p>Effective IP protection in the gTLDs</p>	<p>3,000 gTLD UDRP cases resolved.</p>	<p>In 2008, the WIPO Center administered 2,009 gTLD UDPR cases</p>	
	<p>Implementation by ICANN and new gTLD registries of WIPO policy recommendations</p>	<p>In one of the most ambitious developments of the Domain Name System since its inception, ICANN is working towards the introduction of large numbers of new Top Level Domains. The WIPO Center in 2008 has been in regular contact with ICANN to help safeguard the legitimate interests in particular of trademark owners during this program’s application (pre-delegation) and subsequent operational (post-delegation) phases</p>	

Expected Results	Performance Indicators	Performance Data	TLS
Effective IP protection in the ccTLDs	150 ccTLD UDRP-based cases resolved	In 2008, the WIPO Center administered 320 ccTLD UDRP-based cases	
	Six additional ccTLD administrators with improved design or administration of intellectual property protection mechanisms	In 2008, the number of ccTLD registries which have designated WIPO to provide domain name dispute resolution services has risen from 53 to 56 with the addition of Bermuda (.bm), the Commonwealth of the Northern Mariana Islands (.mp) and Sierra Leone (.sl). The WIPO Center is currently working towards possible establishment of registration and domain name dispute resolution procedures with several ccTLD administrators in the African, Central and South-American region.	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
8,036	3,807	47%

6. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

## **PROGRAM 22: Direction and Executive Management**

**Program Manager:** Director General

**Objective:** Effective formulation and management of WIPO's policies, strategies and programs in accordance with Member States' directives, and the internal regulations, rules and applicable laws



### **I. ANALYTICAL SUMMARY**

1. In 2008, work undertaken under Program 22 included strategic planning, the activities of the Office of the Director General, the Office of Legal Counsel and the Protocol Service. Given that 2008 was a transitional year at WIPO and much focus was on the election of a new Director General, the work of this Program was very much determined by these major events. The following is a summary of the key activities to deliver on the expected results and in particular in respect of the first expected result, focusing primarily on initiatives since the Director General took up office in October 2008:

#### **Member States support for WIPO's policy and planning documents**

2. Following a process of extensive consultations with Member States, the approval of the revised Program and Budget 2008/09 established the new strategic direction for WIPO. The initial realignment of programs and resources in line with the nine new strategic goals, began a process of strategic renewal aimed at ensuring WIPO can meet the challenges of the rapidly evolving policy environment. In addition, the Strategic Realignment Program was launched in 2008 and among its aims seeks to develop an organizational culture which is customer focused across all programs and designed to deliver premier services to users of the WIPO registration systems which provide the financial lifeblood of the organization, as well as honoring commitments to support developing countries in the most effective and efficient way. Key to this process was the priority given to establishing trusted communication with Member States; ensuring their views were properly reflected in policy and strategy development. In 2008, the Office of the Director General also played a leading role in the design and development of a new Performance Management and Staff Development System for the organization.

#### **Feedback from the Director General, Member States and WIPO's internal sectors and divisions on the appropriateness, timelines and effectiveness of the received advice (Legal advice)**

3. There was a significant increase in the legal advice workload involving some important and key developments in WIPO related to: the Assemblies of the Member States of WIPO, including the conclusion of the process for the election of the new Director General of the Organization; contractual work of the Organization, in particular, the signature of the bank loan and the final negotiation with the General Contractor, both related to the construction of the new WIPO building; several information technology incidents which affected a large number of staff members; and the number of personnel related complaints before the WIPO Appeal Board (WAB) and the International Labour Organization Administrative Tribunal (ILOAT). As regards its work on administrative law matters, the Office of the Legal Counsel (OLC) continued to provide advice to the Office of the Director General, senior management and the Human Resources Management Department (HRMD) on legal aspects of human resources issues, taxation and other administrative law matters, contributing to the good governance of the Organization. The unprecedented increase in the number of staff appeals and complaints that was experienced in the three previous years continued exponentially into 2008. These involved requests to the Director General for review, disciplinary proceedings before the Joint Advisory Committee, appeals before the WIPO Appeal Board and complaints lodged before the ILO Administrative Tribunal. In addition, the OLC provided legal advice to HRMD on proposed improvements to the administration of justice at WIPO and amendments to the WIPO Staff Regulations and Staff Rules. In support of the work of the Organization in the area of good governance and improving corporate practices, it also participated in a detailed review of best practices amongst UN agencies and in certain national jurisdictions relating to financial disclosure by senior officials and other staff or employees with a view

to establishing a similar system in WIPO consistent with changes which had been made to the relevant WIPO Staff Regulations and Staff Rules during the reporting period.

4. Legal advice and support was also provided to the Internal Audit and Oversight Division (IAOD). During the reporting period, several information technology related incidents were detected and made the subject of internal investigation, on which the OLC provided and continues to provide legal advice. The OLC also participated in several internal bodies, such as the Internal Project Monitoring Team, the Construction Committee, the Investment Advisory Committee, and the Safety and Security Coordination Committee, among others, and remains active in the group of Legal Advisers of the various international organizations, which is informally engaged in the process of harmonization and standardization of practice and response to common legal issues.

**Average processing time of notifications of adherence and other treaty actions maintained at four days**

5. With respect to constitutional work, adherence to the treaties and conventions administered by WIPO during the period under review as well as requests for observer status continued to be received and were promptly attended to. In compliance with statutory requirements, all treaty related actions were notified to Member States and other relevant entities, in addition to being published on the WIPO website. Legal inquiries concerning treaty provisions, their amendment or implementation were also received from the various operational sectors in WIPO as well as some Member States. Legal advice and opinions were accordingly provided by the OLC. Support and legal advice, on substantive and procedural matters, were provided during the series of meetings of the Assemblies of the Member States of WIPO that took place during the reporting period while queries and requests relating to the privileges and immunities of WIPO and its officials or staff members were also dealt with by OLC in coordination with other relevant offices in WIPO.

**Feedback indicating high-level of satisfaction with arrangements (Protocol and logistics)**

6. Logistical, administrative and protocol support to the previous and current Directors General dealt successfully with a significant increase in work during the transitional period of 2008.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
WIPO's strategic planning, policy development, program formulation and implementation continue to reflect inputs and direction provided by the Member States, international policy trends and needs of the market sector	Member States support for WIPO's policy and planning documents	Adoption of the new strategic framework and its nine strategic goals in Member States approval of the revised Program and Budget 2008/09.  Widespread expressions of support from Member States for more frequent and comprehensive communication on strategic planning (e.g. the Strategic Realignment Program and the Medium-Term Strategic Plan), policy development and program formulation and implementation	

Expected Results	Performance Indicators	Performance Data	TLS
Timely quality advice and assistance to the Director General, Member States, WIPO's internal sectors and divisions on a wide range of legal issues related to the work of the Organization	Feedback from the Director General, Member States and WIPO's internal sectors and divisions on the appropriateness, timelines and effectiveness of the received advice	Legal advice and assistance to several units within WIPO or in reply to external requests, were promptly provided in respect of: permission to reproduce and/or translate WIPO documents in various publications; permission to use the WIPO logo; requests regarding WIPO's domain names; requests for certified copies of WIPO-administered treaties; requests for model instruments of accession and ratification of several WIPO treaties; preparation of notes on the advantages of accession to certain WIPO treaties; continuous information on the status of ratifications or accessions to the WIPO treaties; queries concerning substantive and procedural issues relating to various WIPO bodies.	
Enhanced effectiveness of the Organization's depository function of WIPO-administered treaties and agreements, including registration, certification and update of the treaties database	Average processing time of notifications of adherence and other treaty actions maintained at four days	49 new instruments of ratification or accession were received and processed, 60 notifications of treaty actions were issued in respect of WIPO-administered treaties. The average processing time of notifications concerning the adherence and other treaty actions was maintained at four days.  The treaties mailing list grew to: 6,406 subscribers while the treaties website posted 1,761,592 page views during the reporting period.	
Efficient logistic, administrative and protocol arrangements	Feedback indicating high level of satisfaction with arrangements	No specific feedback collected at this stage. However, the logistical, administrative and protocol support to the previous and current Directors General dealt successfully with a significant increase in work during the transitional period of 2008.	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
14,081	7,408	53%

7. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 23: Resource Management and Control**

**Program Manager:** Carlotta Gaffigna (January – September 2008)  
Philippe Petit (October – December 2008)

**Objective:** To ensure that the financial governance and control framework of the Organization enables effective and efficient resource utilization and to reinforce the alignment of responsibilities in the most effective and efficient way in order to deliver results based on Organizational priorities, as decided by the Member States




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I. ANALYTICAL SUMMARY

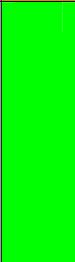
1. Satisfactory progress has been achieved in various areas of resource management and control:

- Initial implementation of WIPO's Financial Regulations and Rules (FRR), which took effect on January 1, 2008, can be considered complete. This first phase focused on the initial introduction, communication and roll-out of the key concepts, procedures and controls embodied in the FRR.
- Designation of authority to manage, monitor, and/or control the use of resources within the approved program structure of the Organization's Program and Budget, was implemented and remains subject to ongoing review and regular updates to keep pace with the changes within the Organization.
- Procedures were issued to support the implementation of the FRR in respect of the processing of expenditures where certification was decentralized to (i) Travel Management Unit and (ii) the Procurement and Contracts Division.
- Staffing authorization tables were issued and the principles of post management within the Organization were also further defined.
- Further improvements and enhancements were carried out to IT systems supporting the financial management of WIPO.
- Access to financial data was provided via intranet reports to all Program Managers and their designated Alternates and other nominated administrative staff. Access to reports is managed and regularly updated to keep pace with the structural and responsibility changes in a timely manner.
- Following the election of the Director General, the Program Management and Performance Section (PMPS) was established within this Program to strengthen results based management at WIPO and support Program Managers to meet their accountability for program performance and effective use of resources, as well as to support organizational learning for continuous performance improvement.
- A Financial Observatory was established on WIPO's internet site to keep Member States informed in respect of the financial status of the Organization and the filing and registration levels of the PCT, Madrid and Hague systems.
- As part of the ongoing work for the preparation of IPSAS implementation, a proposal has been prepared for a methodology, to be agreed by Member States, for the annual presentation of the biennial approved budget (see WO/PBC/IM/1/09/4). Further work will be undertaken in 2009, within the context of the IPSAS/FRR project (see document WO/PBC/13/6(d) approved for implementation by Member States in December 2008, which will specifically address the implementation of IT modules and system modifications required for compliance with IPSAS and the FRR. During 2008, both Program 26 (Financial Operations) and Program 23 worked closely on IPSAS implementation issues. From 2009 onwards, these Programs have been combined ensuring even greater coordination on issues such as this.
- The appropriate stream of the Strategic Realignment Program (SRP) is expected to address the review of the Regulatory Framework.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Coherent regulatory framework in place in respect of the use of financial resources and post management	Revised set of comprehensive and consistent Rules and Instructions in place to enable financial governance and control	A comprehensive proposal was prepared for the launching of the review of WIPO's Regulatory Framework, which was planned to be addressed within the context of the OIP. The Strategic Realignment Program will now address this task within one of its key streams.	
	Program Managers trained in their roles and fully enabled to take authority and accountability for their defined areas of responsibility	Series of briefings and one-to-one coaching was provided to users as appropriate. Full training component under IPSAS/FRR project. Furthermore, Program Managers, as well as Certifying and Approving Officers are regularly informed of all changes to program structure, Designations, report availability, and procedures.  The Program Management and Performance Section was established to strengthen results based management at WIPO and support Program Managers to meet their accountability for the effective use of resources.	
Improved efficiency and transparency of resource management	Timely and relevant reports and analysis available to senior management, Program Managers and Member States to support daily operational tasks and key decisions	Access to financial data was provided via intranet reports to all Program Managers and their designated Alternates and other nominated administrative staff. A Financial Observatory was established on WIPO's internet site to keep Member States informed in respect of the financial status of the Organization.	
	No remarks in the biennium from the External Auditor or from Internal Oversight concerning budget control and budget management practices	2006/07 unqualified audit report, a number of improvements and additional tables/disclosures included in the report compared to previous FMR. 2008 interim report under preparation.  Recommendations for improvements from both External and Internal Audit continue to be addressed and reported on.	
Continued efficiency gains in budgeting and the use of WIPO's resources	Progress on efficiency targets set out in the Program and Budget document.	This performance data relates specifically to the targets contained in Annex IV of the approved Program and Budget 2008/09. Responsibility for achieving these efficiency targets is distributed among Program Managers. They are reported here in line with the Program and Budget 2008/09 indicators for this Program.  <i>Cost of air travel:</i> The price per mile flown is somewhat higher than the initial target	

Expected Results	Performance Indicators	Performance Data	TLS
		<p>(CHF 0.50 vs. CHF 0.34) because the lowest possible negotiated fares were not systematically used due to late submissions of travel authorizations or late bookings. However, the price per mile in 2008, if travelers had used exclusively the negotiated fare, would have been CHF 0.40 francs, which is still higher than the target of CHF 0.34, primarily due to higher fuel costs in 2008. To further reduce travel costs, an Office Instruction was issued on December 9, 2008 with instructions on the use of economy class for flights less than five hours, encouraging also the use of low cost carriers and limiting the number of WIPO staff participating to the same mission.</p> <p><i>Cost of telephone calls:</i> The average cost of national calls per minutes was CHF 0.03, same as in 2006/07. The cost for international calls was CHF 0.08, 27% lower than in 2006/07.</p> <p><i>Document distribution (number of pages printed):</i> During 2008, there was a reduction by 9.5% in the printing of circulars and meeting documents, compared to 2007.</p>	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
5,124	2,060	40%

2. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

## **PROGRAM 24: Internal Oversight**

**Program Manager:** Nicholas Treen

**Objective:** Enhanced relevance, effectiveness, efficiency, accountability and integrity of the Organization's operations and activities



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### I. ANALYTICAL SUMMARY

1. The Internal Audit and Oversight Division (IAOD) have continued to contribute to WIPO's efforts to be accountable, transparent, well managed, and to deliver relevant operations, activities and services that provide good value for money. IAOD does this by providing independent and expert reports and advice, assurance and information to WIPO management. Good progress was made in 2008 on the recruitment of staff (three vacant posts were filled and a short term administrative assistant was recruited). However, lack of staff for internal audit and administrative support, evaluation, and investigation resources, continued to be a challenge and presented the main risk to achievement of the program objective.

2. An Evaluation Section was established as required by the Evaluation Policy (2007) and two evaluation staff were recruited<sup>1</sup>. The Program Performance Report (PPR) for 2006-2007 was presented to the 13<sup>th</sup> Session of the Program and Budget Committee and approved by the 46<sup>th</sup> Assemblies of the Member States. IAOD made improvements to the PPR reporting framework and suggested improvements to the results and performance framework. A "Review of the Program Performance Report Process" was undertaken during 2008. Six main recommendations emerged from the Review, all of which are currently being implemented.

3. A draft Investigation Policy incorporating UN norms was prepared to support the WIPO Internal Audit Charter. As required Member States will be consulted during the process of finalizing the Investigation Policy. The draft Policy has been provided to the Audit Committee and to some relevant internal services for comment. Work is underway to prepare an Investigation Manual that will be based on UN good practices. A Senior Investigator was recruited in March 2008.

4. IAOD provided the Director General and the Audit Committee with a detailed internal audit work plan and audit strategy for 2009, based on a full risk assessment and an analysis of audit needs. This analysis forecast annual needs for high-priority internal audit work of 4.9 person years. Recruitment of a second internal auditor was underway at the end of 2008. The Director General and the Audit Committee were also provided with detailed work plans for the Evaluation Section and the Investigation Section for 2008 and an overall summary of planned use of IAOD resources.

5. In line with its role and mandate IAOD provided advice to management during the year on: risk management, results-based management and strategic planning, implementation of the new Financial Regulations and Rules and the Organization Improvement Program, internal planning, internal control procedures, and cost-effectiveness and compliance with the relevant regulations and rules of the Organization

6. IAOD continued to carry out its mandate to the extent possible given that Joint Inspection Unit norms for UN oversight staffing have yet to be achieved. Full implementation of the Internal Audit Charter and the Evaluation Policy, including carrying out a larger number of audits; meeting professional standards in an increasingly heavy and complex investigation workload; and completing a full program of evaluations remains the priority for IAOD for 2009 and beyond.

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<sup>1</sup> A Senior Evaluator was recruited in May 2008; and a Chief Evaluator was recruited in December 2008.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

■ Strong progress     
 ■ Progress     
 ■ No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Full compliance by the Organization with WIPO's regulations, rules and procedures	Satisfactory audit opinion by the External Auditor	A satisfactory audit opinion was provided by the External Auditors for the Financial Management Report for 2006-2007. The recommendations of the External Auditor are being progressively implemented.	■
	Recommendations made by WIPO oversight entities are expeditiously implemented	IOAD regularly require Program Managers to provide information on their implementation of all outstanding internal and external oversight recommendations. This information is provided to the Director General and the Audit Committee. The Audit Committee regularly reviews the progress of the implementation of all these recommendations. However, more effort is needed by Program Managers to ensure timely and effective remedial and mitigating actions to clear outstanding oversight recommendations.	■
	Key risk areas audited	<p><i>All key and high risk areas are audited:</i> Based on a comprehensive audit needs and risk assessment exercise, the estimated person days needed to provide for full audit coverage and assurance for all key and high risk audit areas in 2008 were 780. The annual detailed Internal Audit Work Plan shows that some 250 days (including 90 person days for forecasted external consultant services) were available for audit work, leaving a shortfall of more than 3 working years. A second internal auditor is being recruited.</p> <p><i>Eight audits completed during the biennium:</i> During 2008 four audits were completed.</p>	■
A reliable integrity and ethics framework is in place	All investigations undertaken within six months	<p>A Senior Investigator was recruited in March 2008.</p> <p>Three full investigations were completed and 19 investigations were underway at the end of 2008.</p>	■

Expected Results	Performance Indicators	Performance Data	TLS
<p><i>(continued)</i> A reliable integrity and ethics framework is in place</p>	<p>Whistle-blowing procedures, a fraud prevention and awareness policy and disclosure of interest system in place</p>	<p>IAOD has continued to support the development of a reliable integrity and ethics framework in WIPO. Analysis and advice on good UN and other international best practices, including on creation of an ethics function and a system for financial declarations and disclosure has been provided. An Investigation Policy is in draft and has been provided to the Audit Committee and relevant internal services for comment. Work toward establishing an Investigation Manual is progressing with the benchmarking of proposed procedures against UN best practices. The whistle-blowing procedures required by the Internal Audit Charter are being made more formal.</p>	
<p>Evidence-based information on results is being generated by evaluations and effectively used by WIPO senior management, program managers and Member States for learning, decision-making and accountability purposes</p>	<p>Ten Project and Funds-in-Trust evaluations conducted and/or managed by program managers</p>	<p>Following an analysis of evaluation priorities, it was considered that Funds-in-Trust evaluations were not a priority at present . Consequently this indicator has been discontinued and replaced by a new one which has been published as part of the proposed Program and Budget 2010/11.</p>	
	<p>Recommendations from six independent program or thematic evaluations are implemented in a timely manner</p>	<p>Recommendations made by the Evaluation Section in 2008 have been accepted by management and are being implemented.</p>	

III. BUDGET UTILIZATION 2008

<p><b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)</p>	<p><b>2008 Total Expenditure</b> (in thousands of Swiss francs)</p>	<p><b>Utilization Rate</b> (approved budget compared with total expenditure)</p>
3,422	1,805	53%

7. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 25: Human Resources Management Department (HRMD)****Program Manager:** Juan Antonio Toledo Barraza**Objective:** Efficient and cost-effective management of human resources

## I. ANALYTICAL SUMMARY

## 1. The following are key Program performance issues and activities in 2008:

- Greater cost-effectiveness and an improved overview of HR costs was achieved through the creation of a new sub-program within Program 25 which regrouped operational costs for common activities.
- Recruitment was slightly less than in the preceding biennium: 43 posts were filled of which 27 were professional and 16 were general service category.
- Training activity was slightly reduced in 2008 as compared to the previous year. The main reduction was in the area of Management and Communications training as the corporate management training program envisaged was postponed until the new management was in place.
- HR Administrative Section continued to ensure that staff members received their entitlements in a timely and satisfactory manner and the number of queries, in particular in relation to education grant claims and dependency allowances were minimal.
- At the end of 2008, there were 1,108 WIPO participants in the United Joint Staff Pension Fund (UNJSPF) including 32 staff members and employees who joined in 2008. 33 separation cases were calculated during this period. In the WIPO (closed) Pension Fund, monthly calculation of payments were done for 61 retired staff members. The group medical insurance scheme had 3,193 members at the end of 2008. New coverage of long-term non medical care was introduced in July 2008 which resulted in an increase of premium of 6% per adult and 2.7% for children. Insurance and pension files of 279 pensioners, 197 loss-of-earnings claims for short-term employees and calculations of the yearly premiums for three accident insurance policies were dealt with. A tender for medical insurance for participants and delegates was launched.
- Efficient management of healthcare services by the WIPO medical Service (WMS) ensured that all the healthcare requests by staff, retirees and delegates as well as requests for pre-travel briefing and post-travel debriefings were satisfactorily met. 4,162 consultations and 41 emergency cases were dealt with. Health-promotion programs were arranged to improve the health-related aspects of the physical working conditions of staff.
- Staff Welfare Unit (SWU) initiated new schemes to combat mounting organizational stress and address Work/Life Balance issues, which included: behavior modification counseling, use of stress-reduction audio materials and literature, participating in interagency WLB meetings, and, liaising with several local psychiatrists specializing in burnout syndrome, drug dependency, and depression. The SWU addressed financial difficulties of 31 staff by negotiating favorable contract terms for debt restructuring with two financial institutions and securing interest-free loans from the Staff Association. Over 50 persons were assisted in securing housing. The expansive UNCares mandate was introduced by the SWU; and, interagency participation in the Children's Summer Camp included 57 participants.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Improved system for appraisal of performance of staff	All staff performance appraisals are conducted in line with the new Performance Management and Development System (PMDS)	Work on this project continued in 2008 in anticipation of a system roll-out to all staff in early 2009.	
Increased training programs, priorities on the basis of policy and sectoral requirements	Training policy developed in line with policy and sectoral priorities and needs and outcome of the desk-to-desk assessment exercise	A draft training policy was prepared in 2008 and is ready to be launched in 2009 after its approval.	
	Increase in the percentage of gross salary dedicated to training activities from 0.34% in the 2006/07 biennium to at least 1%	The percentage of total gross salary dedicated to training activities has increased from 0.34% in 2006 and 0.37% in 2007 to 0.44% in 2008.	
Reduction of absenteeism	Decrease in overall absences related to sick leave as compared to the 2006/07 biennium	No reduction of absence on sickness during the period under consideration <i>vis à vis</i> preceding period. 130 staff members were absent for a month or more due to ill-health (among them 25 were absent for more than three months). HRAS has set up internal tracking procedures for short term recurrent absences, with a view to better address and manage this type of absence.	
Program Managers' staffing needs are met more efficiently	All external recruitment completed within four months from vacancy announcement to contract conclusion, in line with UN system best practices	The length of time between the issuance of vacancy announcement to the appointment of the candidates was on an average about 23 weeks.	
More efficient administration of staff entitlements and classification	20% decrease in the number of queries from all categories of staff regarding entitlements and social security coverage	There was positive feedback from number of staff and other beneficiaries on the provision and administration of social security services. New scheme for long-term non-medical care coverage was introduced in July 2008.	
Improved staff well-being and more cost-effective healthcare services	15% decrease in complaints related to workplace-related illness compared to the 2006/07 biennium	Statistics on complaints related to workplace-related illness are not available at this stage. More meaningful indicators have been developed in the context of the proposed Program and Budget 2010/11.	
	5% saving in healthcare and social security costs compared to the 2006/07 biennium	A new company, UNIQA was selected to manage medical insurance for participants in meetings and delegates, resulting in a considerable decrease in premium from CHF 82,500 to CHF 14,751.	

Expected Results	Performance Indicators	Performance Data	TLS
Work-related conflicts solved informally through established mechanism	Relevant cases referred to the Ombudsman and resolved informally	In practice, this indicator has not been relevant to this Program. HRMD does not refer cases to the Ombudsman, who is approached directly by complainants. Consequently this has not been assessed by the Program. To be addressed in the Proposed Program and Budget 2010/11.	

### III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
19,267	7,487	39%

2. The utilization rate of 39 % reflects a delay in the implementation of new and enhanced activities for management training, flexi-time reform, PMSDS initiatives, etc. These activities were put on-hold pending decisions to be taken by the new administration in October 2008.

## **PROGRAM 26: Financial Operations**

**Program Manager:** Carlotta Graffigna (January – September 2008)  
Philippe Petit (October – December 2008)

**Objective:** Efficient, transparent and accountable financial operations in conformity with applicable rules and regulations



### I. ANALYTICAL SUMMARY

1. The following is a summary of the key program performance issues in 2008:

- Madrid and Hague fees were distributed on time. According to Madrid and Hague regulations, payment of monthly individual and annual complementary and supplementary fees has been executed on a timely basis.
- Payments from financial operations, namely from invoices received, were made on a timely basis.
- Financial operations conformed to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and the United Nations Accounting Standards.
- Satisfactory financial reports were received from the external auditors which confirmed the conformity of accounting operations with applicable regulations, rules and standards.
- Return on invested funds was in line with benchmarks previously established by the Investment Advisory Committee.
- In view of the planned adoption of IPSAS and implementation from January 1, 2010, extensive preparatory work was undertaken in the course of 2008 to (i) establish the basic IT and accounting system requirements for this change; (ii) assess the impact of IPSAS implementation for WIPO in respect of its financial statements, involving an initial re-statement of 2006/07 biennial accounts to enable this work to be performed; (iii) prepare and take the necessary accounting decisions in respect of the treatment of various income and expenditure, cash-flow and balance sheet elements; and (iv) formulate and draft the required accounting policy documents and manual. During 2008, both Program 26 and 23 (Resource Management and Control) worked closely on IPSAS implementation issues. From 2009 onwards, these Programs have been combined ensuring even greater coordination on issues such as this. An investment policy for WIPO is under preparation and envisaged to be completed by the end of 2009. An earlier initial deadline was not considered practical in light of considerations regarding the timing of International Public Sector Accounting Standards (IPSAS) implementation and the development of related policies, which would need to be taken into account in the elaboration of an investment policy.
- Draft mechanism under preparation with respect to the appointment of the External Auditor. Preparatory work was undertaken to review the mechanisms applied by other UN organizations.

2. More detailed performance data in relation to the specific expected results and performance indicators is provided in Section II.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Continued efficiency of financial operations	Timely financial reporting	Financial reporting deadlines adhered to in accordance with Financial regulations and Rules.	
	Madrid and Hague fees distributed on time	Madrid and Hague regulations stipulate that payments (or credits) to Member States must be done prior to the end of the month following their collections (i.e. designations attributed in January must be paid by the end of February of that year). Though an occasional delay in payment receipt by the State has occurred, e.g. due to bank instruction problems, the process has been consistent in sending payment order executions to our bank within the targeted timeframe. Annual Madrid distribution payments have been traditionally executed in March of the year following their attribution. This has been adhered to, however due to the size of the distributions (CHF 32 million for the 2007 distribution paid in 2008), and the impact on liquidity, some payments have carried over into April.	
	Payments made on time	It can be stated with confidence that for items of less than CHF 100,000 with immediate payment (i.e. "Pay Now" payment terms), execution took place on average 2-3 days after receipt of invoice by Finance. Larger payments, requiring an additional layer of authorization and payment release required on average an extra 1-2 days.	

Expected Results	Performance Indicators	Performance Data	TLS
All financial operations executed with probity	Financial operations conform to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and the United Nations Accounting Standards	The External Auditors Report for the 2006-07 biennium concluded that no major oversights occurred pertaining to the existing WIPO Financial Regulations and Rules and that our accounting operations conformed with United Nations Accounting Standards.	
	Satisfactory financial report from the External Auditors confirms conformity of accounting operations with applicable regulations, rules and standards	See performance data regarding previous performance indicator.	
Investment funds are safeguarded and maximum return achieved	Return on investment funds is in line with benchmarks established by the Investment Advisory Committee	Return on invested funds was in line with the benchmark established by the Investment Advisory Committee (this is the rate offered by BNS). A Request for Proposals (RFP) for banking services was launched in 2008 with a view to increase competition amongst financial counterparties.	
Smooth transition to the new International Public Sector Accounting Standards for 2010 implementation	Full documentation of the new rules and procedures	A draft of IPSAS rules and procedures manual commenced in 2008. This full document is being completed and reviewed in 2009.	
	Significant progress made in the implementation of the required changes to the IT system	To address the gaps in WIPO's IT systems, Member States agreed at the end of 2008 to an ERP project which will include the expansion of the existing PeopleSoft system to include the Procurement and Asset Management modules.	
	Full documentation of all IT procedures	Work on documenting all processes and procedures within Finance Services will begin in 2009.	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
12,138	6,229	51%

3. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 27: Information Technology****Program Manager:** Yoshiyuki Takagi**Objective:** Reliable, secure, sustainable and cost-efficient operation of all the Organization's IT systems

## I. ANALYTICAL SUMMARY

1. 2008 was characterized by the consolidation of several infrastructure initiatives initiated in the previous biennium, by improvements in IT governance, and by several small-investment high-impact initiatives.
2. Regarding IT governance the following improvements should be highlighted:
  - Following the recommendations of SOGETI (from 2007) the IT Board was set-up and took a number of strategic decisions, for example migrating the email system to an externally hosted Global Messaging System (Microsoft Exchange system hosted at UNICC);
  - The Information Technology Infrastructure Libraries (ITIL) training was completed for the entire IT staff, and a formal project for ITIL implementation was initiated, with its first phase using "agile development" methodology;
  - The Prince2 training was significantly extended; with most of the ongoing project management largely based upon Prince2 principles;
  - The IT management started to use web collaboration tools (wiki) to enhance its efficiency and transparency.
3. The outsourcing of the hosting of the PeopleSoft based AIMS infrastructure in 2007 was the first step in the direction of the strategic outsourced infrastructure hosting, focusing attention in particular on systems requiring 24/7 availability. The Vendor Registration module of the PeopleSoft system went into production in March 2008. As for other AIMS system improvements, the implementation of the new Program Management Reports and the commencement of work related to the implementation of the new Financial Rules and Regulations required special attention.
4. In 2008 a new Electronic Personal action Advice system (ePAD) was launched enabling staff to have direct electronic access to their personal data. A major upgrade of the Electronic Travel Authorization system streamlined the travel support activities.
5. In the Internet and Intranet related activities several major enhancements were made, the enhancement and redesign of the WIPO Intranet and the rewrite and revamping of the CLEA (Collection of Laws for Electronic Access) deserves special attention. The implementation of the wiki technology (Confluence from Atlassian) will have a major impact on the collaborative environment at WIPO. The system offers tools for collaboration, social bookmarking, labeling and blogging. It is a tool used on a daily basis for the collaboration of the IT management. The widespread use of the JIRA issue tracking system also from Atlassian, started in 2008 in PCT and was extended to other IT sectors.
6. In the field of Information Security, procedures developed and implemented in 2007 were consolidated in 2008. In response to a series of IT security related incidents, a number of measures were implemented to enhance the security of the WIPO workstation and server environments. Network monitoring and logging solutions were investigated and a bespoke system was developed and implemented.
7. Other information security related projects launched during this year include the Sanctuary system which is used to control the use of removable media (USB keys, external hard drives etc). Identity Management and Access Control featured high on the radar during 2008, and will continue to do so through 2009. The Information Security Section (ISS) has been working closely with the Network

Services team to implement a number of controls and recommendations highlighted during the recent IAOD Access Control Audit, in an effort to strengthen the security of WIPO systems and data.

8. 2008 witnessed numerous infrastructure investments. By July, 2008 all mission critical systems have been migrated to utilize a new centralized Storage Area Network (SAN) based data storage facility. An additional key component of this infrastructure is the new virtual tape library that replaces the system of backup robots. Thanks to its expanded storage capacity, higher performance and redundant design, this new architecture ensures enhanced service continuity for all major business systems deployed within the Organization. The Organization's server park has also been partially renewed in response to new and expanding IT requirements from the business sectors, such as the needs of the new EDMS (Electronic Document Management System, a pilot project for the Chancellerie), as well as the Digital Access Service (DAS), Electronic Data Interchange (PCT-EDI) and BibAdmin projects in PCT. A rationalization of Oracle database servers has also been carried out in view of improving redundancy and enhancing service continuity. Linked to the construction of the new building, the engineering plans for the new Computer Room have been completed and a preliminary study on IP telephony for the new building was launched.

9. In 2008 a major upgrade of the Service Desk software was carried out. This software provides infrastructure for the ITIL related processes. For handling the standard IT requests par interim and Intranet based system was developed and implemented.

10. In the field of the International Registration activities a new online facility for electronic payments regarding the international trademark and design registrations and modifications has been made available. Payments can now be made by either credit card or current account transfer, and internal processing has therefore become almost entirely automatic. The electronic filing system for the Hague (industrial design) registrations went live in 2008 and, by December, over 50% of applications were being filed electronically.

11. The MAPS Modernization project, including the rightsizing of the Adabas based database system (from the mainframe to UNIX) was temporarily slowed down in 2008, due unforeseen additional license costs. Nevertheless, the upgrade of Adabas Natural software, which is a prerequisite of the rightsizing, has been completed.

## II. PERFORMANCE DATA

### Key to Traffic Light System (TLS)

■ Strong progress     
 ■ Progress     
 ■ No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Continued high system availability of mission critical systems	Availability of business systems remains greater than 99.8 %	These figures are based upon incident reports; by the end of the biennium these statistics should be produced by enterprise system monitoring tools.	
	Availability of critical network services (file servers, printers and email) remains at 99.7 %	These figures are based upon incident reports; by the end of the biennium these statistics should be produced by enterprise system monitoring tools	
	Increased number of Service Level Agreements (SLAs) in force for WIPO business systems	These figures are based upon incident reports; by the end of the biennium these statistics should be produced to the extent possible, by enterprise system monitoring tools.	

Expected Results	Performance Indicators	Performance Data	TLS
	Service Desk Metrics (number of Service Desk calls, average incident resolution time and the number of incidents resolved at the first level of the Service Desk)	Not yet assessed. Statistics about the average incident resolution time is expected at the end of the biennium, after the full implementation of Service Desk Express; at present this information is not available.	
Efficient, cost-effective and high quality external IT service provisioning	Number of External Hosting SLAs in force	Service Delivery Agreement on PeopleSoft hosting (1)	
	Minimum number of SLA incidents	There were no incidents under the PeopleSoft hosting SLA.	
Improved capability for WIPO staff to work remotely	Number of business functions available remotely	All the internal server based applications are made available for remote access through VPN client for more than 200 users.	
	Number of WIPO staff working remotely	15 in the translations area, using virtual machines	

### III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
45,945	22,950	50%

12. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

## **PROGRAM 28: Conference, Language, Printing and Archives**

**Program Manager:** Wang Binying

**Objective:** Enhanced efficiency and cost-effectiveness of conference, language and printing and archive services while maintaining the expected quantity and quality levels



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### I. ANALYTICAL SUMMARY

1. During 2008 various initiatives were taken to streamline and modernize administrative procedures and work practices, as well as to increase the use of technology throughout the program. This enabled the program to face an increased demand for services without compromising the quality and with no increase in staff or financial resources. The main challenges during the period, which were met included:

#### **Servicing an increasing number of meetings and participants**

2. Administrative support services were provided for three regular sessions of WIPO's constituent organs, the Assemblies of WIPO Member States and the Coordination Committee. In addition, services were provided for one extraordinary session and three informal sessions of the latter. These sessions, planned at short notice, represented an additional challenge for the program. With the aim of providing enhanced and more responsive conference services, several projects were completed in 2008, including the installation of state-of-the-art equipment to expand the capacity of existing facilities to accommodate growing numbers of delegates and the upgrading of equipment for more efficient delegates' registration. Internal staff redeployments and "on-the-job" training helped meet the growing demand for conference services. These improvements resulted in positive feedback from delegates and meeting secretariats.

#### **Promoting greater use of electronic distribution of documents**

3. New streamlined arrangements to reduce the costs of the internal distribution of mail and rationalize messenger-driver services were put in place, including the integration of driver services formally under the offices of the Director General and Protocol. These measures have resulted in a 45% reduction in overtime costs. Furthermore, the introduction in 2008 of a computerized addressing system for the sorting of internal mail has helped to minimize errors and resulting delays in mail distribution.

#### **Reducing mailing and telecommunications costs**

4. WIPO's total telecommunication costs (including fax, fix-net and mobile communications) are expected to be 6% lower in 2008/09 compared to 2006/07 (fix-net -24%, hardware maintenance costs - 9%), albeit an increase of 10% of mobile phone costs due to enhanced use of mobile phones. In total figures, the expected mobile phone costs for the biennium will reach CHF 1million, with the fix-net communication costs expected to amount to CHF 335 thousand and infrastructure costs to CHF 275 thousand. The overall expected costs will be CHF 1.61 million compared to CHF 1.7 million in 2006/07.

#### **Meeting very tight deadlines for the translation and mailing of documents and printing of meeting documents and publications with an extremely short turnaround time.**

5. Translation services were provided in all six official UN languages as well as in German and Portuguese. The high quality of translated, edited, proof-read and revised documents was maintained while ensuring timely document distribution. Considerable fluctuation, irregularity and unpredictability occurred with respect to the submission of translation requests in the course of the year. Nevertheless, the overall demand for translation services remained high, with an exceptional peak towards the end of the year. Demands were received from Member States for more documentation to be made available in all working languages for WIPO meetings held in Geneva, with specific reference to Arabic, Chinese and Russian. Translation costs and productivity were maintained at 2006/2007 levels. The high level of competence of in-house and external translators ensured that work quality was maintained. Benefits were also derived from the continued use of computer assisted translation tools and translation memory

systems, as well as tools and resources available on the Internet. For the printing of documents, continued endeavors were made to achieve the highest degree of satisfaction, despite the extremely short processing time between the receipt of the data for reproduction of requests and the resulting end product. Certain issues, such as the late submission of data, could be addressed, but other factors remained outside the Program's control (adherence to deadlines by external sub-contractors, machine breakdowns, IT problems concerning the electronic transfer of data and unexpected large publication sizes).

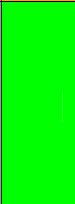
6. In addition, the Organization's total costs for senior management transportation for missions and internal mail distribution are expected to drop by at least 12% in 2008/09, compared with 2006/07. A substantial reduction of 30% was achieved in the fueling of corporate/official vehicles: the average cost for fueling in 2006, 2007 and the first semester of 2008 amounted to CHF 1'250 /month, whilst the average cost for the second half of 2008 amounted to CHF 860 /month, a trend which should be maintained during 2009 and thereafter. In addition, costs due to small bodywork repairs (not covered by the insurance contracts) have dropped to almost zero during the last six months of 2008 as compared with the average CHF 5,000./year cost during the 2006-07 biennium. Mechanical maintenance costs have remained stable.

7. The Program also implemented the first phase of an EDMS system for records management and archiving. The quality of program delivery has been maintained throughout 2008 despite the fact that the volume of documents and records to be processed increased from approximately 120,000 in the 2006/07 biennium to more than approximately 145,000 in 2008, while at the same time the number of staff reduced from 12 to seven from the 2006/07 biennium to 2008. The successful implementation of the pilot EDMS in 2008 is an achievement by itself. This pilot system which is now operational enables the Organization to move its current registration and archiving processes from the paper-based archaic system into the fully electronic system gradually and systematically with improved quality.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Efficient and responsive conference and meeting services to delegates and the Secretariat	Feedback from delegates and the Secretariat	Delegates and staff expressed satisfaction with the quality of meeting services. One hundred conferences were held in Geneva in 2008, for a duration of 286 days and attended by some 7,900 participants. In addition, conference-support services were provided for 1,760 meeting days for other events, including group meetings, official visits and internal meetings. The steady increase in meetings in Geneva continued: from 170 intergovernmental meetings in Geneva in the 04/05 biennium, to 180 in the 06/07 biennium, and a projected 200 in 2008/09. Marked growth in the number of participants attending events at headquarters has been observed, with an increase of approximately 20% in the 2008/09 as compared to the previous biennium.	
Greater use of electronic means to distribute meeting documents	25% savings in document mailing costs compared with 2006/07	During 2008, there was a reduction of 9.5% in the printing of circulars and meeting documents and a 5.5% reduction in the number of corresponding mail items, compared with 2007, leading to an estimated projected overall reduction of 18% for the 2008/09 biennium. New	

Expected Results	Performance Indicators	Performance Data	TLS
		measures to be considered in 2009 should help meet the 25% target reduction for document mailing costs for the biennium.	
Reliable and cost-effective telecommunications	Reduced costs compared to the 2006/07 biennium	It is estimated that, due to continuing rationalization and favorable negotiations with service providers, WIPO's total telecommunication costs will be 6% lower in 2008/09 as compared to 2006/07.	
Timely and cost-efficient mail expedition, records management, archiving and messenger-driver services	Number of mail items and mailing costs 25% below 2006/07 level	<p>The following figures exclude PCT and Trademarks as mail items and cost are driven by demand</p> <p><u>Biennium 2006/07</u></p> <p>Mail Items: 450,140 Cost CHF 1,8 Million</p> <p><u>2008</u></p> <p>Mail Items: 208,458 Cost: CHF 917, 554</p>	
	Savings of 30% in paper and supplies, compared to the 2006/07 level following progressive introduction of the new EDMS	The first phase of an EDMS, covering the registration and archiving of records, was successfully implemented. As the registration and archiving of records are now carried out in a digital environment, but the great majority of records are still circulated and dispatched on paper, the workload has temporarily increased and the target to reduce paper by 30% cannot be achieved until the full system is implemented. However, other achievements were made during 2008, including the streamlining of procedures and the creation of new classification schemes for the electronic registration and archiving of records.	
Timely, good quality and cost-effective translations in all working languages	Staff and delegate feedback on quality and timeliness of translated documents	Delegates and staff expressed satisfaction with the quality of translations. Delegates expressed the need for translation into more languages, with specific reference to Arabic, Chinese and Russian.	
	Productivity standards for in-house translation and cost per page maintained at 2006/07 levels	Productivity standards for in-house translation and cost per page remained comparable with 2006/2007 levels.	

Expected Results	Performance Indicators	Performance Data	TLS
On-time production of printed and electronic matter respecting PCT and Madrid treaty obligations	Quantity of printed material delivered within required deadline	<p>Delivery of PCT forms and publication documents within the required deadline in respect of PCT Treaty obligations:</p> <ul style="list-style-type: none"> <li>- In CD/DVD/DVD-DL format – 100%</li> <li>- In Paper format – 71%, 17% (1 day overdue), 12% (more than 1 day overdue)</li> </ul> <p>Delivery of Gazette/Romarin within the required deadline in respect of Madrid obligations:</p> <ul style="list-style-type: none"> <li>- In DVD/DVD-DL format – 77%, 23% (more than 1 day overdue)</li> <li>- In paper format – 30%, 34% (1 day overdue), 36% (more than 1 day overdue)</li> </ul>	

### III. BUDGET UTILIZATION 2008

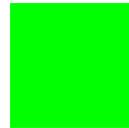
2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
43,834	21,187	48%

8. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 29: Premises Management**

**Program Manager:** Philippe Petit

**Objective:** Effective management and maintenance of WIPO premises



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I. ANALYTICAL SUMMARY

1. The Organization's two main priorities in 2008 were to optimize use of premises and upgrade and modernize the buildings' technical facilities. The main strategies undertaken to achieve this were:

- Moves of employees when units were restructured and when new work places were assigned provided an opportunity to optimize use of the corresponding premises, freeing up additional work places in certain buildings. The results obtained were conclusive, and the premises were occupied at a satisfactory level.
- WIPO's technological standards have been set in relation to the most recent facility upgrades in the PCT building; projects to upgrade, modernize, renovate and convert existing facilities have been undertaken accordingly.
- Work on the AB, GBI and GBII buildings continued according to a renovation timetable which sets priorities depending on the age of the facilities, their security level or prevailing standards.
- Several projects to modernize the electricity and lighting network for the AB building have been undertaken in the conference rooms and for security purposes. Projects to improve and strengthen the air-conditioning systems in the PCT Data Center and the printshop in the AB building have met with the satisfaction of users. Elevator facilities have been upgraded in the AB building, and work has begun on three additional facilities in the PCT building.
- To ensure energy savings and the possible use of renewable energies, two feasibility audits of energy-producing installations were launched. These studies are meant to generate suggestions for improving energy network facilities. These same concerns have led to the formalization of natural gas sourcing from the *Services Industriels de Genève* by means of a new contract, whereby it was possible to negotiate lower rates.
- A draft set of rules has been prepared for defining inventory management guidelines and procedures, recommendations have been submitted aimed at improving coordination. These proposals have led to internal consultations, in the light of the external auditor's recommendations on ways and means of improving goods management and inventory control at WIPO (external auditor's report entitled "Audit of results in the field of inventory management – 2006–2007 financial year"), with a view to their consideration by the Property Audit Board.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
<p>Cost-efficient and optimum occupancy of WIPO premises</p>	<p>Occupancy rate of WIPO premises at optimum level (above 95%)</p>	<p>The occupancy rate of premises stood at 95% at the end of 2008</p>	
<p>Improved WIPO premises and installations</p>	<p>Uniform standards of all WIPO premises in terms of comfort and technological infrastructure</p>	<p>Work undertaken to achieve this result included:</p> <p>Renovation of the cooling towers in the WIPO gardens, ensuring the proper functioning of the air-conditioning system.</p> <p>Overhaul and modernization of the heating and air-conditioning system of the printshop and the offices in the PCT building, thereby enhancing the efficiency of this installation.</p> <p>Work to install three additional elevators in the PCT building, in the cavities originally set aside for this purpose, began in 2008 with a view to improving the flow of movement in this building; planned completion date – early 2009.</p> <p>Upgrading of the closing mechanisms for all elevators in the AB building, with a view to enhancing their efficiency and reliability.</p> <p>Siting of refrigerating energy production in the PCT Data Center, thereby increasing power and adding an operational security level in case of breakdowns.</p> <p>Renovation and modernization of all electricity distribution panels on the office floors of the AB building, making it possible to trace electricity networks and ensure the safety of such facilities.</p> <p>Upgrading of the lighting switches on all office floors of the AB building, facilitating changes when employees move and allowing centralized control of office lighting.</p> <p>Upgrading of the video recording system for the AB, GBI and GBII and PCT buildings, as well as the installation of additional cameras in the PCT restaurant, facilitating the storage and processing of images, by means of the changeover from an analog system to an entirely digital system (within the framework of the project to improve safety and security on WIPO premises – see Program 32).</p>	

Expected Results	Performance Indicators	Performance Data	TLS
		<p>A contract for sourcing natural gas was signed with the <i>Services Industriels de Genève</i> for all WIPO buildings, resulting in a precise contractual framework and lower rates yielding an estimated cost saving of between CHF 10,000 and CHF 30,000 per year (five to ten % for 2009) in comparison with the previous contractual terms.</p> <p>With a view to upgrading facilities and optimizing their use, a technical and financial feasibility study was conducted on the possibility of connecting cooling facilities for existing buildings to the lakewater network (the "<i>Genève-Lac-Nations</i>" project). This led to a report making it possible to pursue this option further and to propose the necessary steps.</p> <p>In cooperation with the <i>Service Cantonal de l'Energie</i> (Cantonal Energy Service), a preliminary energy audit of WIPO buildings was initiated on the basis of subsidies from the State of Geneva and the <i>Services Industriels de Genève</i>, with a view to identifying technical areas suitable for improvement, in order to optimize energy use. An in-depth study may be conducted at a later date on the basis of this audit.</p> <p>Various maintenance activities.</p>	

III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
47,461	21,389	45%

2. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track.

**PROGRAM 30: Travel and Procurement****Program Manager:** Philippe Petit**Objective:** More cost-effective and efficient travel and procurement services

## I. ANALYTICAL SUMMARY

**Travel**

## 1. Performance highlights were:

- Implementation of air travel cost-saving measures (*systematic application of lowest corporate fares negotiated with airline companies or IATA lowest applicable fare when negotiated fares were not available as well as fares negotiated by the in-house travel agency and observance of ticketing deadline imposed by airline companies and finally the control exercised by TMS*) both for WIPO staff departing from Geneva and third party participants travelers coming to Geneva. Also issuing of non refundable tickets which are much cheaper and permitting change of dates as long as it is prior to departure (principle applied by low cost airlines). The lesson learnt is that the latter decision will be increasingly applied in the future to generate more savings.
- Processing of 2,261 tickets issued from Geneva and 1,228 tickets from abroad (third party travelers). The increase of tickets from last year represented 6.5% for tickets from Geneva and 14 % from abroad.
- 3,627 (3,399 in 2007) travel authorizations (TA) were processed (6,2 % increase) always in a timely manner despite last minute submission of TAs. 19 % (approximately 710) of the travel authorizations (those of WIPO staff and employees) could be processed electronically, accurately and with positive results, in terms of time and paper circulation saved, at least up to the stage of issuance of ticket.
- 1,745 visas were processed (1,639 in 2007 - 6,7% increase) on time, including late requests, with the same number of staff.
- Achievement of these results and meeting the increase in demand thanks to streamlined and semi-automated procedures.
- Absorption of significant additional responsibility which was transferred from Program 23 to this Program (as a result of the implementation of the new Financial Regulations and Rules) relating to the certification of all travel/event related transactions (staff missions, all type of events held in Geneva and abroad, hospitality and interpretation during events, UNDP service requests, hotel conference rate requests, commitment forms, etc...) This could only be achieved through extensive use of overtime which is not sustainable in the longer term.
- Extensive work was required to prepare the Request for Proposals (RFP) for travel agent and visa services, lessons learnt were: the preparation and the technical and commercial evaluations of the RFP required significant staff time and was difficult to combine with the daily work of the Program; given the resource requirements consideration should be given to the frequency of such RFPs (possibly every six, rather than every three years) and the need for additional resources. It should also be noted that the last six months for the outgoing travel agency and the first six months for the implementation of the new agency generated a substantial burden of work.

## Procurement

2. In 2008 the Procurement and Contracts Division (PCD) continued to provide high-quality material, goods and services at the lowest possible cost in support of daily operations and program implementation in accordance with Office Instruction No. 21/2006 Rev. (Procurement and Purchase General Principles, Framework and Procedures). The total value of goods and/or services purchased in 2008 amounted to CHF 156,840,257, under some 1,548 separate procurement transactions. Around 95.76 % of all 2008 purchases was the result of competitive formal and informal tenders. This proportion was higher by 9.34 % over the same procurement performance indicator for 2007, which was 86.42 %. The total 2008 procurement volume of CHF 156, 840,257 increased by more than one-and-a-half times over 2007 procurement volume of CHF 61,605,292, due mainly to contracting of services associated with the construction of the new WIPO administration building. The increased annual procurement volume and proportion of purchases based on competitive tender, together represent an overall enhancement of the cost-effectiveness of the procurement process.

3. In 2008 there were 54 RFPs and Invitations to Bid (ITB) and 11 Requests for Quotations (RFQs) that resulted in external purchase orders and contract awards. These figures are considerably less than for the previous periods due to the fact that a greater number of long-term contracts were issued to suppliers in 2006-2007, thus reducing the overhead costs associated with undertaking tendering activities too frequently for what are essentially continuing requirements whose prices are reasonably stable over time (as periodically verified via informal market surveys). This approach has led to lower operational costs and greater efficiency in the provision of the goods and services required for program implementation.

4. The strategy of joint procurement with other UN system organizations continued to be exploited by PCD in 2008, taking advantage of the greater leverage made possible by combining volume of goods and services against prices. This strategy was implemented largely under the Common Procurement Activities Group (CPAG) in Geneva (which was chaired by WIPO in 2008). More competitive prices and more advantageous contractual terms and conditions of contract through joint negotiation with vendors have yielded significant savings for WIPO. Based on preliminary figures of the CPAG Secretariat, it is estimated that in 2008 WIPO profited from savings amounting to more than CHF 2.5 million. In addition WIPO was able to achieve substantial cost-avoidance of more than CHF 9.4million through negotiations with the contractors involved in the construction of the new WIPO administrative building. Moreover, in 2008 the new Vendor Registration System (VRS) of WIPO went into full operation. The VRS is a free-of-charge, Internet-based self-registration system enabling vendors to be notified systematically of all WIPO tenders relevant to their business interests. At the close of 2008, there were more than 500 vendors registered in the system. This high number of vendors interested in doing business with WIPO has enlarged the geographical spread and diversification of potential suppliers of WIPO, increased the scope for market competition and consequently increased cost-effectiveness of the procurement process.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
<i>Travel</i>			
Greater cost-efficiency of travel by WIPO employees and third party travelers financed by WIPO	Maintain the 25-30 % costs savings in negotiated corporate fares achieved in 2006/07	<p>Despite an increase of 11% in the total traffic which amounted to a total expenditure of CHF 10,800,000<sup>2</sup> (9,728,000 in 2007) split between CHF 7,013,000 for tickets from Geneva and CHF 3,787,000 for tickets from abroad, the 25% cost savings have been maintained. This was possible by keeping the average price per mile flown and per ticket to CHF 0.47<sup>3</sup>,</p> <p>Based on the travel agent statistics, savings on negotiated corporate fares equal to 28%.<sup>4</sup></p>	
	3-5% increase in the use of low cost airlines and special low cost fares	The target has not been reached since the number of tickets has gone down from 72 tickets to 65 tickets, i.e. minus 9.7 % when comparing with last year. This represents only 1.9 % of the total tickets (total number of tickets equals to 3489).	
More efficient travel and visa administration	Travel authorizations and visa applications are processed electronically	19 % (approximately 710) of the travel authorizations (those of WIPO staff and employees) were processed electronically.	

<sup>2</sup> That amount represented the total expenditures paid in Geneva to the in-house travel agency (Carlson Wagonlit Travel).

<sup>3</sup> This is based on the 12 top destinations flown from Geneva when comparing between the years 2008 and 2007. The figure was obtained by dividing the total amount paid for the 12 top destinations which amounted to CHF 1,480,791 by the total miles flown 3,136,192 for the 12 top destinations.

<sup>4</sup> The figure is obtained by making the difference between the total reference fare that should have been paid, i.e. CHF 5,322,000 and the amount actually paid which equals to CHF 3,824,000 and for third party travel, i.e. for tickets issued from abroad the savings amount to 15% (this figure represents the difference between the reference fare CHF 4,470,000 and the amount paid CHF 3,787,000).

Expected Results	Performance Indicators	Performance Data	TLS
<b>Procurement</b>			
Enhanced cost-efficiency of procurement	<p>Number of tenders and resulting purchase orders in proportion to total procurement value, in comparison to previous periods</p> <p>Number of tenders and resulting purchase orders in proportion to total procurement value, in comparison to previous periods</p>	<p>Number of formal tenders launched in 2008: 65 (informal tenders for minor purchases are not included)</p> <p>Number of purchase orders issued in 2008: 1,548</p> <p><u>Breakdown:</u></p> <p>Number of purchase orders below CHF 5,000 (not subject to tender): 964</p> <p>Number of purchase orders under paragraph 19 of Office Instruction No. 21/2006 Rev. (not subject to tender): 170</p> <p>Number of purchase orders resulting from formal or informal tenders, or related to previously-tendered long-term agreements: 414</p> <p><u>Total procurement value</u> (covering b(i), (ii), (iii) above): CHF 156,840,257</p> <p>Total procurement value based on formal or informal tenders was CHF 150,199,955. This represents 95.76% of the total procurement value (86.42% in 2007)</p>	
Enhanced cost-efficiency of procurement	Savings of at least CHF 500,000 via the consolidation of purchases	<p>Overall, WIPO exceeded the target and achieved CHF 12,010,703 savings/cost avoidance resulting from WIPO contracts, CPAG contracts, or contract negotiations:</p> <p><u>Breakdown:</u></p> <p>Savings amounting to approximately CHF 2.3 million in travel costs</p> <p>around CHF 200,000 for the annual rental of photocopying machines;</p> <p>more than CHF 96,200 for the purchase of computer laptops and 19-inch computer screens;</p> <p>cost avoidance in the amount of CHF 9,414,503 for the construction of the new WIPO administration building as a result of negotiations with the contractors involved.</p>	

Expected Results	Performance Indicators	Performance Data	TLS
More competitive prices and contractual conditions through common UN system procurement cooperation, as well as larger geographical distribution and diversification of suppliers.	More than five procurement contracts signed/renewed under UN interagency procurement initiatives and increase in the value of those contracts.	17 WIPO contracts were signed or renewed in the course of 2008 in the framework of the UN system Common Procurement Activities Group (CPAG) in Geneva.	
	25% increase in the number of new vendors/suppliers reached through the vendor registration system compared to 1,800 vendors/suppliers in 2006.	The number of new vendors/ suppliers registered with VRS increased from 1,800 in 2006 to 2,310 in 2008. This represents an increase of 28.35% in the number of vendors/suppliers compared with 2006.	
	Increase in purchases related to technical assistance from in-country suppliers in developing countries up from 48.7% of total such purchases in 2006	<p>Purchases related to technical assistance, 2008:</p> <p>Total Volume of purchases: 539,296 Volume of local purchases from in-country suppliers, in developing countries: 211,169. This represents 39% of the total volume of purchases.</p> <p>The decrease in purchases from in-country suppliers was due to the combination of slowing down of requests from Technical Assistance and Capacity-building Bureaus of WIPO, and the lack of qualified in-country suppliers who could supply and maintain the necessary equipment at competitive pricing.</p>	

### III. BUDGET UTILIZATION 2008

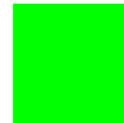
2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
11,061	4,696	42%

5. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track

## **PROGRAM 31: The New Construction**

**Program Manager:** Philippe Petit

**Objective:** Progress of the new construction towards a completion date of April 2010, within the budgetary limits, and in accordance with the requisite quality levels and United Nations security standards (UN-H-MOSS)



### **I. ANALYTICAL SUMMARY**

1. 2008 has seen the achievement of major milestones in the program objectives, in particular in view of the more than two-year period of re-organization of the project following the decision taken in 2005 by Member States to approve the re-launching of the revised construction project.

2. The contract for a commercial loan with a syndicate of two banks was signed on February 8, 2008, for a basic amount of CHF 114 million, with the possibility of an extension of CHF 16 million. The fixed-price contract with the General Contractor was also signed on February 8, 2008, fixing the start of construction on April 7, 2008, and the delivery date on October 8, 2010. The budgetary envelop, approved by Member States in 2005, had to be revised following the audits issued by the External Auditor in 2006, 2007 and 2008, and the specific cost audit commissioned from the Project Pilot in 2007, and on the basis of the final fixed-price contract signed with the General Contractor. A consolidated updated envelop was prepared and presented to Member States in December 2008. It was approved with an authorization to appropriate CHF 20 million from the WIPO reserves. The new envelop amounts to CHF 145.7 million, financed mainly from the commercial loan (approved by Member States in 2005) and the WIPO reserves. In view of the time passed since the original requirements had been drafted, a number of updates to the project had to be integrated and the corresponding budgetary coverage had to be prepared and presented to Member States. A "Provision for Project Modifications" and a "Contingency Provision for Miscellaneous and Unforeseen" were approved by Member States also in December 2008, for an overall total of CHF 16 million, to be financed from an extension of the approved commercial loan.

3. The unique project management structure, which had started to be put in place throughout the 2006-2007 biennium, was further consolidated towards the end of 2008. The composition and mandate of the Construction Committee, and of the Internal Project Monitoring Team, respectively, were strengthened. The monthly reports issued by the General Contractor and the Pilot, respectively, have proven to be essential tools in allowing the Construction Committee to closely monitor the progress of work. In addition, the distinct Risk Registers issued on a monthly basis by the Pilot (operational emphasis) and by WIPO (institutional and organizational emphasis) have become well-established tools for monitoring the interactions between the numerous angles through which the project is being executed, managed, controlled, audited, and reported on. New processes for review and approval of project phases and modifications have been introduced. Progress reports and substantial documentation are prepared for, and presented to, the External Auditor (on a yearly basis), the Internal Audit and Oversight Division (on a bi-yearly basis) and the WIPO Audit Committee (quarterly).

4. The proposal by the Secretariat, presented to and approved by Member States in December 2008, for a New Conference Hall Project, has already been integrated into the existing management structure, both internally and externally, and will require a number of more substantive adjustments, should Member States approve in September 2009 the execution of this new project.

5. The major challenges identified at the end of 2008 which will require dedicated attention at all levels through the remainder of this biennium and the next biennium are threefold: (i) continue to provide the best conditions for a successful operational progress according to the contractual timeframe, price and quality; (ii) provide an appropriate interface between the New Construction Project and the

New Conference Hall Project; and (iii) provide an appropriate coordination mechanism in respect of implementation of the UN H-MOSS security measures to this Project and the New Conference Hall Project, throughout the delivery of all these projects.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Construction work on time and within the budgetary limits	Observance of key construction timelines	<p>Key construction timelines have been observed.</p> <p>As stipulated in the contract signed on February 8, 2008, with the General Contractor, construction work started on April 7, 2008, and has been progressing in line with the operational timetable established by the General Contractor. The major milestones for 2008 were reached: Phase I excavation work and laying of bottom two concrete slabs completed by mid-December 2008, and Phase II excavation work started on October 6, 2008.</p>	
	Observance of the budgetary envelope approved by the Member States	<p>The consolidated and updated budgetary envelop and the necessary additional Provisions, as approved by the Member States in December 2008, have been observed in the ongoing construction work.</p> <p>On the basis of the approved provision for project modifications, it has been possible to include the implementation of a modern, purpose-built and energy efficient Data Center into the new building, where all the Organization's IT infrastructure will be centrally relocated from the existing Data Center; it has also been possible to integrate security measures required under UN H-MOSS.</p>	
Construction work in accordance with required quality levels	Acceptance by the Pilot and the Construction Committee of the choice by the general contractor of construction materials and methods in accordance with the required quality levels	<p>Each under their respective mandate, the Pilot and the Construction Committee have accepted the choices by the General Contractor of construction materials and methods in accordance with the required quality levels fixed in the contract with the General Contractor. This acceptance process is carried out on a monthly and/or weekly basis, depending on the level of details of the particular matter, under the responsibility of the Pilot. Reports are issued monthly by the General Contractor and by the Pilot and are reviewed by the Internal Project Monitoring Team before being presented, on a monthly basis, to the Construction Committee.</p>	

Expected Results	Performance Indicators	Performance Data	TLS
Construction work in accordance with United Nations security standards (UN-H-MOSS)	Acceptance by the Pilot and the Construction Committee of the choice of construction materials and methods for implementation used by the general contractor for implementation of the UN-H-MOSS security standards selected by WIPO.	Each under their respective mandate, the Pilot and the Construction Committee have accepted the choices of construction materials and methods for implementation used by the general contractor for implementation in 2008 of a number of UN-H-MOSS security standards selected by WIPO. These are reflected in the reports issued monthly by the General Contractor and by the Pilot and are reviewed by the Internal Project Monitoring Team before being presented, on a monthly basis, to the Construction Committee. A first series of measures was introduced in the infrastructure work, as provided in the contract with the General Contractor. Other measures of a “conservatory” nature, required by the construction work proceeding on schedule, were introduced. A third series of measures has been under consideration and is expected to be implemented in 2009 and 2010. In all cases, the choice of materials and methods has been validated not only by the Pilot, the Internal Project Monitoring Team and the Construction Committee, but also by the Safety and Security Coordination Service as these measures must be in line with the measures approved by Member States for the WIPO existing buildings, as reflected under Program 32.	

III. BUDGET UTILIZATION 2008

2008–2009 Approved Budget (in thousands of Swiss francs)	2008 Total Expenditure (in thousands of Swiss francs)	Utilization Rate (approved budget compared with total expenditure)
6,739	994	15%

6. The level of expenditure has been well below the approved amounts. This is the result of a decision not to drawdown from the loan in 2008. As a consequence, no interest had to be paid, only a marginal fee for guaranteeing the availability of the funds to WIPO. Furthermore, the honoraria and charges due to the Pilot in 2008 have represented less than the originally approved amount due to the fact that the payment plan of honoraria to the Pilot had to be realigned to the General Contractor’s payment plan (the full duration of which extends over 30 months rather than the original 26 months).

**PROGRAM 32: Security****Program Manager:** Wang Binying**Objective:** Enhanced safety and security of all WIPO staff, visitors to WIPO buildings, delegates to WIPO meetings, and WIPO assets)**I. ANALYTICAL SUMMARY**

1. In December 2008, the Member States approved the *Security Change Project* in its entirety. In anticipation of this decision an *Implementation Security Consultant* was recruited in August 2008 to continue the planning for managing this upgrade project in 2009 onwards. The consultant has already prepared a comprehensive planning schedule for 2009 looking at the overall pre-project phase of studies to determine what will be needed for the security concept (e.g. measuring the gap between what WIPO already has in place and what is still needed).
2. A Security Electrical Integrator job description and market survey was done to assist the implementation consultant in this area: a security concept, measuring the current gap analysis, and writing the requirements for the Terms-of-Reference (TOR) for procurement of safety and security equipment and services. A TOR was also prepared for security screening explosives equipment that should be procured in 2009.
3. A *risk management system* in terms of an Organizational Framework for Accountability in terms of staff and assets safety and security was prepared and approved by the Member States in December 2008 (document A/46/11). Furthermore, procedures/protocols for safety and security of staff traveling on official mission are fully operational. This work has greatly reduced the Organization's overall security risk exposure in terms of a severe impact to staff and its assets.
4. *Written procedures of emergency* evacuations for building fires and emergencies, injured staff, and floor warden training were prepared and became operational in 2008. Extensive talks were conducted with the host country authorities in securing an emergency assembly point area outside of WIPO's current perimeter. Staff briefings were conducted and all staff email information sent to update staff on safety and security measures. An *Organizational Emergency Response Plan* was prepared and endorsed by the Safety and Security Coordination Committee in 2008. This governance and policy plan clearly indicates the assignment and relevant roles of stakeholders during a time of crisis. All of these above factors have assisted the Organization's overall crisis management capabilities. It should be noted that the recruitment of a qualified professional safety officer would also greatly enhance crisis management capabilities.
5. Risk assessments continue to be prepared for high-level events as needed ensuring adequate security for these conferences/meetings when held in Geneva. Sufficient funds must be redeployed in the future on an *ad-hoc* basis in terms of program resources (i.e., each program should have an activity line in their respective budget to deal with safety and security) in order to travel to high-level events that will be hosted/co-hosted outside of Geneva (and/or have the Director General participating). This expected result has not been fully met.
6. The Program has prepared written procedures for safety elements as well as training for staff which has assisted the Organization's overall reduction of injury. It should be noted that the recruitment of a qualified professional safety officer would also greatly reduce the risk of injury to staff.

II. PERFORMANCE DATA

Key to Traffic Light System (TLS)

 Strong progress     
  Progress     
  No progress     
  Not yet assessed/ Discontinued

Expected Results	Performance Indicators	Performance Data	TLS
Reduction in overall security risk	Implementation of the Security Change Project, s approved by the Member States	Documents relating to the Security Change Project have been approved by member States (WO/PBC/13.6(a) and A 46/11)	
	Risk Management system in place	An Organizational Framework for Accountability in terms of staff and assets safety and security was prepared by SSCS for the WIPO Secretariat and approved by the Member States in December 2008	
Security plans and crisis management procedures in place	Assignment of relevant roles	<i>An Organizational Emergency Response Plan</i> was prepared and endorsed by the Safety and Security Coordination Committee in 2008. This plan clearly indicates the assignment and relevant roles of stakeholders during a time of crisis. (The Director General has approved this plan in May 2009)	
	Instructions and procedures for staff documented and available	Intranet training resources are available to staff at large under the SSCS webpage. Continued communication to staff using various mediums to provide safety and security awareness training and briefings	
Reduction in risk of injury	Improved safety elements in WIPO premises	Reduction in reported safety incidents concerning injury to staff and/or visitors No reported safety and security incident concerning injury or violence to staff while traveling on official mission	
Satisfactory security at high-level WIPO hosted conferences and meetings, in Geneva and elsewhere	Risk assessments carried out for all WIPO-hosted high-level conferences and meetings	Risk assessments continue to be prepared for high-level events as needed ensuring adequate security for these conferences/meetings when held in Geneva. Sufficient funds are required in order to travel to high-level events that will be hosted/co-hosted outside of Geneva (and/or have the Director General participating). This expected result has not been fully met.	

## III. BUDGET UTILIZATION 2008

<b>2008–2009 Approved Budget</b> (in thousands of Swiss francs)	<b>2008 Total Expenditure</b> (in thousands of Swiss francs)	<b>Utilization Rate</b> (approved budget compared with total expenditure)
9,556	4,725	49%

7. Budget utilization is within an acceptable range (40% to 60%) for the first year of the biennium and is on track

[Annex follows]

**ANNEX**



World Intellectual Property Organization  
**Internal Memorandum**

Organisation Mondiale de la Propriété Intellectuelle  
**Mémoire Interne**

INTERNAL AUDIT AND OVERSIGHT DIVISION

**EVALUATION REPORT**

Summary Report on IAOD Validation of the  
2008 Program Performance Report

June 4, 2009

## **SUMMARY REPORT ON 2008 PPR**

### **Introduction**

1. The aim of the validation exercise is to provide some independent verification of the reliability and authenticity of information contained in the 2008 Program Performance Report (PPR), and to help continue to improve the quality of reported Performance Indicator Data (PID). The Evaluation Section carried out the validation exercise with the support of an external expert in March and April, 2009.
2. Of the 31 WIPO programs presented in the 2008 PPR, 15 were sampled for the Validation Exercise, with one result and supporting indicators from each of the programs selected for validation. As this was the first such exercise, which will become a routine event, the main emphasis was placed on lesson-learning rather than accountability. This report contains an assessment of the quality of data reported against nine criteria<sup>5</sup>. Examples of existing good practice in the collection and reporting of data have been identified, as well as areas for improvement, with implications for individual programs and for the organization as a whole.
3. This exercise was undertaken at a time when WIPO has been experiencing substantial internal changes. These include the introduction of a range of initiatives aimed at improving the effectiveness and efficiency of its services, with an emphasis on longer-term strategic planning and a continuing focus on impact and results. Given the pressures on time, the managers interviewed demonstrated an impressive openness to suggestions and commitment to improving the quality and efficiency of reporting PID. This report is intended to make a practical contribution to continuing efforts to improve the quality of planning, monitoring and evaluation within a results-based framework.

### **Main findings**

4. The major strengths of the current practice of reporting PID relate to the criteria of accuracy, comparability, timeliness and accessibility of data. The main limitations relate to the clarity, relevance and sufficiency of the data presented in the PID section of the PPR. There was found to be a general tendency to provide more information than required and, in several programs, there was too much emphasis placed on the reporting of activities, events and outputs rather than outcomes and results that lead to change and impact. With some notable exceptions, PID are little used for routine or regular monitoring to measure progress and communicate success, either at a program level or by supervising managers.

### **Significant conclusions**

5. The data reported in the tested sample were generally accurate and reliable, although often lacking important elements of clarity and transparency. This may be partly explained by the low level of pressure for implementing managers to routinely report on progress or demonstrate success against the results and indicators, except on an annual basis. Exceptions are evident in a few high profile programs which have set up their own efficient and tight monitoring systems.

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<sup>5</sup> The nine criteria used are: 1. accurate / verifiable; 2. comparable/consistent; 3. timely; 4. efficient / easily accessible; 5. analysis carried out; 6. routinely generated; 7. sufficient / comprehensive; 8. relevant; 9. clear / transparent.

The utilization of PID for internal purposes is likely to be increased with the forthcoming introduction of the Performance Management and Staff Development System.

6. Data quality is most likely to show improvement as more programs recognize the value of routine monitoring of PID to inform management decision-making in areas such as policy development, performance management and operational efficiency. The increasing integration of sound monitoring practice will, in turn, necessitate a more careful prediction of expected results and targets, together with a selection of indicators which are capable of accurately reflecting what is most valued in relation to progress and success.

7. The commitment of implementing and supervising managers to improving data quality will also be strengthened as program objectives and results are linked more directly with the overarching strategic goals being developed by the senior management team. Additional support is being offered by the Evaluation and the Program Management and Performance Section with the preparation of the Program and Budget document for 2010-2011 and the development of a Medium Term Strategy which encourages planning and reporting within a context of longer-term impact and change.

### **Main recommendations**

8. At a time when program managers and teams are reportedly experiencing high levels of organizational change and pressures on time, not least in the requirements of planning for the next Biennium and the Medium Term Strategy, recommendations are likely to be more readily applied if they are aligned as far as practical with existing initiatives to strengthen strategic planning and corporate performance management. In addition to the specific feedback provided to individual managers during the conduct of this validation exercise, the major recommendations for improving the quality of PID at an organizational level are:

(a) A review should be carried out to determine the extent to which PID can be more regularly utilized for routine monitoring of progress in programs. Depending on the extent to which this is considered to be a priority for senior management, stronger monitoring systems should be expected and encouraged for the practical integration of the results-based approach into day-to-day management, to complement the existing emphasis of results-based management on financial planning and reporting to Member States.

(b) If and when PID becomes increasingly used for internal monitoring purposes, supervising managers should have a more visible role in supporting the development and maintenance of robust monitoring systems. They will also be influential in establishing strong and clear links between program level objectives and overarching organizational strategic goals and objectives.

(c) Specific assistance to supervising and implementing managers and teams should include:

- i) Increased technical support for the development of appropriate, computerized data collection, analysis and reporting tools;
- ii) A more coordinated collation and analysis of user feedback across the programs, building, possibly, on the proposed Customer Service initiative;

- iii) Continued one-to-one training and advice in the understanding and application of good practice standards in performance planning and monitoring systems;
- iv) The development of a monitoring tool that is capable of identifying overall progress against key objectives and indicators on a routine basis, e.g. quarterly, for the senior management team.

[Appendix follows]

# PROGRAM PERFORMANCE REPORT 2008

## APPENDIX

### ACRONYMS USED IN THE PRESENT DOCUMENT

<b>ABA</b>	American Bar Association
<b>ABDA</b>	Brazilian Association of Copyright
<b>ACE</b>	Advisory Committee on Enforcement
<b>AEPO-ARTIS</b>	Association of European Performers' Organizations
<b>AIMS</b>	Administration Integrated Management System
<b>APAA</b>	Asian Patent Attorneys Association
<b>AIPLA</b>	American Intellectual Property Law Association
<b>AIPPI</b>	Association Internationale pour la Protection de la Propriété Intellectuelle
<b>ALADI</b>	Asociación Latino Americana de Integración
<b>ARIPO</b>	African Regional Industrial Property Organization
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>ASPAC</b>	Asia Pacific (countries)
<b>ATR</b>	Annual Technical Reports
<b>AU</b>	African Union
<b>AUTM</b>	Association of University Technology Managers
<b>CARICOM</b>	Caribbean Community
<b>CBD</b>	Convention on Biological Diversity
<b>ccTLD</b>	Country code top-level domains
<b>CDIP</b>	Committee on Development and Intellectual Property
<b>CEB</b>	Chief Executives Board
<b>CISAC</b>	International Confederation of Societies of Authors and Composers
<b>CLEA</b>	Collection of Laws for Electronic Access
<b>CPAG</b>	Common Procurement Activities Group
<b>DAS</b>	Digital Access Service
<b>DRM</b>	Digital Rights Management
<b>DVD</b>	Digital Versatile Disc
<b>ECAF</b>	Electronic Case Facility
<b>ECLAC</b>	Economic Commission for Latin America and the Caribbean
<b>ECOSOC</b>	Economic and Social Council
<b>EDMS</b>	Electronic Document Management System
<b>EPI</b>	European Patent Institute
<b>EPO</b>	European Patent Office
<b>ERP</b>	Enterprise Resource Planning
<b>E-TA</b>	Electronic Travel Authorization
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization
<b>FAQ</b>	Frequently Asked Questions
<b>FRR</b>	Financial Regulations and Rules
<b>GEF</b>	Global Environment Facility
<b>GIAN-RUIG</b>	Geneva International Academic Network
<b>GR</b>	Genetic Resources
<b>gTLD</b>	Generic top-level domains
<b>HLCM</b>	High Level Committee on Management
<b>HLCP</b>	High Level Committee on Programs
<b>HQ</b>	Headquarters
<b>HRMD</b>	Human Resources Management Department
<b>IAEA</b>	International Atomic Energy Agency
<b>IADB</b>	Inter-American Development Bank
<b>IAOD</b>	Internal Audit and Oversight Division

ICANN	Internet Corporation for Assigned Names and Numbers
ICC	United Nations International Computing Centre
ICGEB	International Centre for Genetic Engineering and Biotechnology
ICSEI	International Cooperation for the Search and Examination of Inventions
IFPI	International Federation of Phonographic Industries
IFRRO	International Federation of Reproduction Rights Organizations
IGC	Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore
IGO	Intergovernmental Organization
	Intellectual Property
IIPCAG	INTERPOL Intellectual Property Crime Action Group
IIPS	International Institute for Population Sciences
ILO	International Labor Organization
ILOAT	International Labor Organization Administrative Tribunal
IMPACT	International Medical Products Anti-Counterfeiting Taskforce
INTERPOL	International Criminal Police Organization
IP	Intellectual Property
IPAS	Intellectual Property Advisory Services
IPC	International Patent Classification
IPCCAT	International Patent Classification (IPC) categorization assistance system
IPO	Intellectual Property Office
IPRs	Intellectual Property Rights
IPSAS	International Public Sector Accounting Standards
ISO	International Standards Organization
IT	Information Technology
ITIL	Information Technology Infrastructure Libraries
ITU	International Telecommunication Union
<b>JIU</b>	Joint Inspection Unit
<b>LAC</b>	Latin America and Caribbean
LDCs	Least Developed Countries
LESI	Licensing Executives Society International
LL.M	Master of Law
<b>MOSS</b>	Minimum Operating Security Standards
<b>NEPAD</b>	New Partnership for Africa Development
NGO	Non-Governmental Organization
<b>OAPI</b>	African Intellectual Property Organization
OCR	Optical Character Recognition
OECD	Organization for Economic Cooperation and Development
OECS	Organization of Eastern Caribbean States
OHCHR	Office of the High Commissioner for Human Rights
OLC	Office of Legal Counsel
OTCA	Amazon Cooperation Treaty Organization
<b>PBC</b>	Program and Budget Committee
PCT	Patent Cooperation Treaty
PLT	Patent Law Treaty
<b>R&amp;D</b>	Research & Development
RFP	Request for Proposals
RFQ	Request for Quotations
RMI	Rights Management Information
<b>SAN</b>	Storage Area Network
SCAPR	Societies' Council for the Administration of Performers' Rights
SCCR	Standing Committee on Copyright and Related Rights
SCIT	Standing Committee on Information Technologies
SCP	Standing Committee on the Law of Patents

<b>SCT</b>	Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications
<b>SDWG</b>	Standards and Documentation Working Group
<b>SME</b>	Small and medium-sized enterprise
<b>STL</b>	Successful Technology Licensing
<b>SWU</b>	Staff Welfare Unit
<b>TACD</b>	The Trans Atlantic Consumer Dialogue
<b>TCE</b>	Traditional Cultural Expressions
<b>TK</b>	Traditional Knowledge
<b>TLS</b>	Traffic light system
<b>TRIPS</b>	Trade-Related Aspects of Intellectual Property Rights
<b>UDRP</b>	Uniform Domain Name Dispute Resolution Policy
<b>UN</b>	United Nations
<b>UN H-MOSS</b>	UN Headquarters Minimum Operating Security Standards
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Programme
<b>UNECE</b>	United Nations Commission for Europe
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNITAR</b>	United Nations Institute for Training and Research
<b>UNJSPF</b>	United Joint Staff Pension Fund
<b>UNPFII</b>	UN Permanent Forum on Indigenous Issues
<b>UNU</b>	United Nations University
<b>USPTO</b>	United States Patent and Trademark Office
<b>VRS</b>	Vendor Registration System
<b>WAB</b>	WIPO Appeal Board
<b>WCO</b>	World Customs Organization
<b>WCT</b>	WIPO Copyright Treaty
<b>WHO</b>	World Health Organization
<b>WMO</b>	World Meteorological Organization
<b>WMS</b>	WIPO Medical Service
<b>WPPT</b>	WIPO Performances and Phonograms Treaty
<b>WSIS</b>	World Summit on the Information Society
<b>WSO</b>	WIPO Singapore Office
<b>WTO</b>	World Trade Organization
<b>XML</b>	eXtensible Markup Language

[End of Appendix and of document]