

## **Assemblies of the Member States of WIPO**

### **Forty-Ninth Series of Meetings Geneva, September 26 to October 5, 2011**

#### **PROGRAM PERFORMANCE REPORT FOR 2010**

*presented by the Director General*

1. The present document contains the Program Performance Report for 2010 (document WO/PBC/18/14), which is being submitted to the WIPO Program and Budget Committee (PBC) at its eighteenth session (September 12 to 16, 2011).
2. The recommendation of the PBC in respect of this document will be included in the "Summary of Recommendations Made by the Program and Budget Committee at its Eighteenth Session Held from September 12 to 16, 2011 (document A/49/16).
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 recommendation made in respect of document WO/PBC/18/14 by the Program and Budget Committee, as recorded in document A/49/16.*

[Document WO/PBC/18/14 follows]

## **Program and Budget Committee**

### **Eighteenth Session)**

**Geneva, September 12 to 16, 2011**

### **PROGRAM PERFORMANCE REPORT FOR 2010**

*presented by the Director General*

1. The Program Performance Report (PPR) for 2010 (contained in document WO/PBC/17/3) was submitted to the seventeenth session of the Program and Budget Committee (PBC) held from June 27 to July 1, 2011. The Program and Budget Committee “reviewed and took note of document WO/PBC/17/3 and recommended the inclusion in the document of explanations by program, as appropriate, of budget transfers in 2010” (see Summary by the Chair of the PBC, document WO/PBC/17/8). In view of this decision, document WO/PBC/17/3 is submitted for consideration at the present PBC session.

2. *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 2010 follows]



**PROGRAM PERFORMANCE REPORT FOR 2010**



## TABLE OF CONTENTS

	Page
<b>I. INTRODUCTION</b>	<b>1</b>
<b>II. SUMMARY OF PROGRESS IN 2010</b>	<b>2</b>
<b>III. PROGRAM PERFORMANCE 2010</b>	<b>6</b>
PROGRAM 1 PATENTS	6
PROGRAM 2 TRADEMARKS, INDUSTRIAL DESIGNS AND GEOGRAPHICAL INDICATIONS	9
PROGRAM 3 COPYRIGHT AND RELATED RIGHTS	12
PROGRAM 4 TRADITIONAL KNOWLEDGE, TRADITIONAL CULTURAL EXPRESSIONS AND GENETIC RESOURCES	17
PROGRAM 5 THE PCT SYSTEM	20
PROGRAM 6 MADRID, HAGUE AND LISBON SYSTEMS	29
PROGRAM 7 ARBITRATION, MEDIATION AND DOMAIN NAMES	34
PROGRAM 8 DEVELOPMENT AGENDA COORDINATION	37
PROGRAM 9 AFRICA, ARAB, ASIA AND THE PACIFIC, LATIN AMERICA AND THE CARIBBEAN COUNTRIES, LEAST DEVELOPED COUNTRIES	40
PROGRAM 30 SMALL AND MEDIUM-SIZED ENTERPRISES	48
PROGRAM 10 COOPERATION WITH CERTAIN COUNTRIES IN EUROPE AND ASIA	51
PROGRAM 11 THE WIPO ACADEMY	54
PROGRAM 12 INTERNATIONAL CLASSIFICATIONS AND WIPO STANDARDS	57
PROGRAM 14 GLOBAL IP INFORMATION SERVICES	60
PROGRAM 15 IP OFFICE MODERNIZATION	63
PROGRAM 16 ECONOMIC STUDIES, STATISTICS AND ANALYSIS	66
PROGRAM 17 BUILDING RESPECT FOR IP	69
PROGRAM 18 IP AND GLOBAL CHALLENGES	72
PROGRAM 19 COMMUNICATIONS	77
PROGRAM 20 EXTERNAL OFFICES AND RELATIONS	81
PROGRAM 21 EXECUTIVE MANAGEMENT	85
PROGRAM 22 FINANCE, BUDGET AND PROGRAM MANAGEMENT	89
PROGRAM 23 HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT	93
PROGRAM 24 ADMINISTRATIVE SUPPORT SERVICES	96
PROGRAM 25 INFORMATION AND COMMUNICATION TECHNOLOGY	102
PROGRAM 26 INTERNAL AUDIT AND OVERSIGHT	105
PROGRAM 27 CONFERENCE AND LANGUAGE SERVICES	109
PROGRAM 28 SECURITY	112
PROGRAM 29 NEW CONSTRUCTION	114
 APPENDIX Acronyms used in the present document	 112

## I. INTRODUCTION

The Program Performance Report (PPR) is the principal accountability tool for reporting on organizational performance to Member States and an integral part of WIPO's results based management (RBM) framework. The Report also serves as an important learning tool ensuring that lessons from past performance are learned and duly incorporated into the future implementation of WIPO's activities. The PPR is based on a self-assessment by Program Managers. To strengthen the validity of the information in the PPR, the Internal Audit and Oversight Division (IAOD) carries out a validation of the performance data on a biennial basis. The next validation exercise will be conducted for the PPR 2010/11.

The PPR 2010 is a mid-biennium report and assesses progress made and/or achievement of the Expected Results, measured by the Performance Indicators and with the resources approved in the Program and Budget 2010/11.

The performance assessments for individual Programs in this Program Performance Report comprise:

### *Section I: Overview of progress in 2010*

An analytical summary presents progress made in 2010 by the Program concerned and any challenges encountered during the period under review.

### *Section II: Implementation of the WIPO Development Agenda*

This section reports on a Program's role and contribution to the implementation of the Development Agenda. In line with the Budgetary Process for Projects Proposed by the Committee on Development and Intellectual Property (CDIP) for the Implementation of the DA Recommendations, approved by the WIPO Assemblies in 2010<sup>1</sup>, the reporting on the DA has been considerably strengthened compared to 2008/09, with detailed reporting on both the implementation of DA projects and DA recommendations under each Program.

### *Section III: Performance Data*

The table in this section recapitulates the Expected Results for the Program and the Performance Indicators as approved by Member States in the Program and Budget 2010/11. Baselines have been updated, as appropriate, to reflect status at the end of 2009. The performance data in relation to each indicator is provided in the fourth column. The fifth column provides an assessment of performance using the "traffic light system". Since this PPR presents a mid-biennial report on progress, the "traffic light system" has been slightly adapted to better fit the nature of the report.

The following assessment criteria have been used for the PPR 2010:

#### Key to Traffic Light System (TLS)

**"On track"** is applied when the 2010 performance data suggest that Program implementation is on track towards achieving the Expected Results in the biennium.

**"Not on track"** is applied when the 2010 performance data suggest that Program implementation might not be on track towards achieving the Expected Results by the end of 2011.

**"Discontinued"** is applied when a Performance Indicator is no longer used to measure the performance of the Program.

**"N/A 2010"** is applied when performance data is not available for 2010 but is expected to be available at the end of the biennium.

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<sup>1</sup> Review of Budgetary Process Applied to Projects Proposed by the Committee on Development and Intellectual Property (CDIP) for the Implementation of the Development Agenda Recommendations (A/48/5 REV.)

Out of a total of 303 performance indicators in the Program and Budget 2010/11, progress on 252 indicators, or 83 per cent, was “on track” in 2010. Performance on a total of 20 indicators, or 6.6 per cent, was assessed to be “not on track” and nine indicators, or three per cent, were “discontinued”. For 22 indicators, or 7.3 per cent, performance data for 2010 was not available.

#### *Section IV: Budget Utilization 2010*

The final section provides information on the Program budget for the biennium 2010/11, actual expenditure in 2010 and an indication of the budget utilization rate. Explanations are provided for those Programs for which actual expenditure fall outside the range of 40-60% of the biennial budget.

## **II. SUMMARY OF PROGRESS IN 2010**

The following represents a summary review of progress made in 2010:

### *The Strategic Realignment Program (SRP)*

The SRP continued to bring new focus to the Organization’s culture and values, greater efficiency in business processes and better alignment of Programs, structure and resources to the nine Strategic Goals. The SRP was re-formulated around four Core Values: Service Orientation; Working as One; Accountability for Results; and Environmental, Social and Governance Responsibility. The SRP governance structure was put in place, involving Project Leaders, SMT Champions and the SRP Program Management Office who collectively ensure that the individual initiatives strengthen the Core Values and position WIPO to be a responsive, efficient organization equipped to provide global leadership on IP issues. A comprehensive Core Values Staff survey was undertaken in December to baseline the Values and to identify areas for sharper focus. The 19 SRP initiatives were developed from concepts to solid plans in 2010, resulting in the development of defined project briefs for implementation during the subsequent two years, until the SRP’s scheduled completion in December 2012. The program thus moved from the planning to the implementation phase at the end of 2010.

### *Normative Areas*

Meeting for the first time under its mandate for the 2010/11 biennium, the WIPO Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) broke new ground by agreeing, at its 16<sup>th</sup> session in May 2010, on arrangements for intersessional working groups (IWGs). The first IWG, on traditional cultural expressions (TCEs), met in July 2010, with its results reported to the 17<sup>th</sup> session of the IGC in December 2010. IGC 17 accepted the IWG’s text on TCEs as a basis for continued negotiations and developed the text further. By the end of 2010, the IGC had, therefore, a single, negotiating text on TCEs developed by experts in an IWG and further improved by the IGC itself. The IGC’s work on traditional knowledge (TK) and genetic resources also continued. Further drafts of draft provisions on TK were commented upon, and the IGC received submissions on objectives and principles related to IP and genetic resources.

The Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) made progress on a number of specific topics in the areas of trademark and industrial design law. In particular, the SCT agreed on SCT reference documents in the areas of grounds for refusal of all types of marks and concerning technical and procedural aspects relating to the registration of collective and certification marks. The SCT advanced work in the definition of areas of convergence in Member State’s industrial design law and practice and started to discuss the possibility of convening a diplomatic conference for the adoption of a design law treaty during the 2012/13 biennium. The SCT also initiated work on new types of trademark use on the Internet.

The Standing Committee on the Law of Patents (SCP), at its two sessions in 2010, examined a number of issues relating to legal principles and practices of the patent system based on preliminary studies prepared by the Secretariat and a study on exclusions, exceptions and limitations prepared by a group of academic experts. At its 15<sup>th</sup> session in October 2010, the SCP unanimously agreed that the following issues would be addressed by the Committee as its future work: (i) exceptions and limitations to the rights (preparation of a draft questionnaire); (ii) quality of patents, including



opposition systems; (iii) patents and health; (iv) client-patent advisor privilege (a new study); and (v) transfer of technology (update of the preliminary study).

Some 11 decisions and requests resulting from the Standing Committee on Copyright and Related Rights (SCCR) established a detailed timetable for achieving progress on limitations and exceptions during 2011 and 2012, as well as the next steps for progress on the other issues in the Committee's agenda. Further, policies for addressing the needs of visually-impaired people were supported or advocated by 19 countries in international and/or national contexts over the course of the year.

The year 2010 was marked by steady progress towards creating an enabling environment that promotes respect for IP in a sustainable manner. During the 6<sup>th</sup> session of the WIPO Advisory Committee on Enforcement (ACE) Member States reconfirmed their commitment to the strategic direction of the ACE, reflected in the detailed work program of the 6<sup>th</sup> session of the ACE and the corresponding research commissioned by WIPO. The Committee reviewed methodologies and gaps in existing studies to measure the impact of counterfeiting and piracy; analyzed reasons that fuel counterfeiting and piracy, including with a view to different levels of socio-economic development; and explored alternate models to address counterfeiting and piracy. Member States agreed on a continuation of the Committee's work under this work program at the 7<sup>th</sup> session of the ACE.

#### *International IP Registration Systems*

The year 2010 also saw the continuation of efforts to improve service delivery of the international registration systems.

In 2010, the International Bureau completed the development and internal testing of a fully-working prototype of a new system (provisionally referred to as "ePCT") to allow pre-publication secure online access for applicants and/or agents to the documents and up-to-date bibliographic data held in the electronic file of international applications owned or managed by them. The system also includes an important identity management component. This is the first building block of a broader suite of secure online services that will be incrementally developed into a centralized electronic dossier for use by all the stakeholders that interact in the overall processing of international applications from filing through to grant.

As regards the Madrid system, further steps have been taken towards automatic processing of, for example, provisional refusals, final decisions, grants of protection and the translation of a number of other documents. As a result, a 35 per cent efficiency gain for translation was achieved for the last quarter of 2010. Furthermore, the introduction of e-tools such as the Goods and Services Manager will be assisting users in the process of preparing and filing an international application, whilst the development of other e-tools such as the Portfolio Manager, Realtime Status and Electronic Alerts (scheduled to be launched during the course of 2011) will facilitate the management of international trademark rights.

#### *Development and Development Agenda (DA)*

The Committee on Development and Intellectual Property (CDIP) met in two sessions in 2010 and approved five new projects addressing 12 DA recommendations which brought the total number of projects approved to 19 and the total number of projects under implementation in 2010 to 17 (nine projects on technical assistance presented to the third session of the CDIP, five thematic projects under implementation since January 2010 as well as the three thematic projects approved during the Fifth Session of the CDIP and under implementation since May 2010). The CDIP also considered the first Director General's Report on Implementation of the DA, the second Progress Report on Recommendations for Immediate Implementation, the second Progress Report on DA Projects, and agreed on the Coordination Mechanisms and Monitoring, Assessing and Reporting Modalities for DA projects. By the end of 2010, 54 observers had participated in the work of the CDIP.

The development of a national IP strategy in providing a framework of strategic directions for IP and IP-related initiatives in a country within the context of national development plans, has been gaining importance in many countries. In 2010, the process of IP strategy formulation and implementation were ongoing in 19 countries (six in Africa, three in the Arab region, four in the Asia and the Pacific region three in the Latin America and Caribbean region, and three in LDCs) and in 15 countries in countries with economies in transition.

The *IP Advantage* database was also launched featuring case studies demonstrating how IP works to promote innovation in both developed and developing countries.

#### *New Initiatives and Value-added Services*

During 2010, the new PATENTSCOPE search service contributed to an increased number of PATENTSCOPE users. New functionalities were added to the search service, including multilingual services. A number of national collections were also added to the database. CLIR, a cross-lingual expansion tool to assist in multilingual searching provides the possibility of simultaneous searches in five languages by inputting a search term in one language.

A new public-private partnership between WIPO and prominent information providers was launched in September 2010. The “Access to Specialized Patent Information” (ASPI) program provides low-cost or free access to commercial patent databases for patent offices as well as academic and research institutions in developing countries and LDCs and the opportunity to access powerful tools and services for retrieving and analyzing patent data offered by these databases.

WIPO’s program “Access to Research for Development and Innovation” (aRD*i*), launched in 2009 in cooperation with 12 major publishing companies, offered access to over 50 scientific and technical journals for 107 developing countries at a very low cost and for LDCs for free.

The establishment of Technology and Innovation Support Centers (TISCs) related DA project aims to assist local stakeholders in benefiting effectively from increased accessibility to the above mentioned and many other technology databases. In 2010, a total of six national training events were implemented which served as a prerequisite to launching national TISC networks. Service Level Agreements (SLAs) defining the national framework for establishing and developing TISCs were concluded with eight other countries in 2010.

Significant progress was made on the Visually Impaired Persons (VIP) initiative of the WIPO-led Stakeholders’ Platform. The two major achievements included the launch of the Trusted Intermediary Global Accessible Resources (TIGAR) and the Enabling Technologies Framework (ETF) projects. The TIGAR project focuses on the development of partnerships among stakeholders, technical solutions as well as business and processing models for supporting the VIP initiative, while the ETF project focuses on the development of accessibility standards, best practices in the publishing industry for producing accessible materials and conversion tools to convert works in print format to accessible formats.

The first phase of a comprehensive language policy for WIPO was presented to the 2010 Assemblies and approved by Member States, providing for the extension of full six-language coverage for the documentation of two additional Committees, the SCCR and SCT, commencing in 2011.

The Development Agenda project on “Start-Up” National IP Academies” for the creation of national IP Academies started in ten countries. The first start-up Academy is expected to be launched in Peru in May 2011.

The launch of the Economics Seminar Series attracted significant attention and promoted a focused discussion on the effects of IP policies on economic performance, drawing on the insights of some of the most prominent IP economists.

#### *Better use of information and communication technologies (ICT)*

Significant progress was made in 2010 in using technological tools to more effectively reach beneficiaries and other stakeholders. For example, PCT information dissemination and outreach to PCT users was enhanced through PCT-themed webinars given free of charge in 10 languages to participants in 65 countries.

For the first time in 2010, the Assemblies of the Member States was broadcast live over the Internet (via webcasting). The recorded video sessions were also made accessible through the WIPO Web site in the form of “video-on-demand”.

A major step forward in the modernization of the Administrative and Management Sector was the approval of the proposal to undertake a comprehensive implementation of the ERP portfolio of projects by the Assemblies in 2010. Following the approval, a portfolio governance structure was established by the Director General, appointing the ICT Board as the ERP Portfolio Board and delegating to this Board the authority to oversee the implementation and ensure the realization of business benefits. Significant progress was made in 2010 towards establishing the ERP Project Management Office (EPMO).

#### *Enhanced visibility of WIPO*

The launch of the new WIPO logo concluded the first phase of the Organization's rebranding to reflect its revitalization and strategic reorientation to keep pace with the rapid evolution of IP in the 21<sup>st</sup> century.

WIPO GOLD, the one-stop gateway to WIPO's global collections of searchable IP data, boosted the visibility of WIPO's previously dispersed IP data collections, and was a major step in raising the Organization's profile as a world reference source of IP information.

WIPO's visibility in the media around the world continued to increase in 2010 evidenced by an increase in press articles reporting on the Organization's work. The presence of singer/ songwriter Stevie Wonder at the 2010 Assemblies also generated extensive international media coverage for the Organization.

The establishment of an official WIPO channel on YouTube enabled the Organization to reach new and larger audiences for its videos.

Dialogue and engagement with the local community in Geneva continued to be a priority, with the organization of the first WIPO Open Day, giving an estimated 3,500 visitors an opportunity to learn about WIPO's activities, IP and its contribution to daily life.

#### *New building*

In 2010, the construction of the new administrative building progressed well towards completion. Occupation of the new building was scheduled to commence in April 2011.

### III. PROGRAM PERFORMANCE 2010

#### PROGRAM 1 PATENTS

Program Manager Mr. J. Pooley

#### OVERVIEW OF PROGRESS IN 2010

In view of enhancing cooperation among Member States in the area of developing the international patent system, two sessions of the Standing Committee on the Law of Patents (SCP) were held in January and October 2010. The SCP examined a number of issues relating to legal principles and practices of the patent system based on preliminary studies prepared by the Secretariat and a study on exclusions, exceptions and limitations prepared by a group of academic experts. The examined issues are: (i) dissemination of patent information; (ii) exclusions from patentable subject matter and exceptions and limitations to the rights; (iii) patents and standards; (iv) client-patent advisor privilege; (v) opposition systems; and (vi) transfer of technology. At its 15<sup>th</sup> session in October 2010, the SCP unanimously agreed that the following issues would be addressed by the Committee as its future work: (i) exceptions and limitations to the rights (preparation of a draft questionnaire); (ii) quality of patents, including opposition systems; (iii) patents and health; (iv) client-patent advisor privilege (a new study); and (v) transfer of technology (update of the preliminary study).

The approach of conducting substantive studies has allowed the SCP to review the current international patent system from a holistic perspective, taking into account the different needs and interests of all Member States. It has also supported the discussions of the SCP as a participatory process that takes into consideration the viewpoints of all stakeholders, and has resulted in gradually concretizing the Committee's activities on the basis of consensus.

In 2010, a number of countries acceded to or ratified WIPO administered treaties in the field of patents. Albania, Latvia, the Netherlands, Serbia and The former Yugoslav Republic of Macedonia joined the Patent Law Treaty (PLT), which made the total number of accessions or ratifications to the PLT reach 27 States at the end of 2010. One country (Luxembourg) ratified the Budapest Treaty in 2010.

In cooperation with relevant sectors, the Program provided legal assistance and policy advice in relation to national laws and regulations. At the request of national authorities, ten comments on drafts laws were elaborated, and five draft laws were prepared for their consideration. In the same period, four formal consultations on the legislative implementation or revision of the national or regional legal system were held in Member States. The assistance provided included advice in the proper utilization of flexibilities available within the multilateral legal system. Additional work in this field has been conducted within the framework of the CDIP.

Two experts from the ASEAN region commenced work to identify and document experiences on the effective use of patent related flexibilities based on real successful cases and best practices, as well as the main constraints that developing countries face in the implementation of these flexibilities. The experts, who are based in the Philippines and Singapore, will be able to enrich their initial findings in a regional meeting on these matters scheduled to take place in March 2011 in Bangkok.

Furthermore, the Program contributed to the discussions in other WIPO fora, such as the CDIP. 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 and concerning protection of trade secrets.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The Program was engaged in the implementation and preparation of two DA projects:

- Under the Project DA\_16\_20\_01 on Intellectual Property and the Public Domain, a study on Patents and the Public Domain was commissioned to External Experts from different regions. This study is expected to be finalized during the 1<sup>st</sup> quarter of 2011.
- Project on Patents and the Public Domain was prepared and presented to the sixth session of the CDIP. The Committee decided that the Secretariat would revise the proposal taking into account comments made by delegations and would present the project to be considered by the seventh session of the CDIP (April 2011).

In addition, the Program prepared a document on “Patent Related Flexibilities in the Multilateral Legal Framework and their Legislative Implementation at the National and Regional Levels”. The document was noted by the Committee and subsequently revised to include the comments made by Member States.

The design, planning and implementation of activities undertaken by Program 1 were informed by the relevant DA Recommendations.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Enhanced cooperation among Member States in the area of developing the international patent system	Agreement on, and start of implementation of, an SCP work program and advancement on issues of common interest	The SCP has not yet been able, but is on its way, to identify issues of common interest to be included in its work program	The SCP agreed that the Committee would address the following issues as the future work: (i) exceptions and limitations to patent rights; (ii) quality of patents, including opposition systems; (iii) patents and health; (iv) client-patent advisor privilege; and (v) transfer of technology	On track
	Greater number of Contracting Parties to the patent-related WIPO administered treaties	End 2009: 173 (Paris Convention) 72 (Budapest Treaty) 22 (Patent Law Treaty)	End 2010: 173 (Paris Convention) 73 (Budapest Treaty) 27 (Patent Law Treaty)	On track
Greater awareness of the legal principles and practices of the patent system, including the flexibilities existing in the system, and enhanced understanding and further clarification of current and emerging issues that arise in relation to patent-related matters	Increased number of debates on, and use of, the legal principles and practices of the patent system	Decision by Member States to discuss a number of patent-related issues in the SCP (open-ended list) as well as patent-related flexibilities in the CDIP	Ongoing discussions by Member States on a number of legal principles and practices of the patent system, including patent-related flexibilities, in the SCP and the CDIP	On track
Increased number of ratifications or accessions to the Patent Law Treaty	At least six ratifications or accessions to the Patent Law Treaty	22 ratifications or accessions - end 2009	27 ratifications or accessions - end 2010	On track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel) - vs. Budget after Transfers 2010/11  
*(in thousands of Swiss francs)*

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
3,610	4,751	2,217	47%

*Budget after transfers 2010/11*

Additional activities on Legislative and Policy Advice on Patents and Utility Models were assigned to this Program during 2010. Resource allocations for the Program were adjusted accordingly. The Program was also assigned incremental resources of approximately 0.2 million Swiss francs for 2010/11, for two DA projects: “IP and Competition Policy” and “IP and the Public Domain”.

*Budget utilization 2010*

Budget utilization was within range (40- 60%) for the first year of the biennium and is on track.

## PROGRAM 2 TRADEMARKS, INDUSTRIAL DESIGNS AND GEOGRAPHICAL INDICATIONS

**Program Manager**      **Ms Binying Wang**

### OVERVIEW OF PROGRESS IN 2010

The Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) held two sessions in 2010 and made progress on a number of specific topics in the areas of trademark and industrial design law. In particular, the SCT agreed on SCT reference documents in the areas of grounds for refusal of all types of marks and concerning technical and procedural aspects relating to the registration of collective and certification marks (see documents WIPO/STrad/INF/5 and 6). The SCT advanced work in the definition of areas of convergence in Member State's industrial design law and practice and started to discuss the possibility of convening a diplomatic conference for the adoption of a design law treaty during the 2012/13 biennium. The SCT addressed in depth the protection of names of States against registration or use as trademarks and to that end circulated and evaluated a questionnaire (see documents SCT/24/2 and 6). The SCT also initiated work on new types of trademark use on the Internet (document SCT/24/4). Regarding geographical indications, the SCT did not initiate any work during the period under review, with priority given to work on industrial designs and trademark-related topics.

Moreover, the year 2010 saw the convening of one session of a Working Group for the review of Rule 3(4) to (6) of the Regulations under the Singapore Treaty and the successful conclusion of that work with the adoption of a number of new rules concerning the representation of non-traditional marks by the Singapore Treaty Assembly in September 2010. In completing these various projects, the SCT advanced the international normative framework, in particular for trademarks in a balanced manner, taking account of the needs and developments of individual SCT Members.

In the course of 2010, six States ratified or acceded to the Singapore Treaty on the Law of Trademarks, bringing the overall number of ratifications by the end of 2010 to 22.

In cooperation with the National Institute for the Defense of Competition and the Protection of Intellectual Property of Peru (INDECOPI), preparations started for the holding of a Worldwide Symposium on Geographical Indications, to take place from June 22-24, 2011, in Lima, Peru. The Symposium will address geographical indications from several points of views, including its legal, administrative and economic dimensions.

Concerning the administration of Article 6*ter* of the Paris Convention, the Secretariat continued to implement the half-yearly electronic publication procedure as adopted by the Assembly of the Paris Union at its 40<sup>th</sup> session (September 2008). The two electronic publications in 2010 were published March 31 and September 30 respectively. In 2010, the Secretariat received 32 requests for communications under Article 6*ter* (3) (24 from States and eight from Inter-Governmental Organizations) covering a total of 341 individual signs. The Secretariat also continued the development of an internal integrated database for the preparation of the publication and distribution of signs protected under Article 6*ter*.

### IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The Program devised the trademark related part of the DA project DA\_16\_20\_01: "Intellectual Property and the Public Domain". The Program also provided advice to the project on IP and Product Branding for Business Development in Developing Countries and LDCs. The design, planning and implementation of activities undertaken by Program 2 were informed by the relevant DA Recommendations.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Progress achieved in the development of a balanced multilateral legal framework for trademarks, industrial designs and geographical indications	Areas of convergence in Member States' industrial design laws and practice; and trademark laws concerning grounds for refusal of all types of marks, and concerning technical and procedural aspects relating to the registration of certification and collective marks; better understanding of the use and effects of letters of consent to trademark registrations	Revised working documents in the area of the baseline description. No working document on protection of country names. First version of Regulations under the Singapore Treaty	Agreed SCT Reference Documents concerning grounds for refusal of all types of marks and concerning technical and procedural aspects relating to the registration of collective and certification marks (WIPO/STrad/INF/5 and 6). Progress in the definition of areas of convergence in Member States' industrial design law and practice (see documents SCT/23/5 and SCT/24/3). Questionnaire and SCT document on letters of consent to trademark registrations (SCT/22/5) and on the protection of names of States against registration and use as trademarks. Initiation of work on trademarks and the Internet (SCT/24/4). Adoption by the STLT Assembly of new Rules concerning the representation of non-traditional marks (Rule 3(4) to (10))	On track
Increased number of ratifications or accessions to the Singapore Treaty on the Law of Trademarks	At least ten ratifications of or accessions to the Singapore Treaty on the Law of Trademarks	17 ratifications or accessions out of which 15 were effective	Six new ratifications/accessions by the end of 2010 (Italy, Liechtenstein, Serbia, Slovakia, The former Yugoslav Republic of Macedonia, Ukraine)	On track
Evaluation of the progress of the assistance related to efforts for the implementation of the Singapore Treaty and of the benefits resulting from such implementation has been finalized	Issues limiting implementation of the Singapore Treaty and the benefits resulting from such implementation have been identified	No previous evaluations	Evaluation due at the Assemblies' Meeting in 2011	N/A 2010
The efficient administration of Article 6ter of the Paris Convention is ensured	Savings in staff and non-staff resources due to: (a) the replacement of paper-based communications by electronic publication; and (b) the development of a database for the management of Article 6ter records, permitting the retrieval of data for electronic publication	(a) March 31, 2009; and (b) no database available	(a) Electronic publications replacing individual paper circulars took place on March 31 and September 30, 2010 (b) database developed for retrieval of data for publication in Article 6ter Express data base and on the WIPO FTP server	On track
Better understanding among Member States of different existing approaches to the protection and use of geographical indications and the legal, administrative, socio-cultural and economic issues underlying to the implementation of such approaches	Member States feedback on the issues paper on geographical indications to be presented for discussion at the SCT	No current work on geographical indications by the SCT	No current work on geographical indications by the SCT	Not on track



## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
3,627	5,729	2,808	49%

*Budget after transfers 2010/11*

Additional activities on Legislative and Policy Advice on Trademarks were assigned to this Program during 2010. Resource allocations for the Program were adjusted accordingly. The Program was also assigned incremental resources of approximately 0.13 million Swiss francs for 2010/11, for two DA projects: "IP and Competition Policy" and "IP and the Public Domain".

*Budget utilization 2010*

Budget utilization was within range (40- 60%) for the first year of the biennium and is on track.

## PROGRAM 3            COPYRIGHT AND RELATED RIGHTS

**Program Manager    Mr. T. Clarke**

### OVERVIEW OF PROGRESS IN 2010

Demand from Member States remained strong for legislative advice on copyright and related rights, with 10 Member States receiving assistance during 2010, including on the use of flexibilities in the IP system to improve access to creative content online.

Some 11 decisions and requests resulting from the Standing Committee on Copyright and Related Rights (SCCR) established a detailed timetable for achieving progress on limitations and exceptions during 2011 and 2012, as well as the next steps for progress on the other issues in the Committee's agenda. Further, policies for addressing the needs of persons with print disabilities were supported or advocated by 19 countries in international and/or national contexts over the course of the year.

The increasing number of requests received from governments and other stakeholders to help improve understanding of how technological developments impact on copyright was in line with a new WIPO emphasis on the exercise of rights and how infrastructure and the involvement of Internet Intermediaries may facilitate the diffusion of creative content in the on-line environment. Increased dialogue with stakeholders in areas such as the exploration of the feasibility of establishing international databases for creative works, new lines of research on registration and documentation of copyright and the role and responsibility of Internet Intermediaries are part of this new WIPO approach. This new perspective is also to be found in the new focus on contractual practices and licenses, as exemplified by the Global Meeting on Emerging Copyright Licenses, which WIPO hosted in November 2010 under the DA project on IP and Competition Policy, or the series of targeted regional events on software licensing that dealt with software and e-health in Rwanda and software and innovation in Colombia.

Regarding creative industries, WIPO continued to provide assistance to countries in producing evidence on the performance of their creative sector. While the geographical scope of this activity was broadened, four more countries used the results from finalized research for the formulation of policies and strategies. Awareness building activities in the field of creative industries increased in coverage and intensity, involving 35 events in 24 countries. Capacity-building based on WIPO tools for creators was extended to 25 activities where specific knowledge on managing copyright assets by creators was shared. Creative industries publications were widely used in conferences, awareness and capacity-building events. In addition, all tools for creators were translated into French and Spanish to enable wider use in French and Spanish speaking territories. The preparation of new tools was launched based on identified interest in Member States.

Concerning collective management organizations (CMOs), achievements in 2010 included the expansion of the nature, quality and diversity of the services provided. In addition to the re-designing of the WIPOCOS system into a five-modules application and the development of an automated data capture and matching system to facilitate and enhance royalties distribution, implementation was characterized by a strategic shift in applying a streamlined methodology in the training of staff in the use of WIPOCOS, the development of customized business tools and the improvement of after-deployment support and assistance services. Another achievement related to the recognition of the efficiency of WIPOCOS functionalities, the fast growing requests for implementation in developing countries and the willingness of international collective management NGOs to contribute to the development and deployment of WIPOCOS in partnership with WIPO.

Infrastructure support activities to Member States' copyright offices (*Gestion del derecho de autor - GDA*), aimed at enhancing the operation of the offices, included the installation of the GDA system in five copyright offices complemented with training.

Significant progress was made on the Stakeholders' Platform of the WIPO-led Visually Impaired Persons (VIP) initiative. The two major achievements included the launch of the Trusted Intermediary Global Accessible Resources (TIGAR) and the Enabling Technologies Framework (ETF) projects. The TIGAR project focuses on the development of partnerships among stakeholders, technical solutions as well as business and processing models for supporting the VIP initiative, while the ETF project focuses on the development of accessibility standards, best practices in the publishing industry

for producing accessible materials and conversion tools to convert works in print format to accessible formats.

As a result of the Organization's strategic realignment process in 2010, technical assistance activities for developing countries in the field of copyright and related rights were transferred to the newly restructured Culture and Creative Industries Sector, with a view to better respond to the needs and demands of developing countries for technical assistance, particularly in the area of infrastructural, institutional and capacity building and improvement. Working closely with Member States, various training programs at national, regional and interregional levels were organized with the participation of more than 1,100 government officials, managers, experts and other copyright professionals from over 60 developing countries and LDCs. These activities contributed to the improvement of the awareness of the relevance and importance of copyright among different stakeholders as well as the enhancement of the institutional and human capacity of copyright offices and rights management organizations of these countries.

#### IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The Program was engaged in the implementation of four DA projects:

- Under Project DA\_10\_04 "Strengthening the Capacity of National IP Governmental and Stakeholder Institutions to Manage, Monitor and Promote Creative Industries, and to Enhance the Performance and Network of Copyright Collective Management Organizations" WIPO measurement tools for assessing the economic contribution of the creative industries, a specialized training modules on collective management and collective management business rules and CMOs assessment were developed.
- Under Project DA\_16\_20\_01 on "Intellectual Property and the Public Domain", A Scoping Study on Copyright and Related Rights and the Public Domain was prepared by an external expert. This Study was published on the WIPO website and presented to the sixth session of the CDIP. In addition, partial results of the second survey on voluntary and deposit systems have been made available on the WIPO website, including all the responses from Member States.
- Under Project DA\_7\_23\_32\_01 on "IP and Competition Policy" a Global Meeting on Emerging Copyright Licensing Modalities was held. The global meeting provided an opportunity for the exchange of national and regional experiences and information on the interplay between copyright and competition policies, examining, among others, licensing practices flowing from different business and management models and the compatibility between traditional licenses and emerging forms of licensing in the new technological environment.
- Under Project DA\_19\_24\_27\_01 on "IP, Information and Communication Technologies (ICTs), the Digital Divide and Access to Knowledge" a Study on Using Copyright to Promote Access to Information and Creative Content was commissioned to external experts. This study is expected to be completed during the third quarter of 2011.

The design, planning and implementation of activities undertaken by Program 3 were informed by the relevant DA Recommendations.

## PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Contribution to the development of the international copyright and related right policy and legal framework and of a global copyright infrastructure	Increased number of Member States that have benefited from legislative advice on various copyright and related rights issues	14 Member States benefited (2008/09)	10 Member States benefited (2010)	On track
	Number of countries that have used their study on the economic impact of creative industries for their policy development	10 countries used studies for policy development (end 2009)	Four countries used the studies for strategy and policy development of creative industries (Bulgaria, Jamaica, Kenya and Thailand)	On track
	Number of collective management organizations (CMOs) by which WIPOCOS have been deployed in a streamlining manner	WIPOCOS was installed and/or further upgraded in 10 CMOs in 2008/09	WIPOCOS was deployed in seven CMOs in 2010 including necessary business tools and services and reporting mechanisms (Ethiopia (ECRMS), Ghana (COSGA), Kenya (KAMP), Mozambique (SOMAS), Nigeria (COSON), Rwanda (RSAU), Zanzibar (COSOZA))	On track
	Decisions and requests resulting from the SCCR	30 decisions and requests (2008/09)	11 decisions and requests resulted from the SCCR sessions during 2010	On track
	Improved access to published works on the part of the visually impaired and other categories suffering from disabilities	10 countries with policies on behalf of visually impaired people (2008/09)	19 countries engaged in policy dialogue at national and/or international level with the objective of improving access of visually impaired persons to copyrighted works	On track
Increased awareness and capacity of Member States in copyright and related rights	Number of meetings/conferences/seminars by organization and country where WIPO was invited to disseminate information related to copyright and related rights	45 events in 23 countries (2008/09)	35 events in 24 countries (targeting creative industries)	On track
			34 events at national and regional levels were organized in 25 countries as part of copyright development services from April to December 2010	
	Number of requests received from governments and other stakeholders to help improve understanding of how technological developments impact on copyright	95 requests in 2008/09	21 requests	On track
	Number of experts in the copyright and related rights area by country and organization participating in WIPO seminars and capacity building activities (in cooperation with TACB)	3,700 participants in 2008/09 in creative industries related events	About 1,100 experts and participants from 60 developing countries and LDCs attended seminars, workshops, study visits and other capacity building activities (April to December 2010)	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Clarification of current emerging issues on copyright and related rights to Member States, creative industries, right owners and users	Number of citations by publication/ published studies	Baseline not available	Five national studies were published and five more were prepared for publication	On track
	User number of the studies, tools and guidance materials published on the WIPO web site by country and organization (Web site hits)	About 200,000 hits on the Sector's major web pages, and about 15 emails received on average daily on matters concerning copyrights and related matters	About 230,000 hits on the Sector's major web pages (all languages combined), and about 1,000 emails received on matters concerning copyright and related matters	On track
	Number of co-authored papers (done jointly between WIPO and other organization/s)	Baseline not available	UNCTAD and WIPO co-authored the Creative Economy Report 2010	On track
Increased awareness and capacity of Member States in copyright and related rights, and enhanced knowledge in the management of IP-based assets by creative enterprises	Number of countries that have requested and used WIPO tools on the management of copyright/IP in specific creative industries	10 national/regional workshops based on WIPO tools for specific creative industries (end 2009)	16 national and regional meetings held in 14 countries as follows (Algeria, Azerbaijan, Brazil, China, Colombia, Croatia, Indonesia, Kenya, Lesotho, Lithuania, Malawi, Philippines, Thailand and Viet Nam)	On track
	Number of workshops/seminars held on specific creative industries (documents, publications distributed)	25 conferences and workshops based on WIPO tools (end 2009)	24 workshops, seminars and conferences, 2,230 creative industries publications were distributed to participants in WIPO meetings, 1,230 copies were reprinted	On track
Clarification of current emerging issues on copyright and related rights to Member States, creative industries, right owners and users	Development of new guides/studies on the economic, social and cultural impact of copyright in the creative industries	One tool developed in previous period	One tool on assessing economic, social and cultural impact of IP in the creative industries is under development	On track
	Development of new tools providing practical information on licensing and financing in specific creative industries	Three WIPO publications and one joint publication WIPO/UNDP/UNCTAD/UNESCO  Two Regional Seminars dealing with Licensing in the digital environment (one on software, another on UGC)	One Global Meeting on Emerging Licensing Modalities and three regional seminars, including two on software and one on the audiovisual sector	On track

## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
12,813	16,040	7,011	44%

*Budget after transfers 2010/11*

Copyright Development Activities were assigned to this Program with an associated resource allocation of approximately 5.1 million Swiss Francs. In addition, the Program was assigned incremental resources of approximately 0.39 million Swiss francs for 2010/11, for three DA projects: "IP and Competition Policy", "IP and the Public Domain" and "IP, Information and Communication Technologies (ICTs), the Digital Divide and Access to Knowledge".

*Budget utilization 2010*

Budget utilization was within range (40- 60%) for the first year of the biennium and is on track.

## **PROGRAM 4                    TRADITIONAL KNOWLEDGE, TRADITIONAL CULTURAL EXPRESSIONS AND GENETIC RESOURCES**

**Program Manager            Mr. J. C. Wichard**

### OVERVIEW OF PROGRESS IN 2010

2010 saw considerable progress in the negotiations of the WIPO Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (the IGC). Meeting for the first time under its mandate for the 2010/11 biennium, the IGC broke new ground by agreeing, at its 16<sup>th</sup> session in May 2010, on arrangements for intersessional working groups (IWGs). The first IWG, on traditional cultural expressions (TCEs), met in July 2010. The results of the first IWG were reported to the 17<sup>th</sup> session of the IGC in December 2010. IGC 17 accepted the IWG's text on TCEs as a basis for continued negotiations and developed the text further. By the end of 2010, the IGC had, therefore, a single, negotiating text on TCEs developed by experts in an IWG and further improved by the IGC itself. The first IWG was widely regarded as a success. This new format enabled collaborative and inclusive technical work which propelled the IGC's negotiations on TCEs to a more advanced stage. The IGC's work on traditional knowledge (TK) and genetic resources continued as well. Further drafts of draft provisions on TK were commented on, and the IGC received submissions on objectives and principles related to IP and genetic resources. Overall, 2010 witnessed a cooperative and focused working atmosphere in the IGC, with significant progress so far towards fulfillment of the IGC's mandate for this biennium. Much substantive work remains, however. Preparations for the second and third IWGs (on TK and genetic resources, respectively, scheduled for early 2011) were also made by the end of 2010.

New initiatives to increase participation in the IGC process and improve communications were undertaken. Arrangements for the IWGs included a novel funding mechanism that allows for a marked increase in the number of funded representatives to IWG sessions from developing countries, LDCs and countries in transition. In so far as indigenous and local community participation goes, the rules of the WIPO Voluntary Fund for Accredited Indigenous and Local Communities were amended by the WIPO General Assembly in September 2010 to extend funding to the IWGs. A WIPO Indigenous IP Law Fellow was appointed for 2010. The WIPO Traditional Knowledge Division's website was restructured and refreshed and, preceding IGC 16 in May 2010, the Secretariat began to offer Informal Information Sessions to Geneva-based delegates before each IGC and IWG session.

Requests for capacity-building and other practical activities were met in so far as time and resources permitted. These activities served to increase understanding of the issues and the development of legislation and the forging of practical solutions at the regional, national and community levels, complementing the IGC's normative work. Most notably, in cooperation with the Russian Federation, an International Symposium "Intellectual Property and Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources: Towards Sustainable Development for Indigenous Communities" was organized in St. Petersburg, Russian Federation in October 2010. Work continued on a regional framework on TK, TCEs and genetic resources for the Caribbean, implementation of the TK Action Plan and of an IP strategy for the Pacific Arts Festival 2012 in the Pacific. Assistance provided to ARIPO over several years culminated in the adoption by ARIPO Member States of a regional instrument on TK and TCEs.

Regarding developments in other fora, a significant event was the adoption of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity. WIPO followed the development of this Protocol closely, as well as developments in other key fora, mindful that the IGC's mandate stipulates that the negotiations of the IGC should be without prejudice to the work pursued in other fora.

### IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The design, planning and implementation of activities by Program 4 were informed and guided by the relevant DA Recommendations. The Program's norm-setting activities within the IGC continued to be inclusive and member-driven (Recommendation 15), duly considering the boundaries, role and contours of the "public domain" (Recommendations 16 and 20) and taking into account flexibilities in international IP agreements (Recommendation 17). The IGC's negotiations were based upon open

and balanced consultations (Recommendations 21 and 42) while being supportive of the UN development goals (Recommendation 22). Text-based negotiations towards reaching agreement on the text of an international legal instrument (or instruments) which will ensure the effective protection of TK, genetic resources and traditional cultural expressions (TCEs) began in the IGC in the period under review and directly furthered the implementation of Recommendation 18. The Program's technical assistance, capacity-building and legislative assistance activities were development-oriented, demand-driven and reported on in the normal course (Recommendations 1 and 13). The protection of TK, TCEs and GRs contributes to the mainstreaming of development considerations into WIPO's work and the understanding and use of flexibilities (Recommendations 12 and 14). On participation, funding and other institutional matters, the IGC's *ad hoc* NGO accreditation mechanism and the WIPO Voluntary Fund for Accredited Indigenous and Local Communities assisted in ensuring wide participation of civil society (Recommendation 42).

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
A stronger international legal and policy framework protecting TK and TCEs for the economic and cultural benefit of communities and other TK and TCE holders and their countries	Adoption of an international instrument addressing IP and the protection of TK and TCEs	Comprehensive, substantive information base from which an instrument could be prepared, but diverse views among States as to the content and legal character and scope of any instrument	Arrangements for IWGs were agreed. IWG 1 on TCEs took place. A single negotiating text on TCEs was developed by experts and improved by the IGC. Work continued on TK and genetic resources	On track
Enhanced capacity at the regional, national and community levels to make use of IP principles and systems for the protection of TK and TCEs, and for management of the relationship between IP and genetic resources, for the economic and cultural benefit of communities and other TK and TCE holders and their countries	Number of regional and national policy and legal processes using WIPO policy documents and legal materials. Target: Eight	12 processes in 2008/09	Eight processes in 2010: WIPO documents and materials were used in regional processes in Africa, the Pacific and the Caribbean, and in two national processes in the Pacific, one in Africa, one in Asia and one in the Arab region	On track
	Number of community, national or regional capacity-building activities that make actual use of WIPO materials and expertise. Target: 10	26 activities in 2008/09	16 distinct capacity-building activities in 2010	On track
Greater cooperation and coordination between the work of WIPO and that of other international processes concerning TK, TCEs and genetic resources	Number of processes of other international fora and agencies which explicitly recognize WIPO's distinct technical IP expertise and input. Target: Four	14 processes in 2008/09	Five processes in 2010: WIPO was invited to participate in and provide IP-related information to meetings and activities of the CBD, OHCHR, UNESCO, UNCTAD and the WTO	On track
	Number of joint publications or activities between WIPO and other international agencies. Target: Three	Seven joint publications or activities in 2008/09	Three joint publications or activities in 2010. WIPO contributed to an UNCTAD publication and continued to cooperate with the Pacific Islands Forum Secretariat and the Secretariat of the Pacific Community on significant projects in the Pacific	On track



## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
7,159	6,621	2,884	44%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a decrease in personnel resources due to post vacancies in 2010.

*Budget utilization 2010*

As regards non-personnel resources, most of the budget for Program 4 is dedicated to the IGC process (comprising IGC and IWG sessions). Four IGC sessions and three IWG sessions have been budgeted for in the 2010/11 biennium. Only one IWG could be held in 2010, in addition to the two IGCs, while in 2011 there will be two IGCs and two IWGs (four meetings). Non-personnel expenditure for IWGs has therefore been postponed to the second year of the biennium.

Overall, budget utilization was within range (40-60%) for the first year of the biennium and is on track.

## PROGRAM 5 THE PCT SYSTEM

Program Manager Mr. J. Pooley

### OVERVIEW OF PROGRESS IN 2010

In 2010, PCT Operations continued to feel the lasting aftereffects of the global economic downturn. While filing rates increased by approximately five per cent compared to 2009, workloads only increased by two per cent. This is explained by the difference in time between the date on which PCT international applications are filed at Receiving Offices throughout the world and the date on which they are received by the International Bureau. Despite only two per cent less publications in 2010, the unit cost of processing an application was nonetheless reduced by eight per cent, mainly due to a significant decrease in indirect costs, and staff departures (reduction of 13 per cent) principally as a result of the Voluntary Separation Program. Quality indicators improved throughout the year, reaching levels not experienced since 2000.

A continued focus of the PCT was the further development of the PCT system. At its June 2010 session, the PCT Working Group endorsed a series of recommendations based on a study by the International Bureau entitled "The Need for Improving the Functioning of the PCT System", covering a variety of actions which should be undertaken by the International Bureau, applicants, Contracting States and national Offices (acting in both their national and international capacities) to make the PCT system more effective both for processing patent applications and for supporting technology transfer and technical assistance for developing countries. Many of the proposals relating to improving the quality of international search and preliminary examination reports seek to build on the work already underway within Offices which act as International Authorities (both in their national and international capacities) to improve their ability to search prior art from a wide range of sources and in a wide range of languages and share the results of those searches with other Offices. To follow up on some of the recommendations, the Working Group also commissioned a series of studies to assess how successful the PCT system has been in disseminating technical information, in facilitating access to technology and in providing technical assistance for developing countries. These studies will include recommendations on ways to boost the PCT's performance in these areas and will also explore the possibility of extra-budgetary funding arrangements to finance technical assistance projects.

The International Bureau continued making efforts in conducting various tailor-made cooperation activities with PCT Member States, Offices and International Authorities, as well as countries interested in joining the PCT. The activities covered, *inter alia*, staff training and technical, legal, operational and administrative issues for better implementing the PCT and promote PCT use, both nationally and regionally. Training activities and seminars focused in particular on Offices in developing countries and LDCs, and universities, research institutions and interested circles in those countries. Technical cooperation activities focused on the electronic exchange of documents and data between the International Bureau and Offices, resulting in 85 per cent of the International Bureau's incoming documents from Offices being received in electronic form. The International Bureau will collect feedback systematically from PCT Member States, Offices and International Authorities to improve these cooperation activities.

In 2010, the International Bureau completed the development and internal testing of a fully-working prototype of a new system (provisionally referred to as "ePCT") to allow pre-publication secure online access for applicants and/or agents to the documents and up-to-date bibliographic data held in the electronic file of international applications owned or managed by them. An initial pilot production phase will be launched early in 2011. The system also includes an important identity management component, which is the first of its kind in WIPO. This is the first building block of a broader suite of secure online services that will be incrementally developed into a centralized electronic dossier for use by all the stakeholders that interact in the overall processing of international applications from filing through to grant.

Significant progress was made on using technological tools for PCT information dissemination and outreach to PCT users. PCT-themed webinars were given free of charge in 10 languages to participants in 65 countries, and more than 4,000 persons from 142 countries followed the 10-language PCT basic distance learning course. Important to the continued success of the PCT system, PCT staff continued to make sustained efforts to maintain close contact with and foster close relationships with PCT applicants.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

An important part of the work of the Program involves the promotion of the PCT system and technical cooperation and assistance to developing countries and LDCs. This work directly contributes to the implementation of DA Recommendations 10, 11 and 31. In addition, during 2010, a study entitled "The Need for Improving the Functioning of the PCT System" (PCT/WG/3/2) was prepared. *Inter alia*, this study looked into the issue of how well the PCT system was performing with regard to one of its main objectives, namely, to support technology transfer and technical assistance for developing countries, and in this context addressed the issue of how future development of the PCT could be matched with applicable DA recommendations, notably from Clusters A and C. Discussions on these issues will continue in 2011, in particular on the basis of further studies requested by Member States to be carried out by the International Bureau, to be presented to the fourth session of the PCT Working Group.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Containment of cost of receiving, processing and translating an international application	Workload Indicators (see annex)	Total record copies in 2009: 158,800	Total record copies in 2010: 162,000	On track
	Productivity Indicators (see annex)	Total unit cost: 821 Swiss francs	Total unit cost: 756 Swiss francs	On track
Consistent, high quality services to PCT users	PCT Quality indicator (see annex)	Aggregate index Q4 2009: 90%	Aggregate index Q4 2010: 95.3%	On track
Continued use of technological tools for PCT information dissemination and outreach to users of the PCT	Annual number of users of webinars, video conferences, and distance learning courses, et al.	Data not available	14 webinars were held in 2010 in 10 languages which were watched by 1,072 participants in 65 countries; PCT basic distance learning course (in 10 languages) was followed by 4,122 participants in 142 countries--recordings of the webinars and underlying presentation are available on the PCT website; use of video conferences for PCT training while still minimal, is growing	On track
Close relationships with PCT applicants worldwide	Regular contacts with PCT applicants worldwide	Data not available	PCT staff attended meetings of most major IP law associations in the United States of America, Asia and Latin America, held more than 40 meetings with individual PCT user entities and had interviews with 27 companies identified as PCT "under-users"	On track
A single consolidated processing environment supporting the PCT procedure	Reduction in the use of the COR system by offices	25 offices	11 offices still using COR	On track
	99% systems availability for agreed operations times	98% internal systems availability; 99% external	99.7% internal systems availability; 98.6% external	On track
	% of users rating the systems as satisfactory and above	Data not available	75% of respondents rated the systems as satisfactory or above (as at June 2010)	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Considerable progress made in the establishment of a fully electronic PCT procedure	85% of incoming documents arrive electronically	79% of documents	85% of documents arriving at the IB were in electronic form	On track
Availability to applicants and Offices of confidential data and transactions via secure mechanisms in the PCT Customer Service Centre	At least 500 registered users classified by countries	Services not yet deployed	By the end of 2010, the system (now referred to as "ePCT") was deployed for closed pilot testing and is on track for public launch during the third quarter of 2011, in which case 500 users by the end of the year is very realistic.	On track
	Services are adopted by at least five large applicants	Services not yet deployed	See above.	On track
	At least three functions are deployed that use a common identity management service	Services not yet deployed	The IDM was deployed at the end of 2010 for three services in closed pilot. These are expected to come into open use and further services be added during the third or fourth quarter of 2011.	On track
Intensified cooperation with, and improved coordination of activities of, PCT Offices and Authorities covering, inter alia, operational, technical, procedural, legal and training issues	Feedback from Member States on the successful implementation of cooperation activities carried out "on request" or under formal cooperative work programs (joint International Bureau/Office evaluation)	Feedback data is not yet collected systematically	PCT Office feedback survey to be circulated in February 2011. Responses to be collected and analyzed in 2011	N/A 2010
Submission of proposals as to how the PCT system as a whole might be improved so that it delivers results which meet the needs of applicants and designated Offices of all types and which assist Offices in ensuring rapid resolution of rights in the national phase	Timeliness of submission of proposals	% of working documents posted on WIPO website within the 2 month time limit: 0% for PCT/WG/3	% of working documents posted on WIPO website 8 weeks/5 weeks/4 weeks/3 weeks before PCT/WG/3: 0%/33%/66%/100%  % of working documents posted on WIPO website 8 weeks before PCT/A/41: 100%	On track
	Feedback from Member States on the quality of the proposals	n/a	Delegations of Member States represented at the June 2010 session of the PCT Working Group expressed their appreciation for the preparatory work for the session by the Secretariat, notably the informal briefing sessions held in the run-up to the meeting, and for the quality of the working documents submitted for the consideration by the Working Group (see the report of the session, document PCT/WG/3/14 Rev. and text below)	On track
	Adoption of proposals by the appropriate PCT bodies	PCT/A/40: 100%	Adoption by PCT/A/41 of proposals for amendment of the PCT Regulations: 100%. At its June 2010 session, the PCT Working Group endorsed a series of recommendations, based on a study by the International Bureau entitled "The Need for Improving the	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
More accessible legal and technological information concerning better applications available to member States, applicants, research institutions and the public	Timely publication of complete searchable public information concerning PCT applications	Fully searchable formats not yet available in certain non-Roman character languages	Functioning of the PCT System <sup>7</sup> , covering a variety of actions which should be undertaken to make the PCT system more effective both for processing patent applications and for supporting technology transfer and technical assistance for developing countries  All Chinese XML filings are made available on PATENTSCOPE as of July 2010	<b>On track</b>

#### BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
183,748	173,824	82,002	47%

#### *Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a decrease in personnel resources, primarily under PCT Operations, due to the departure of a number of staff under the Voluntary Separation Program (VSP)

#### *Budget utilization 2010*

Budget utilization was within range (40-60%) for the first year of the biennium and is on track.

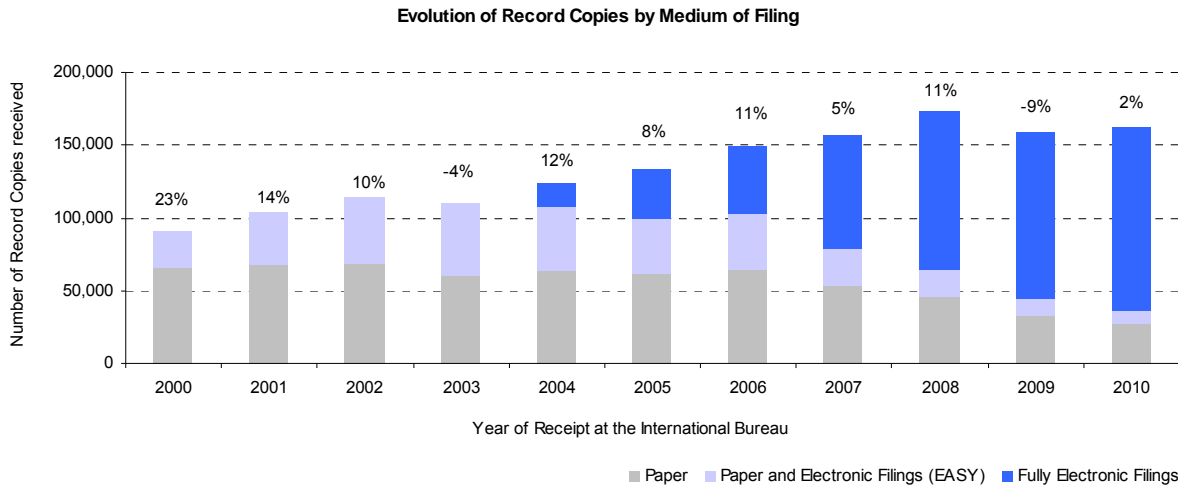
[Annex on Indicators for PCT Operations follows]

**Annex: Indicators for PCT Operations**

**Workload Indicators**

The usage of the PCT system for international patent filings has increased rapidly since the system was established in 1978, with an average annual increase of about 6.3 per cent of international applications in the last decade.

A useful indicator of the evolution of the PCT workloads at the International Bureau (IB) is the yearly number of record copies received by the PCT Operations<sup>2</sup>.

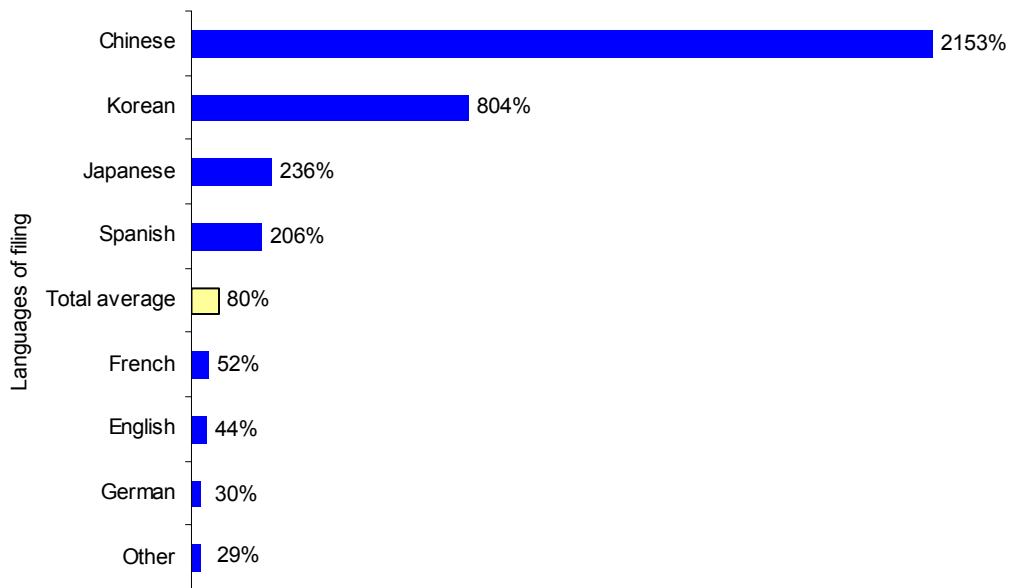


- The IB received over 162,000 record copies in 2010, representing an increase of 2 per cent compared to 2009. Whereas filings in 2010 are estimated to have increased by 5.7 per cent, this increase was not fully reflected in the IB’s 2010 workloads, because of the time lags between the date on which an international application is filed and the date of the receipt of the record copy by the IB.
- The share of fully electronic filing methods kept increasing in 2010 and now represents 78 per cent of total filings.

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> A record copy is a PCT application transmitted to the International Bureau by a receiving Office after its filing at, and its processing by, that Office. 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 these Offices. For this reason, trends in the receipt of record copies, while valid indicators of International Bureau workloads do not accurately match trends in the filing of PCT applications.

**Growth of languages of filing between 2000 and 2010**



Growth rates

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, including 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

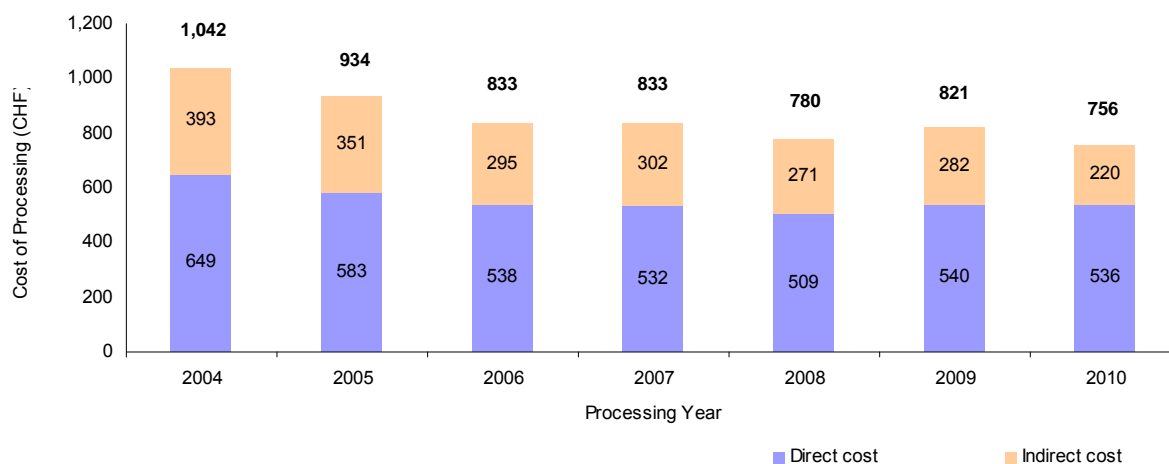
The definition of the unit cost used in this methodology is the average total cost of producing one unit of output. Average total cost is determined by the total of the PCT expenditures plus a proportion of the expenditures of supporting and management activities. The unit cost is therefore an average 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 expenditures of the units of the PCT system (the Administration of the PCT system and programs). The indirect cost includes the expenditures of the organization units that support the PCT system (e.g. Building, IT...). It should be noted that PCT Operations only has the capacity to influence part of the direct cost. These expenditures 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 756 Swiss francs in 2010, which represents a decrease of 27 per cent since 2004.

Unit Cost of PCT Processing (in Swiss Francs)



- Although the number of applications published was 2 per cent lower in 2010 than it was in 2009, cost reductions in 2010 were such that the unit cost per application was reduced by 8 per cent to reach 756 Swiss francs. The principal causes of this decrease in the unit cost are reductions in the indirect costs associated with the processing of applications (as defined above) and staff reductions in the PCT Operations Division, resulting from, inter alia, the Voluntary Separation Program (see below for more details).

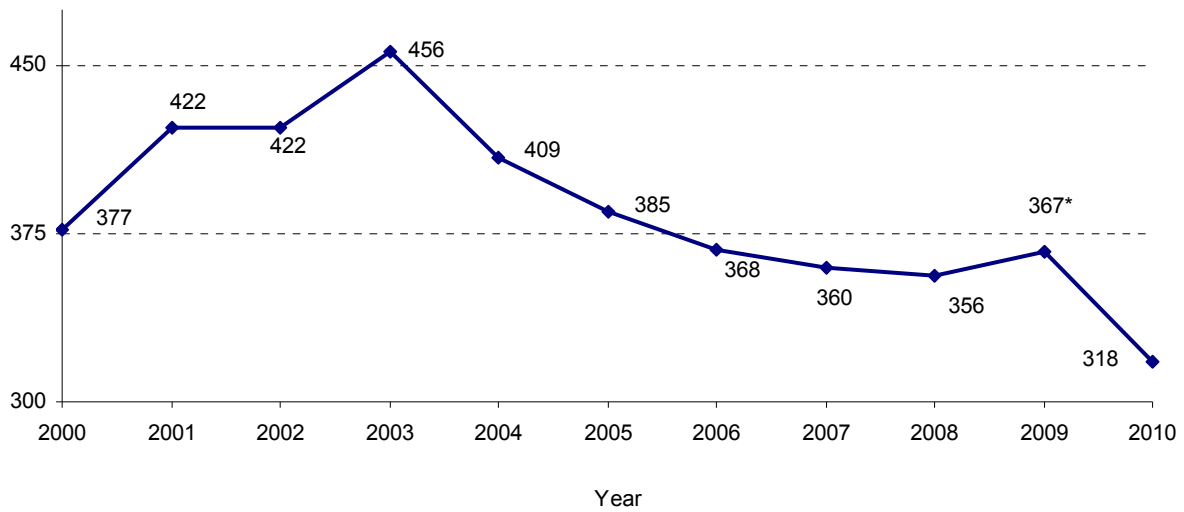
### Staff

#### Number

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).



Number of Personnel in PCT Operations



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

- The PCT Operations Division’s personnel was reduced by 13 per cent in 2010 (49 staff less than in 2009). This reduction was mainly due to departures in the group responsible for formalities examination following the Voluntary Separation Program. As a number of these now vacant positions will need to be filled, a moderate increase in the personnel count may be expected in the next few years.

**Productivity Indicator**

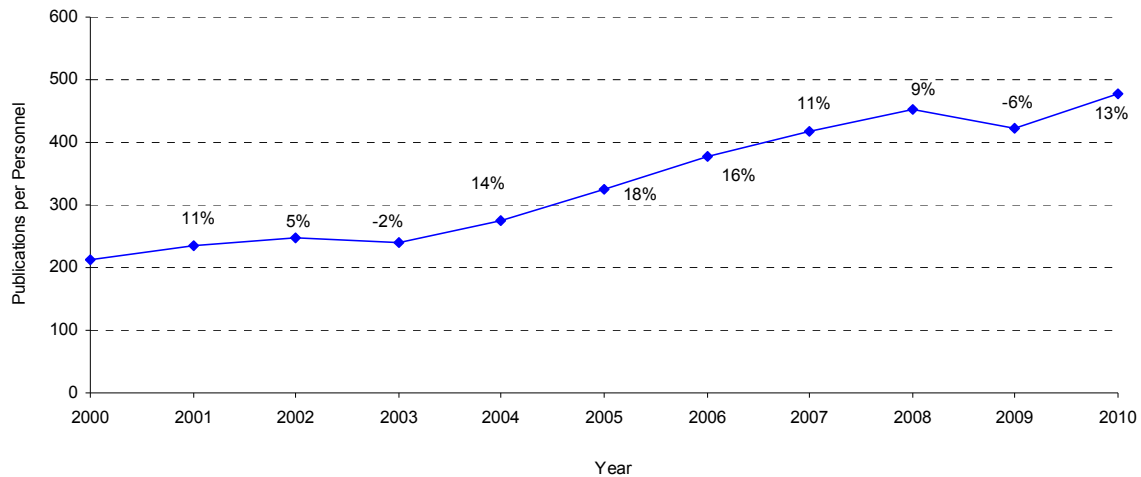
The definition of staff productivity is output divided by the number of available staff. This calculation is easy to apply as the definition of its two components remains static over time and comparison between different periods is straightforward.

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 Division



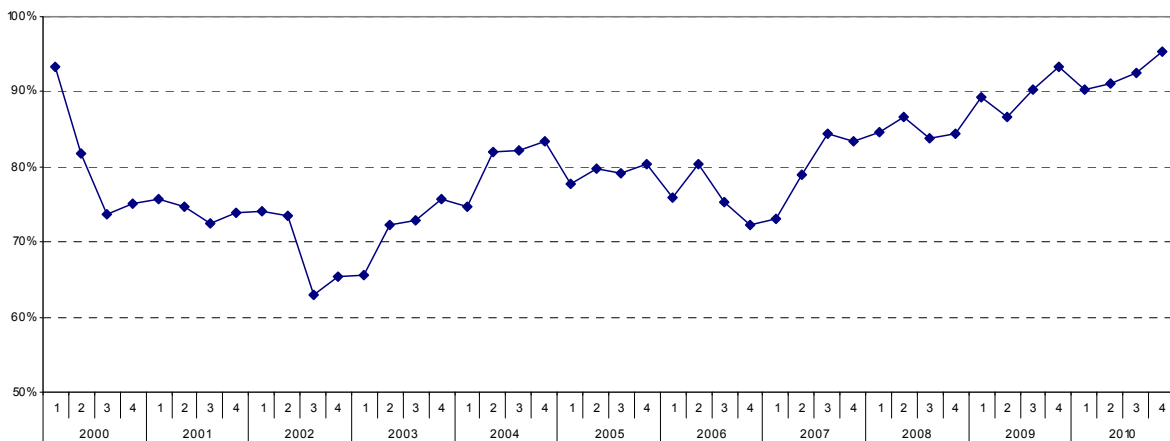
- The significant increase in productivity gain in 2010 is the result of the reductions in personnel, as shown in the previous indicator.

### 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 simple 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<sup>3</sup>.

Quality indicator



- Quality as measured by the aggregate index has markedly improved, reaching 95.3 per cent in the final quarter of 2010, which is the highest it has been in a decade.

[end of Annex]

<sup>3</sup> The indicator is computed as follow: 1. Percentage of form PCT/IB/301 (Notification of receipt of a PCT International Application) sent up to 5 weeks after the receipt at the International Bureau (IB) of the applications; 2. Percentage of PCT International Applications published up to 6 months and 3 weeks after the International Filing Date; 3. Percentage of later publication of international search report (ISR) made up to 2 months after the receipt of the ISR at IB; 4. Percentage of republications made due to correction of entry in Section I of the PCT International Application.

**PROGRAM 6 MADRID, HAGUE AND LISBON SYSTEMS****Program Manager Ms. Binying Wang**

## OVERVIEW OF PROGRESS IN 2010

**The Madrid System**

In 2010, Israel, Kazakhstan and Sudan acceded to the Madrid Protocol, increasing the number of members of the Protocol to 83, and the total number of members of the Madrid Union to 85. Initiatives have been undertaken to promote accession to the Protocol in countries only members of the Agreement. Two countries remain in the Agreement only (Algeria and Tajikistan). Due to passing of a bill in the Parliament in December, Tajikistan's accession to the Protocol seems imminent (end of March 2011). A high level of promotional activities to current as well as potential members has been undertaken. One focus has been the promotion of a better use of the Madrid system, in particular in countries where an under-utilization can be observed.

After the significant decrease of almost 17 per cent in 2009, the international trademark activity recovered in 2010 with WIPO receiving 39,687 applications representing 12.8 per cent rate of growth compared to 2009. Of the applications received in 2010, 6.9 per cent came from developing countries and LDCs, exceeding the target of 5.6 per cent. However, the number of new registrations processed (37,533) was below the number of applications received, mainly due to staff departures as part of the Voluntary Separation Program. The Madrid system reached 97 per cent of the target for renewals and had an average processing time between 3.5 and 4 weeks, with 95 per cent of the documents processed within 3 weeks. Some 80 per cent of the files fulfilled the quality standard and professionals and key stakeholders from more than 15 national Offices members of the Madrid Union were trained by WIPO in Geneva or in the relevant national Offices.

Further steps have been taken towards automatic processing of, for example, provisional refusals, final decisions, grants of protection and the translation of a number of other documents. So far, a 35 per cent efficiency gain for translation has been achieved for the last quarter of 2010. Furthermore, the introduction of e-tools like the Goods and Services Manager will be assisting users in the process of preparing and filing an international application, whilst the development of other e-tools such as the Portfolio Manager, Realtime Status and Electronic Alerts (scheduled to be launched during the course of 2011) will facilitate the management of international trademark rights.

Increased electronic communication between the International Bureau and the National Offices has brought efficiency gains for the International Bureau. To meet the increasing demand from users (right holders and National Offices) for more information and better communication, several measures have been initiated to enhance the customer-oriented culture in the Operations Services.

The Working Group for the Legal Development of the Madrid System continued the discussion to review some of the fundamental features of the system (including the basic mark requirement). To carry out further analysis on the extent of the occurrence of central attack, members of the Madrid Union have submitted relevant information concerning the underlying grounds associated with notifications of ceasing of effect transmitted. This data will be important for the upcoming discussions on the mechanism of central attack and also in the process of the demystification of central attack.

The Working Group has established procedures for electronic adoption of a report of a Working Group meeting, which resulted in the adoption of the report only 3.5 months after the completion of the meeting compared to a previous timing of at least 6 months.

The establishment of the Madrid Legal Forum, which went live in the beginning of 2011, was a request to the Secretariat from the Working Group to "take steps to establish an electronic forum concerning the issues of the requirement of a basic mark and of central attack". It should be seen as a means to facilitate the free exchange of ideas concerning the present and the future of the Madrid system. As agreed in the Working Group, one of the focus areas for 2011 and onwards is to focus on simplification of internal processes, identifying areas which may benefit from simplification, to ensure that the International Bureau is ready to meet the demands of the future with further growth, better quality service to the users and geographical expansion of the system.

## The Hague System

A number of initiatives undertaken in line with the Medium Term Strategic Plan (MTSP) 2010-15 started bearing results in 2010, making the management of the Hague system largely “on track” and well positioned for further improvement.

Some of these initiatives were undertaken with the Members of the Hague Union and implemented with the approval of the Assembly, namely the coming into force of new Common Regulations specific to the 1960 and 1999 Acts of the Agreement and the introduction of Spanish as a full working language. Other initiatives, often undertaken in cooperation with the Offices of the Members of the Union, have led to an increase in the number of training or outreach activities, and a general improvement in the quality of information provided on the Hague system. Finally, internal initiatives, such as the revamping of the electronic filing interface and the launching of an electronic-renewal interface, have resulted in an increase in the quality of service as well as swifter and more cost-effective processing of these types of requests.

The above results helped filings under the Hague system to increase by 33 per cent in 2010, with more filings coming in particular from developing countries (10 applicants). Nevertheless, and in spite of being on track in terms of designs filed, renewals and other recordings, the number of new registrations remained far below that envisaged for 2010. The intended biennial target is therefore not likely to be met. This is explained by the fact that the results for 2009 were themselves much lower than anticipated at the time the forecast for the 2010/11 biennium was made. This was due to a combination of two external factors, namely the global economic crisis and the fact that the membership to the 1999 Act did not grow as expected. There is little doubt, however, that sustained efforts in 2011 will result in a much healthier and popular system at the end of the biennium than it was at the beginning.

## The Lisbon System

In 2010, the Membership of the Lisbon Agreement increased to 27, following the accession of The former Yugoslav Republic of Macedonia. With a view to facilitating a further increase of the Membership, the Working Group on the Development of the Lisbon System, established by the Lisbon Union Assembly in 2008, is currently engaged in a review of the Lisbon system, aimed to make the system more attractive for users and prospective new Members, while preserving its principles and objectives. At its Second Session (August 30 to September 3, 2010), it considered the results of the questionnaire survey initiated by the International Bureau in 2009. It also considered a study prepared by the International Bureau on the relationship between regional systems for the protection of geographical indications and the Lisbon system and the conditions for the possible accession by IGOs to the Lisbon Agreement. As a result, the Working Group agreed that the International Bureau prepare draft provisions, for consideration at its Third Session, on certain matters that had been discussed. The Working Group also invited the International Bureau to prepare a study on the possibility of dispute settlement within the Lisbon system, as it might be useful to explore in which situations dispute settlement might be appropriate and in what form.

As from January 1, 2010, as a result of the amendments to the Regulations under the Lisbon Agreement adopted by the Lisbon Union Assembly in September 2009, an optional procedure is in place by which the competent authority of a contracting country can send a statement of grant of protection in respect of a given internationally registered appellation of origin. This procedure has meanwhile been used a number of times in cases in which a decision had been taken that no refusal declaration would be issued in respect of the appellation of origin. The procedure can also be used by a competent authority in case of a decision to withdraw a refusal declaration that it had issued in respect of the appellation of origin. Another amendment concerns the newly introduced possibility for the Director General to establish Administrative Instructions concerning details for the application of the application, notification and registration procedures under the Regulations. Administrative Instructions, as the Director General has meanwhile established under these provisions, are aimed to streamline the procedures and allow for the use of electronic means for the transmittal of communications between the International Bureau and the competent authorities of Member States. By the end of 2010, 10 competent authorities had given their consent to the use of electronic means for this purpose.

In March 2010, some other IT-based developments took place concerning the Lisbon system. First, on-line editions were made available on the WIPO website of all issues of the official publication of the Lisbon system, the *WIPO Bulletin "Appellations of Origin"*. Further, the Lisbon Express database on the WIPO website went live with a new interface. In addition, in the second quarter of 2010, an Interactive World Map on the Lisbon system was introduced on these pages, showing the membership of the Lisbon system and facilitating access to information in the International Register of the Lisbon system per member state.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

In the context of the mainstreaming of the DA, the work undertaken by Program 6 took fully into consideration the DA Recommendations 1 and 6.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status																									
Increased use of the Madrid system	<table border="0"> <tr> <td></td> <td><u>2010</u></td> <td><u>2011</u></td> <td></td> <td></td> </tr> <tr> <td>New registrations</td> <td>42,800</td> <td>44,200</td> <td>2008/09: 82,485 new</td> <td rowspan="2">37,533 Registrations 21,949 Renewals (97% of target)</td> </tr> <tr> <td>Renewals</td> <td>22,700</td> <td>21,900</td> <td>39,172 renewals</td> </tr> </table>		<u>2010</u>	<u>2011</u>			New registrations	42,800	44,200	2008/09: 82,485 new	37,533 Registrations 21,949 Renewals (97% of target)	Renewals	22,700	21,900	39,172 renewals			Not on track											
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Other recordings	4,000	4,500	7,794 other recordings	Other recordings 4,247																									
Swift and cost-effective processing of applications and registrations under the Madrid and Hague procedures	Reduction of the overall processing time to 3.5 weeks with respect to all documents without irregularities under the Madrid procedures	95% documents processed within 3 weeks	On average 3.5 - 4 weeks	On track																									
	Reduction of overall processing time to 3 weeks, provided no irregularities under the Hague procedures	Four weeks	Three weeks and one day (Hague)	On track																									
Increased quality of service and information in relation to Madrid, Hague and Lisbon	% files that fulfill quality standards (consistency in classification, examination translation tasks and marginal level of errors)	80% with no irregularity letters (Madrid)  Information as available on the WIPO website at the end of 2009 (Lisbon)	80% with no irregularity letters (Madrid)  The information tools and products on the Lisbon pages of the WIPO website were reorganized; all issues of the official Bulletin of the Lisbon system became available on-line; the Lisbon pages on the WIPO website were revamped. Work on the automation of the International Register is in progress (Lisbon)	On track																									

Expected Results	Performance Indicators	Baselines	Performance Data	Status
	% of offices, applicants and holders that have exchange paper communication/ notifications and filing for electronic ones under the Madrid, Hague and Lisbon	34% of Madrid documents received electronically 50% of e-filings; 0% of e-renewals (Hague) Provisions allowing for the use of electronic communication were only introduced on January 1, 2010 (Lisbon)	46% of Madrid documents received electronically 64% e-filing; e-renewal successfully launched in December and gathered 50% of renewal requests for the period when it was made available (Hague) In 2010, electronic means of communication under the procedures of the Lisbon system were established between the International Bureau and 10 competent authorities of Lisbon Member States	On track
Improved procedures under the Madrid, Hague and Lisbon system	Adoption of provisions laying down new procedures under the Madrid, Lisbon and Hague system	Procedures currently laid out under the applicable Regulations and Administrative Instructions No current procedures have been optimized from an IT perspective	Automation of refusals, final decisions, translations (Madrid) Streamlined Common Regulations entered into force on January 1, 2010; Spanish introduced as full working language on April 1, 2010 (Hague) New procedures apply as from January 1, 2010. In 2011, possible amendments to the procedures will be considered by the Working Group on the Development of the Lisbon System and may be submitted for adoption to the Assembly (Lisbon)	On track
Increased international coverage of the Madrid system	Eight new Contracting Parties to the Madrid Protocol	83 total	Three new Contracting Parties	On track
	Two new Contracting Parties to the Lisbon Agreement	26 total	One new Contracting Party	On track
	Eight new Contracting Parties to the Geneva Act	36 contracting parties to the Geneva Act	Three new Contracting Parties to the Geneva Act	On track
Increased number of training, outreach and user relation initiatives offered by WIPO at both Headquarters and national levels for a larger and better use of the Madrid and Hague systems	% of training participants using new acquired knowledge and skills on the job by office and country	Data not available	No data available - 12% increase in filings (Madrid) No hard data available, but 33% increase in filings suggests outreach activities produced results (Hague)	On track
	Number of professional and other key stakeholders participating in the various outreach activities by office and country	Data not available	10 groups from National Offices trained at WIPO (Madrid) No data available (Hague)	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Increased access to global markets for products and services from the developing world	% of international applications from the developing world	5.6% of total applications received in 2009 (Madrid) One applicant (Hague) End 2009, 55 international registrations in force (out of 817) were from developing countries (Lisbon)	6.9% (Madrid) 10 applicants from developing world, filing 0.6% of all applications (Hague) End 2010, 56 international registrations in force (out of 823) were from developing countries (Lisbon)	On track
Availability of expanding database of IP identifiers	Single authentic database for all product information relating to registrations under the Madrid Protocol, the Hague System, the Lisbon Agreement and Article 6ter of the Paris Convention	Two separate databases	New version ROMARIN to be launched, including all Madrid Express functions in February 2011  Madrid Express to be decommissioned March 2011  Global Brands Database to be launched 2011	On track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
58,477	56,932	27,359	48%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a decrease in personnel resources due to the departure of staff under the Voluntary Separation Program (VSP)

*Budget utilization 2010*

Budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 7            ARBITRATION, MEDIATION AND DOMAIN NAMES****Program Manager        Mr. J. C. Wichard**

## OVERVIEW OF PROGRESS IN 2010

The WIPO Arbitration and Mediation Center (“Center”) has become the principal international resource for time and cost efficient alternatives to court litigation of IP disputes, acting both as a provider of legal and organizational expertise and as an administrator of cases. The Center is also the global leader in the provision of services for Internet domain name disputes. This activity comprises the administration of complaints filed with the Center and the provision of advice and assistance for the establishment of best practices and dispute resolution procedures in the Internet Domain Name System (DNS).

In 2010, the Center worked to optimize the potential of its arbitration and mediation procedures to meet the needs of IP 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 and mediators, maintaining up-to-date case administration infrastructure, including through use of IT, and active management of WIPO cases, including support to appointed neutrals. In particular, in 2010, parties involved in several arbitrations arising out of international patent, trademark and software disputes under WIPO Rules used the WIPO Electronic Case Facility (ECAF). Undertaking market research into the expectations and experience of IP stakeholders in disputes, the Center, in consultation with a group of international experts, developed a Survey of Dispute Resolution in International Technology Transactions. In the area of domain names, the Center’s focus on efficient processing methods, including paperless filing, enabled it to accommodate an increase of 28 per cent over its 2009 caseload based on the Uniform Domain Name Dispute Resolution Policy (UDRP).

The Center also worked with IP 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. In particular, following its earlier development of special rules for the Association of International Collective Management of Audiovisual Works, the Center in 2010 developed at the request of the "Entidad de Gestión de Derechos de los Productores Audiovisuales" (EGEDA), the collecting society that represents the interests of audiovisual producers in Spain, the WIPO Expedited Arbitration Rules for EGEDA tailored to the specific needs of EGEDA’s right holders. In another example, the Center assisted the Intellectual Property Office of the Philippines in its establishment of specialized arbitration procedures under the laws of the Philippines. The Center also assisted the Food and Agriculture Organization (FAO) in its development of operational guidelines for disputes under the Standard Material Transfer Agreement in the context of the International Treaty on Plant Genetic Resources for Food and Agriculture.

The Center strives to provide leadership in the development of dispute settlement solutions to tensions arising from the unauthorized use of IP on the Internet. Using its long experience with domain name disputes, the Center expended significant resources in liaising with stakeholders in the Internet DNS. Focusing in particular on new Rights Protection Mechanisms adopted by the Internet Corporation for Assigned Names and Numbers (ICANN), this significant policy activity responds to one of the most ambitious developments of the Domain Name System since its inception, namely the introduction by ICANN of large numbers of new Top Level Domains.

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 a number of such domains. Against the background of the global emergence of domain names in local language scripts, as of October 2010, the Center is providing domain name dispute resolution services for both .AE and امارات (dotEmarat), the latter forming the Internationalized ccTLD in Arabic script of the United Arab Emirates.



IMPLEMENTATION OF THE DEVELOPMENT AGENDA

In 2010, the Center organized tailor-made arbitration and mediation programs for IP officials and practitioners, and further assisted national domain name authorities in the establishment of best registry practices and dispute resolution mechanisms, as relevant to developing countries and countries with economies in transition. These activities related to the DA Recommendations 1, 6 and 10.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods	The Center supports the resolution of an increasing number of disputes through its alternative dispute resolution services and resources	210 disputes - end 2009	As of December 2010, the Center had administered over 230 mediations and arbitrations, the majority of which were filed in the last five years. The Center received 19 mediation and arbitration cases in 2010. The Center regularly provides procedural guidance to parties in order to facilitate the submission of their dispute to mediation or arbitration. These "Good Offices" services have involved requesting parties based in developed and developing countries. The Center received 18 requests for Good Offices in 2010	On track
Effective intellectual property protection in the gTLDs and the ccTLDs	3,000 gTLD UDRP cases administered	16,770 TLD received and administered cases by the Center (end 2009)	The Center received and administered 2,295 gTLD UDRP cases in 2010	On track
	300 ccTLD UDRP-based cases administered	16,770 gTLD UDRP and ccTLD cases received and administered by the Center (end 2009)	The Center received and administered 401 ccTLD UDRP-based cases in 2010	On track
	Implementation by ICANN and new gTLD registries of WIPO policy and process recommendations	UDRP (at the end of 2009, only the UDRP had been adopted, for a number of years already. Additional procedures are under discussion)	The Center in 2010 has been in regular contact with ICANN to propose and promote dispute resolution mechanisms designed to help safeguard the legitimate interests in particular of trademark owners during this program's application (pre-delegation) and subsequent operational (post-delegation) phases. (ICANN implementation decisions are expected in 2011)	On track
	Four more ccTLD administrators with WIPO-assisted design or administration of intellectual property protection mechanisms in accordance with international standards	A total of 62 ccTLD administrators (end 2009)	Three additional ccTLD administrators designated the Center to provide domain name dispute resolution services in 2010 (Brazil (.br), Tajikistan (.tj) and Somalia (.so)). The total number of ccTLD registries which designated WIPO to provide domain name dispute resolution services rose to 65	On track

## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
10,190	9,493	4,537	48%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a decrease in personnel resources, primarily due to a reduction in the number of short term staff.

*Budget utilization 2010*

In terms of non-personnel resources, a low budget utilization was due primarily to the cancellation or delay of certain planned expenditures as a result of several unforeseeable events, Center logistics and travel disruptions. These include cancelled participation in a conference on the development of country code Top Level Domains in Latin America, and participation in an ICANN Meeting in Africa covering deliberations on the launch of New Generic Top Level Domains by core ICANN constituent groups.

Overall, budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 8            DEVELOPMENT AGENDA COORDINATION****Program Manager        Mr. G. Onyeama**

## OVERVIEW OF PROGRESS IN 2010

Program 8 was established in 2009 to strengthen the implementation of the WIPO Development Agenda (DA). In 2010, the Program continued to ensure the successful coordination of the WIPO DA process and the effective mainstreaming of the DA recommendations and principles into the Organization's work. In addition, a number of activities to support Members States in deriving benefits from the DA implementation were undertaken, by ensuring effective monitoring, evaluation and reporting, and enhancing broad-based understanding of the DA principles and processes.

The Committee on Development and Intellectual Property (CDIP) met in two sessions in 2010 and approved five new projects addressing 11 DA recommendations. The CDIP also considered the first Director General's Report on Implementation of the DA, the second Progress Report on Recommendations for Immediate Implementation, the second Progress Report on DA Projects, and agreed on the Coordination Mechanisms and Monitoring, Assessing and Reporting Modalities for DA projects. It also discussed the Report on WIPO's Contribution to the United Nations Millennium Development Goals (MDGs), a document on Patent-Related Flexibilities in the Multilateral Legal Framework and their Legislative Implementation at the National and Regional Levels, and two discussions papers on Intellectual Property and Brain Drain, and Intellectual Property and the Informal Economy addressing, respectively, Recommendations 39 and 34. By the end of 2010, 54 observers had participated in the work of the CDIP.

The Program continues to ensure that DA related activities and projects are properly implemented, monitored, evaluated and reported upon. In this regard, continued efforts were undertaken to ensure an effective implementation of the 19 Recommendations for Immediate Implementation. In addition, the Program continues to coordinate the monitoring, evaluation and reporting on the implementation of the nine projects on technical assistance presented to the third session of the CDIP. Monitoring implementation also started of the five on-going thematic projects under implementation since January 2010 as well as the three thematic projects approved during the Fifth Session of the CDIP and under implementation since May 2010.

In collaboration with Program 22, the Program participated actively in the mainstreaming of the DA in the Organization's work. In this connection, the approach of establishing linkages between the DA recommendations and the various substantive programs of the Organization was further refined; the 45 DA Recommendations and the principles contained in them were incorporated in the MTSP 2010-2015; and a section of the Program Performance Report (PPR) for the biennium 2008/09 was created to reflect how the Program had contributed to the implementation of the DA. In addition, the Program participated in the elaboration of the budgetary process applied to projects proposed by the CDIP for the implementation of the DA Recommendations that was adopted by the WIPO General Assembly in September 2010.

In order to increase broad-based awareness on the benefits arising from DA implementation, a number of workshops, information and consultation meetings and briefings were organized, and a brochure on "The WIPO DA - An overview" was developed.

## IMPLEMENTATION OF THE DEVELOPMENT AGENDA

Program 8 is responsible for the coordination of the implementation of all 45 WIPO DA Recommendations. However, in the context of the mainstreaming of the DA, the Program adhered to the spirit of those DA Recommendations.

## PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
DA (DA) principles further mainstreamed into the Organization's programs and activities, including its normative work	All WIPO activities are undertaken in line with the DA principles	Internal instructions have been issued in 2009 to apply the principles	Linkages between DA Recommendations and the substantive programs were refined  The 45 DA Recommendations were incorporated into the MTSP	<b>On track</b>
Effective implementation of the DA through concrete projects and activities	Number of DA recommendations that are being successfully implemented through projects and activities	19 recommendations being successfully implemented	19 recommendations continued to be successfully implemented: - nine projects on technical assistance (addressing Recommendations 2, 5, 8, 9 and 10) - five new thematic projects addressing Recommendations 7, 16, 19, 20, 23, 24, 27, 30, 31, 32, 33, 38 and 41. - three thematic projects approved during the fifth session of the CDIP and addressing Recommendations 4, 10, 19, 30, 31, 35 and 37	<b>On track</b>
Effective monitoring, evaluation and reporting on recommendations	Monitoring systems are being used by all projects and used for decision making	Mechanisms for evaluation under development by end 2009	A robust monitoring system was used by project managers to monitor the implementation of 17 projects under implementation	<b>On track</b>
	Recommendations resulting from monitoring and evaluation are successfully being implemented	Report submitted on 19 recommendations in April 2009	Director General's Report on Implementation of the DA submitted to the fifth session of the CDIP  Two Progress Reports on Recommendations for Immediate Implementation and on DA Projects under implementation were submitted to the sixth session of the CDIP	<b>On track</b>
Support to Member States in deriving benefits from DA implementation	Number of self-evaluations and independent evaluations undertaken during the biennium	No self-evaluations or independent evaluations undertaken in 2008/09	Self evaluations of 14 DA Projects were undertaken during 2010	<b>On track</b>
	Policy processes at national and inter-governmental level make reference to the DA and seek to derive benefits from DA recommendations	Implementation of DA recommendations started in October 2007. Member States are only beginning to factor DA into policy processes	A regional Seminar on the implementation of the WIPO DA was organized in Cameroun and a national Seminar was organized in Lebanon with the participation of policy-makers. The Division participated in activities organized by other sectors and information meetings and briefings organized for delegations visiting WIPO headquarters in Geneva who are engaged in relevant policy-making	<b>On track</b>
Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders	Communication and dissemination strategy designed and being implemented	<i>Ad hoc</i> communication strategy on the DA in 2009	In the context of the DA Communication Strategy, a meeting with IGOs on cooperation for DA implementation was organized in cooperation with Program 20 and a brochure on the "WIPO Development Agenda- An overview" was developed	<b>On track</b>

## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
5,337	5,269	2,156	41%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 reflects a decrease in personnel resources as compared to the approved budget 2010/11 due to post vacancies in 2010.

*Budget utilization 2010*

2010 saw an under-utilization of non-personnel resources in this Program primarily due to the organization of the International Conference on Integrating Development into IP policy making, representing a significant portion of the Program's non-personnel costs, being postponed to the second half of the biennium.

Overall, budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 9                    AFRICA, ARAB, ASIA AND THE PACIFIC, LATIN AMERICA AND THE CARIBBEAN COUNTRIES, LEAST DEVELOPED COUNTRIES**

**Program Manager            Mr. G. Onyeama**

OVERVIEW OF PROGRESS IN 2010

Building strong and service-oriented IP institutions and infrastructure, creating a framework of policy and strategic directions for IP and IP-related interventions, with a balanced regulatory framework, and enhancing capacities of human resources and user capabilities with the view to enabling the effective use of IP for development by developing and least developed countries (LDCs) are at the core of this Program's objectives. Within these core elements are regional variances and national customizations as demanded by factors such as levels of development, differences in priorities and requirements, targets and comparative advantages. Regional specificities and differences are appropriately reflected in the performance indicators. As a whole, the definition of expected results and performance indicators and the allocation of resources reflect the above core elements and context.

Program 9 provides coherence to the cross-cutting nature of policy, strategy, institutional and capacity-building interventions through a coordinating role *vis-à-vis* other relevant Programs in the Organization. While taking the lead in needs assessment exercises and IP policy and strategy formulation, implementation of action plans in the areas of infrastructure modernization, regulatory frameworks and capacity-building are typically coordinated and undertaken in cooperation with other specialized Programs. This cross-sectoral coordination is key to the achievement of several expected results of the Organization.

Performance data for 2010 indicate good progress as compared to baselines, with all indicators on track.

The development of a national IP strategy in providing a framework of strategic directions for IP and IP-related initiatives in a country within the context of national development plans, has been gaining importance in many countries. The process of IP strategy formulation and implementation were ongoing in 19 countries (six in Africa, three in the Arab region, four in the Asia and the Pacific region three in the Latin America and Caribbean region, and three in LDCs). It should be noted that the process of developing national IP strategies consists of several stages, from needs assessment, formulation, adoption and implementation, with stakeholder and inter-ministerial consultations at each stage. More focused and action-oriented IP development plans are being implemented in five countries (three in Africa and two in the Asia and the Pacific region). National IP strategies bring useful synergies between IP and other areas that impact on IP such as innovation and green technologies, public health, science and technology, food security, trade and industry.

In close cooperation with Program 15, modernization of IP administrations is an ongoing effort which is anchored on the need for IP Offices to be abreast with technological developments in order to keep pace with the increasing and changing demands of the users of their services. Provision of equipment, experts and training, and introduction of new programs and tools such as the IP Automation System (IPAS) and WIPOScan digitization have been geared towards achieving this result. The development of comprehensive automation plans in the case of two countries in Asia and the Pacific as a basis for modernization has proved to be an efficient approach. The year 2010 also saw the launching of service-oriented technical infrastructure in the form of the Technological Innovation and Support Centers (TISCs), in close cooperation with Program 14, in six countries.

Enhancing the awareness, knowledge and capacity of policy makers, IP administrators and officials, IP professionals, IP owners and the user community on the effective use of IP for development has achieved good results in terms numbers and diversity of trainees, and focusing of theme and content. An underlying goal is to create a critical mass of IP specialists and experts in different regions in order to achieve multiple-fold outreach of IP capacity-building programs. In Africa, 820 IP specialists and experts were trained in specialized IP programs relating to technology transfer and commercialization, patent drafting, innovation and patent information. In the Arab region, the focus on specific areas of IP, such as geographical indications and how countries can reap benefits from GIs, and on the use of industrial designs for economic development; and in Africa, the launch of a project to enhance the use of innovative technology, branding and collective marks, are examples of practical and innovative approaches to enhance the use of IP for development.

Another innovative approach consisted of the launch of a new on-line database called “IP Advantage”; a one-stop gateway to case studies chronicling the IP experiences of inventors, creators, entrepreneurs and researchers from across the world. The case studies in the IP Advantage database provide a practical illustration of how IP works and how new IP rights contribute to promoting innovation, both in developed and developing countries. They also highlight the different ways in which the IP system can support the development of solutions to the challenges of climate change, food security and public health. This database was developed by WIPO with the Japan Funds-in-Trust for Industrial Property.

Specific tailored programs for LDCs have provided access to training and capacity-building to 45 LDC countries as well as critical inputs to the implementation of the Brussels Program of Action for Least Developed Countries for the Decade 2001 – 2010.

#### IMPLEMENTATION OF THE DEVELOPMENT AGENDA

Program 9 is one of the major implementers of the WIPO DA. A number of DA Recommendations relate to WIPO’s technical assistance and capacity building, in particular the recommendations under Cluster A. These recommendations shape the design and implementation of Program 9 activities.

In addition, the Program was engaged in the implementation of the following DA projects:

- Under the Project DA\_05\_01 on Intellectual Property Technical Assistance Database (IP-TAD), a database was established (accessible at <http://www.wipo.int/tad/en/>). The Roster of Consultants presented at CDIP/3 was updated and integrated with this database (the roster is available at <http://www.wipo.int/roc/en/>).
- Under the Project DA\_09\_01 on IP Development Matchmaking Database (IP-DMD), the software development started. The first release is expected in 2011.
- Under the project DA\_10\_05 on Improvement of National, Sub-Regional and Regional IP Institutional and User Capacity, a series of benchmarking tools were developed with a view to assisting officials involved in the development of national IP strategies in assessing the status of their national IP system, defining strategic targets and assessing specific IP needs.
- Under the project DA\_4\_10\_01 on IP and Product Branding for Business Development in Developing and Least Developed Countries, a series of practical tools have been developed to assist the selected local communities in identifying the most appropriate branding strategies for their products. The project implemented activities in Thailand and Panama.
- Under the project DA\_19\_30\_31\_02 on Capacity-Building in the Use of Appropriate Technology-specific Technical and Scientific Information as a Solution for Identified Development Challenges, implementation started in three LDCs (Bangladesh, Nepal and Zambia).

The Program was also a main partner in DA\_33\_38\_41\_01 “Project on Enhancement of WIPO’s Results-Based Management (RBM) Framework to Support the Monitoring and Evaluation of Development Activities”.

## PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
National IP policies/strategies and country action plans that are in line with national development plans and priorities <b>(Africa)</b>	Up to five countries have launched the IP policy/strategy formulation process, four countries have adopted IP policies/strategies and 3 countries are implementing national IP plans	IP is not integrated in the majority of National Development or National Poverty Alleviation Strategies; four countries adopted policies and/or strategies at end 2009	Five countries launched their IP Policy: Congo, Ghana, Lesotho, Senegal, Seychelles; six countries adopted IP policies and strategies: Liberia, Mauritius, Rwanda, Senegal, Seychelles and Zambia; three countries are implementing national IP plans: Ghana, Liberia and Mauritius	<b>On track</b>
	Two action plans to support regional policies/strategies in the field of TK and TCEs at OAPI and ARIPO level	To be determined	Adoption of Protocol on TK and expressions of folklore at the Diplomatic Conference in Namibia signed by nine ARIPO Member States	<b>On track</b>
Enhanced capacity of IP professionals and creation of a critical mass of IP specialists/experts <b>(Africa)</b>	Number of trainees per year and geographical distribution	Limited number of IP specialists across various IP related sectors (the Academia, Judiciary, Law enforcement, business promotion centers and incubators, research institutions, etc.)	Approx 820 IP specialists and experts from various countries in Africa trained in specialized IP programs (patent drafting, technology transfer and commercialization, SMEs, TK, patent information and innovation, Madrid and classification systems) and Master's Programs on IP at the Africa University in Zimbabwe, University of Yaoundé in Cameroon and Turin University in Italy	<b>On track</b>
	Number of institutions providing IP services	Limited number of IP specialists across various IP related sectors (the Academia, Judiciary, Law enforcement, business promotion centers and incubators, research institutions, etc.)	Organisation Africaine de la Propriété Intellectuelle (OAPI), African Regional Intellectual Property Organization (ARIPO), Mozambique, Senegal	<b>On track</b>
Modernized service-oriented IP administrations with strengthened infrastructure <b>(Africa)</b>	Number of countries with modernized IP administration and extending value added IP services to the users	Limited capacity for reaching out to the user community by national or regional IP administrations	Nine countries: ICT equipment/expert missions to modernize IP administration provided to Angola, Burundi, Congo, Comoros, Djibouti, Ethiopia, Mali, Sao Tome and Principe and Zimbabwe, OAPI and ARIPO;  TISC SLAs concluded with Mozambique, Republic of Congo and Senegal	<b>On track</b>
	Number of IP administrations that have developed business tools and drafted rules	Limited capacity for reaching out to the user community by national or regional IP administrations	One country: Central African Republic	<b>On track</b>
	Number of newly created or strengthened copyright collective management organizations	To be determined	Moved to Program 3	<b>Dis-continued</b>
	Number of countries that have formulated, developed and implemented plans for GIs (selected agro products)	Limited capacity for reaching out to the user community by national or regional IP administrations	Two countries: Mozambique (component of IP plan on protection of GIs) and Uganda (fact-finding mission launched to enhance use of innovative	<b>On track</b>



Expected Results	Performance Indicators	Baselines	Performance Data	Status
Broader perspective on IP at all levels, enabling Arab Countries to reap the full benefit of IP as a catalyst for economic development and wealth creation <b>(Arab States)</b>	Some three programs implemented to strengthen understanding of IP as a tool for stimulating creativity and innovation and for economic and social development	Very few requests from countries for activities on the importance of IP as a catalyst for development and for wealth creation.	technology, branding, collective marks) Five large awareness events emphasizing the value of IP assets; five national and sub-regional seminars; seminars and advisory missions on the benefits of an efficient GI system; eight other seminars promoting a broader perspective on IP.	On track
National IP and innovation strategies that are aligned with national development plans and priorities <b>(Arab States)</b>	Some three national IP strategies formulated and adopted based on a multi-sectoral coordination and consultation	National IP strategy formulation at an early stage	Process to establish a national IP strategy started in Oman and Algeria while Tunisia is implementing an action plan under its IP strategy; Morocco is implementing its innovation strategy	On track
Modernized IP administrations and institutions (including R&D institutions and collective management organizations) based on modern and service oriented objectives and making efficient use of information technology <b>(Arab States)</b>	Some three IP administrations/ institutions with enhanced service delivery	Five IP administrations	Six IP administrations: TISCs launched in Algeria, Morocco and Tunisia; SLA signed with Egypt; and restructuring of the Patent Departments of the IP offices in Djibouti, Syrian Arab Republic and Yemen	On track
	Installation of IP automation/ information systems in three countries	13 countries received assistance (2008/09)	WIPO IPAS introduced to all Arab IP Offices through a Regional Workshop in the Arab League. Algeria and Tunisia have adopted the IPAS; ICT equipment provided to Djibouti, Morocco and Sudan and technical support in the management, administration and automation of IP offices in Egypt, Jordan, Oman, Syrian Arab Republic and United Arab Emirates with the goal of improving business processes	On track
Increased awareness and appreciation of the economic importance of IP including of cultural industries and support to efforts in protecting and exploiting TK, TCEs and public heritage <b>(Arab States)</b>	Number of programs/ studies/tools applied to cultural industries/folklore/ traditional knowledge	One study completed in Lebanon, two ongoing in Morocco and Sudan in 2008/09	Workshop on TK and TCE organized in Yemen, in addition to a fact finding mission on handicraft protection	On track
	Some three public awareness and outreach programs utilizing various media and tools for enhancing public awareness of IP	Three agreements signed for outreach and public awareness in 2008/09	Three awareness programs conducted for members of the judiciary of the Jordan and the United Arab Emirates and on the promotion of dispute resolution and trademarks in Morocco	On track
National IP policies/strategies and country action	Nine new countries have formulated and/or adopted national IP	Five countries	Formulation of national IP strategies and policies initiated in Bhutan, Fiji, Papua New Guinea,	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
plans that are in line with national development goals and priorities <b>(Asia and the Pacific)</b>	policies/strategies/plans		Mongolia and Viet Nam, and drafts submitted to the national authorities concerned; Country IP Action Plans for Nepal and Pakistan developed	
National IP legislation consistent with national development objectives as well as with international IP treaties and agreements, where applicable, while taking into account available flexibilities for public policy <b>(Asia and the Pacific)</b>	Draft laws and/or comments to draft laws prepared and submitted to five countries upon request	Seven countries and one sub-regional group in 2008/09	Written legal advice and comments provided to six countries: Bangladesh, Bhutan, Cambodia, Indonesia, Maldives and Mongolia	On track
Enhanced capacity and knowledge of policy makers, government officials, IP professionals and practitioners, IP owners and user community on effective use of IP for development <b>(Asia and the Pacific)</b>	Number of trainees/participants per year	4,300 persons provided with enhanced IP knowledge and skills in 2008/09 (average 2,150 per year)	Total of 2,934 persons provided with enhanced IP knowledge and skills including 1,694 trainees/participants, 327 persons provided with information on WIPO treaties and 913 persons provided with information on IP/innovation support activities through the WIPO Singapore Office (WSO)	On track
	Number of country/region-specific IP outreach and awareness enhancing products	10 IP outreach and awareness enhancing products	Seven countries: Customization and printing of selected IP information and outreach materials in the local language/context for Bhutan, China, Mongolia, Nepal and Thailand; selected IP reference materials provided to Indonesia, Sri Lanka and Thailand for IP education and awareness	On track
Modernized IP institutions delivering efficient and user-friendly services and facilitating access to and effective use of the IP system <b>(Asia and the Pacific)</b>	Number of IP administrations with modernized/automated office systems and streamlined work procedures	13 countries assisted	Total of 15 countries assisted. Automation tool (IPAS) and the requisite IT equipment delivered to Samoa and Tonga; expert and advisory missions fielded to Bhutan, Cambodia, Indonesia, Lao PDR, Mongolia and Sri Lanka to review existing automation systems and advise on further upgrading; comprehensive automation plan (IPAS and WIPOScan digitization) developed for the Philippines and its implementation initiated; six countries assisted through the WSO	On track
	Number of institutions established and strengthened that facilitate technology transfer, access to IP information and provide value-added services	Two patent information centers set up	SLAs for the establishment of TISCs were concluded with the Philippines and Viet Nam	On track
	Number of collective management organizations (CMOs) strengthened and/or established	Six countries assisted to establish/strengthen CMOs	Moved to Program 3	Dis-continued

Expected Results	Performance Indicators	Baselines	Performance Data	Status
New or strengthened sub-regional IP cooperation programs ( <i>Asia and the Pacific</i> )	Two new sub-regional cooperation initiatives in the form of joint projects or joint programs	Two sub-regional cooperation programs initiated	A joint program between WIPO and ASEAN took place in Bangkok, Thailand, in October 2010 on effective cooperation in the area of patent examination. This program was organized in the context of the ASEAN cooperation in patent search and examination initiative	On track
	Number of consultation mechanisms to promote/strengthen sub-regional cooperation	Six mechanisms conducted	Three mechanisms conducted: Two annual consultations, one with the ASEAN Geneva Committee and another with the SAARC Group of Ambassadors organized to review the existing cooperation programs and explore further areas of cooperation. WIPO also participated in the 34th ASEAN Working Group on IP Cooperation (AWGIPC) in Da Nang, Viet Nam in November 2010, to discuss the on-going cooperation between WIPO and ASEAN	On track
National IP strategies and development plans formulated and/or adopted ( <i>Latin America and the Caribbean</i> )	Up to three new countries which have formulated and/or adopted national IP/policies, strategies and plans	Three countries	Support/assistance provided to Argentina, Dominican Republic and Uruguay in the formulation of national IP strategic plans	On track
National IP legal framework consistent with development goals and public policy, strengthened IP technical and administrative infrastructure ( <i>Latin America and the Caribbean</i> )	Up to five countries with modernized IP legal framework	10 countries	Four countries and two sub-regions: Advice provided to several countries in the formulation of legal frameworks such as the Madrid Agreement, the implementation of TRIPS, PCT, etc. namely Colombia, Cuba and Uruguay, the Caribbean sub-region, the sub-region of Central America and Brazil, the latter with support from the WIPO Brazil Office (WBO)	On track
Modernized service-oriented IP administrations with strengthened infrastructure ( <i>Latin America and the Caribbean</i> )	Up to five countries with modernized IP administration and extending value added IP services to the users	10 countries	Three countries: Chile, Colombia and Dominican Republic modernized their IP administrations with WIPO assistance	On track
	Up to four IP offices using newly developed tools and mechanisms within the global IP infrastructure to actively access IP technological information	10 countries	Additional countries benefited from assistance in modernization and strengthening of infrastructure namely, Belize, Colombia, Dominican Republic, Ecuador, El Salvador, Honduras and Paraguay	On track
Enhanced institutional capacity of universities, R&D centers and other private sector stakeholders in order to effectively manage IP ( <i>Latin America and the Caribbean</i> )	Up to 12 institutions with functioning structures for the management of IP	15 institutions	21 institutions, comprising universities, research centers, technology transfer offices and productive sectors, through business associations and chambers of commerce, with support from the WBO in relation to Brazilian institutions  TISCs launched in Ecuador and Honduras. SLAs signed with Cuba and Guatemala	On track
National IP strategies and development plans	Number of LDCs that included IP considerations in the planning and work	Three LDCs - end 2009 (Ethiopia, Rwanda, Zambia)	Two additional countries: Tanzania, Uganda	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
formulated and/or adopted ( <b>LDCs</b> )	program of national institutions and organizations			
	IP Policy/strategies prepared in up to five LDCs during the biennium.	Three LDCs - end 2009 (Zambia, Rwanda, Ethiopia)	Three additional countries: Angola, Liberia, Senegal	<b>On track</b>
Enhance institutional capacity of senior officials and professionals on IP and the use of IP tools for technological, economic, social and cultural development ( <b>LDCs</b> )	Number of countries by which the needs for technical assistance and capacity building have been assessed.	No needs assessments - end 2009	Three countries: Process started in Malawi, Nepal and Sierra Leone	<b>On track</b>
	Number of trainees/participants per year and geographical distribution	300 from 45 LDCs in 2008 and 330 from 45 LDCs - 2009	409 from 45 LDCs	<b>On track</b>
New or strengthened cooperation mechanism, programs and partnerships ( <b>LDCs</b> )	Number of partnerships established in LDCs amongst governmental organizations, private sector and other development partners	No partnerships - end 2009	Two partnerships established in Ethiopia and Tanzania	<b>On track</b>
	Number of IP programs implemented jointly with other UN organizations	One joint program - end 2009 (Office of UN High Representative for LDCs, Land Locked Developing Countries and Small Island Developing Countries (UN-OHRLLS) on the implementation of the Brussels Programme of Action for the LDCs (BPoA))	One joint program. WIPO's Contribution to the report of the UN Secretary General on the "Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010" at the Africa Regional Review (ARR)	<b>On track</b>
Modernize service-oriented IP administrations with strengthened infrastructure ( <b>LDCs</b> )	Number of established technological information centers (TCs) by country	Three Centers - end 2009	Assessments for possible TISCs undertaken in Benin, Madagascar and Uganda	<b>On track</b>
	Number of individuals, organizations, teaching institutes that received technological information and advisory services	IP research centers, universities and business organizations served by the Technological Information Centers in Tanzania and Ethiopia. Cambodia not yet fully functional (end 2009)	Research centers, universities and business organizations continue to benefit from the technological information and advisory services extended by the TISCs in Tanzania and Ethiopia	<b>On track</b>

## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
42,178	36,584	15,654	43%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects the reassignment of activities related to legislative policy advice on patents, utility models and trademarks to Programs 1, 2 respectively as well as copyright development activities to Program 3 (the latter amounted to a total of approximately 5.1 million Swiss francs).

The Program was assigned incremental resources in the order of 1 million Swiss francs for 2010/11, for three DA projects: "IP and Competition Policy", "IP and Product Branding for Business Development in Developing Countries and Least-Developed Countries (LDCs)", and "Capacity-Building in the Use of Appropriate Technology-Specific Technical and Scientific Information as a Solution for Identified Development Challenges".

*Budget utilization 2010*

Budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 30            SMALL AND MEDIUM-SIZED ENTERPRISES****Program Manager        Mr. J. C. Wichard**

## OVERVIEW OF PROGRESS IN 2010

Support continued to be offered 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 IP system in managing and leveraging intangible assets for enhancing their competitiveness. This was done primarily through support for the creation of national materials on IP asset management as guidance/training to entrepreneurs and SMEs. This included financial and/or technical assistance for the translation of the international versions into national languages, customization of the international versions based on national IP legal and regulatory frameworks and elaboration of examples/case studies on effective use of IP assets by entrepreneurs and enterprises in the country concerned. Requests also continued to be received for the translation and customization of various WIPO SME publications, especially the IP for Business series. To this end, several agreements for translation/customization projects were signed of which some were completed in 2010.

Five new book projects were initiated on IP Asset Management, IP Issues in Franchising, Use of Intangibles for Access to the Capital Market, and Trade Secrets. The IP PANORAMA™ multimedia toolkit, which was developed over a three-year period, jointly with the Korean Intellectual Property Office (KIPO) and the Korea Invention Promotion Association (KIPA), has been increasingly used as an interactive e-learning tool in the field of IP asset management by a wide variety of SME stakeholders, including universities, business consultants, researchers and SMEs worldwide. For example, a six-week online certificate course, based on the IP PANORAMA™ Multimedia Toolkit was jointly organized by WIPO, KIPO, KIPA and the Korea Advanced Institute of Science and Technology (KAIST), and run three times in 2010. Subsequently, 28 participants who had completed the online course were selected to attend a three-day advanced offline course organized by the same institutions. There has been an increase in requests for translation and customization of the multimedia toolkit, as well as an increase in demand for its use via CD-ROMs, websites and books.

While national and regional IP Offices as well as a diverse range of SME support institutions remained the principal partners, efforts to reach out directly to SMEs were continued via the SMEs website in the six UN languages and the monthly e-newsletter with about 35,000 subscribers worldwide.

In addition, nine Training of Trainers (TOTs) programs on effective IP asset management by SMEs were conducted. The primary objective of a TOT is to create a critical mass of trainers within a country who have the basic knowledge, skills and experience to provide preliminary IP assistance to SMEs on effective IP asset management.

## IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The design, planning and implementation of activities undertaken by Program 30 were informed and guided by the relevant DA Recommendations. The Program was engaged in the implementation of the DA project DA\_10\_05 "Improvement of National, Sub Regional and Regional IP Institutional and User Capacity", within the framework of which a number of studies, training of trainers programs and translations and/or customization of IP for Business series publications were implemented. The primary objective was to enhance understanding of the use of the IP system by SMEs as well as the obstacles and challenges facing SMEs preventing them for taking advantage of the IP system. The IP PANORAMA multimedia tool (as described above) was translated into Thai, Hungarian and Arabic and is currently being translated into Polish, French and Spanish.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Improved awareness of SMEs and SME support institutions on IP asset management and of policy makers on the importance of integrating IP into national strategies on enterprise competitiveness	Increased number of SMEs and SMEs support institutions that rate the program's website, new/previous publications, and the 12 modules of the IP PANORAMA™ multimedia toolkit as useful for their work	1,879,689 page views on SME website (2009)	1,001,229 page views on website 34,453 subscribers to the SMEs newsletter	On track
	Increase in the number of countries requesting customization and/or translation of publications and modules of the IP PANORAMA™ into their national language	16 countries	18 translation/adaptation/customization agreements signed with partner institutions/countries for 52 publications.  In total, IP PANORAMA has been or is in the process of being translated into eight languages	On track
	Number of national studies quoted as a source of reference in policy-making	No studies completed	No studies were completed. Seven studies are underway - two studies at an advanced stage and five at an early stage	On track
	Number of quotations referring to the program publications and IP PANORAMA™	Data not available	Data not available	N/A 2010
	Increase in demand for the publication of more original content on IP for business	No new publications developed	Five book projects have been commissioned and are in the process of being implemented	On track
Enhanced capacity of SME support institutions, including universities and SME training institutions, to provide IP information, support and advisory services to their constituencies	Increase in the number of SMEs support institutions providing services and information on IP	45 SME Support Institutions	30 new SME Support Institutions	On track
	Number of SME support institutions, including universities, using WIPO material or material based on WIPO products in their awareness and capacity building services	Data not available	Data not available. Questionnaire to be circulated once per biennium	N/A 2010
	Rate of satisfaction of SMEs with the advisory services provided by SME support institutions	Data not available	Data not available. Questionnaire to be circulated once per biennium	N/A 2010
Strengthened capacity of policy makers to formulate policies, develop and implement projects on IP asset management	Increased reference to IP asset management in statements, speeches and directives of policy makers	Data not available	Data not available. Questionnaire to be circulated once per biennium	N/A 2010
	Number of projects developed and implemented by national governments to promote IP based entrepreneurship	Data not available	Data not available. Questionnaire to be circulated once per biennium	N/A 2010

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
*(in thousands of Swiss francs)*

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
4,729	5,195	2,230	43%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase primarily due to the redeployment of staff to the Program.

*Budget utilization 2010*

2010 saw a low non-personnel budget utilization due to delays in implementation of planned activities during the second half of 2010 as a result of internal reorganization.

Overall, budget utilization was within range (40-60%) for the first year of the biennium and is on track.



**PROGRAM 10                    COOPERATION WITH CERTAIN COUNTRIES IN  
EUROPE AND ASIA**

**Program Manager            Mr. J. C. Wichard**

OVERVIEW OF PROGRESS IN 2010

In 2010, efforts in the Central European and Baltic States, Central Asian, Eastern European and Caucasian countries, as well as in some Mediterranean countries, were focused on promoting the use of the IP system to stimulate innovation and creativity for their economic, social and cultural development in an effective and strategic manner.

Particular emphasis was placed on the elaboration and implementation of national IP strategies in countries in transition. To this end, and taking into account the specific needs of the countries in the region, the *Guidance for Elaboration of IP Strategies in Countries in Transition* was developed and a number of expert missions organized to assess the current needs of those countries and advise on the process for the elaboration of national strategies. As a result, several countries adopted or revised their IP strategies (Albania, Bulgaria, Croatia, Hungary and Romania) and some countries initiated the process (Armenia, Belarus, Bosnia and Herzegovina, Israel, Kyrgyzstan, Malta, Moldova, Serbia, Ukraine and Turkey).

The above mentioned Guidance document, as well as previously elaborated tools (in the field of technology transfer, copyright and SMEs) also facilitated the modernization of national legislation in the field of IP. Seven countries amended their national legislation to make them consistent with international IP treaties and national development plans and 16 countries announced their intention to revise existing legislation.

During the period under review, WIPO also received several requests aimed at assisting IP Offices in modernizing their procedures and their automation systems. Such assistance, including the modernization of software, was successfully provided to the following countries: Azerbaijan, Albania, Belarus, Bosnia and Herzegovina, Croatia, Israel, Montenegro, Russian Federation, Serbia, Slovenia and Ukraine.

In addition, WIPO expanded cooperation with industrial circles, entrepreneurs and all other relevant economic sectors to enhance the use of IP for economic development in the region and promote the creation of domestic partnerships between the public and private sectors (PPPs) in the area of IP. The most significant results in this area were achieved in the Russian Federation, where several agreements were concluded, including for example, an agreement between the International Center of the Lomonosov Moscow State University, the Russian State Institute of Intellectual Property (RSIIP) and the Federal Service for Intellectual Property, Patents and Trademarks (ROSPATENT), as well as an agreement between Rospatent and the Center of Research and Commercializing of New Technologies - Skolkovo Foundation.

Support also continued to be provided to countries in building their national human resource capacities, with a view to enhancing the general and specific awareness and the ability to effectively use IP for economic, social and cultural development. More than 500 IP specialists and experts were trained in specialized IP programs relating to technology transfer, enforcement, copyright, IP teaching, traditional knowledge, etc. In addition, several WIPO Summer schools were organized in the Region (Croatia, Russian Federation and Ukraine).

Cooperation was also strengthened with other national, regional and intergovernmental organizations such as the United Nations Economic Commission for Europe (UNECE); European Patent Organization (EPO) and the Eurasian Patent Organization (EAPO). In particular, WIPO participated in the UNECE Regional Coordination Mechanism and Team of Specialists on IP, as well as in numerous events and trainings organized by EPO and EAPO.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

Program 10 continued to play a key role in the implementation of the WIPO DA in relation to cooperation with certain countries in Europe and Asia. This was particularly the case for the DA Recommendations relating to WIPO's technical assistance and capacity building activities - the recommendations under Cluster A which continued to shape the design and implementation of activities under Program 10.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
National IP strategies and legislations have been aligned to national development strategies and plans as well as to international IP treaties and agreements	Some 15 new countries with developed national IP capacity-building programs and IP strategies, dovetailed with national development plans	IP strategies developed in 11 countries: Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Kazakhstan, Poland, Romania, Russian Federation, Slovakia, Slovenia	Adopted or revised IP strategies: Albania, Bulgaria, Croatia, Hungary, Romania  IP strategies initiated: Armenia, Belarus, Bosnia and Herzegovina, Israel, Kyrgyzstan, Malta, Moldova, Serbia, Ukraine and Turkey	On track
	Some 21 new countries with updated national IP laws and regulations which are consistent with international IP treaties and agreements and conform to national development priorities	22 countries amended or are planning to amend their national legislation to make them consistent with international IP treaties and national development plans: Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Georgia, Hungary, Kazakhstan, Lithuania, FYR Macedonia, Malta, Moldova, Poland, Romania, Serbia, Slovakia, Slovenia, Tajikistan, Turkmenistan and Ukraine	Countries which amended their national legislation to make them consistent with international IP treaties and national development plans: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Israel, Romania, Uzbekistan  Countries planning to amend: Armenia, Belarus, Bulgaria, Georgia, Hungary, Kazakhstan, Lithuania, FYR Macedonia, Malta, Moldova, Serbia, Slovenia, Tajikistan, Turkmenistan, Ukraine, Turkey	On track
More effective and user-friendly services by national IP institutions	Some 14 new countries with modernized IP infrastructure and upgraded management of IP services, including updated working methods and automated IP office operations	17 countries improved the capacity of their IP centers: Albania, Belarus, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Poland, Romania, Russian Federation, Serbia, Slovakia, Slovenia, and Ukraine	IP Offices were modernized (new software) and automated in 12 countries: Azerbaijan, Albania, Belarus, Bosnia and Herzegovina, Croatia, Israel, Montenegro, Russian Federation, Serbia, Slovenia and Ukraine	On track
	Some 15 new countries with well-functioning IP-related information and service centers	17 countries improved the capacity of their IP centers: Albania, Belarus, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Poland, Romania, Russian Federation, Serbia, Slovakia, Slovenia, and Ukraine	IP-related information and service centers we established in 8 countries: Azerbaijan, Bosnia and Herzegovina, Georgia, Israel, FYR Macedonia, Moldova, Montenegro, Turkey  TISC launched in Kyrgyzstan	On track
Enhanced capacity of IP professionals	IP training program for professionals was provided to some 16 countries and improved performance was noted in over 60% of	Training programs organized for IP professionals from 12 countries: Albania, Armenia, Belarus, Bulgaria, Czech Republic,	Training programs, summer schools, study visits organized for IP professionals from 11 countries: Albania, Bulgaria, Croatia, Israel, Montenegro,	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
	participants	Kazakhstan, Kyrgyzstan, Lithuania, Moldova, Russian Federation, Slovakia, Ukraine	Poland, Russian Federation, Slovakia, Tajikistan, Turkey, and Ukraine. Survey measuring actual application of skills will be elaborated by end 2011	
Effective use of IP systems prompted by the establishment of domestic partnerships between the public and private sectors (PPPs) in the area of IP	Some 10–12 new start up companies, spin off projects were initiated in various countries in partnerships among public and private sectors for IP development and use	Partnerships between public and private sectors established in 10 countries: Czech Republic, Georgia, Kazakhstan, Latvia, Poland, Romania, Russian Federation, Serbia, Slovakia and Ukraine	Partnerships between public and private sectors established in 7 countries: Albania, Bosnia and Herzegovina, Croatia, Hungary, Russian Federation, Slovenia, Uzbekistan  In the process of establishment: Armenia, Azerbaijan, Belarus, Kyrgyzstan, Moldova, Turkey	On track
Newly developed tools and guidance to promote the use of IPRs for economic development used by countries in transition	Number of webpage/readers hits by new guidance material and country	Work started on special WIPO Tools to facilitate the exchange of experience and best practices, elaborated for the specific needs of the countries of the region	About 3,000 web pages refer to newly developed tools for countries in transition with approximately 30,000 readers	On track
	Six new guidance materials will be produced by the end of 2011	Three new Tools developed: 1. Management of Academic Intellectual Property and Early Stage Innovation 2. Special Features of the Copyright Systems 3. Recommendations on Strengthening the Role of Innovative SMEs in CIS countries	One new Tool developed: Guidance for Elaboration of IP Strategies	On track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
6,111	6,460	3,193	49%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase primarily due to the redeployment of staff to the Program.

*Budget utilization 2010*

Budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 11 THE WIPO ACADEMY****Program Manager Mr. G. Onyeama**

## OVERVIEW OF PROGRESS IN 2010

In 2010, the Academy continued to offer training courses in partnerships with its long-standing cooperating institutions for the benefit of Member States. To respond to the increasing demands from Member States, the Academy launched various new face-to-face as well as distance learning courses. In addition, the Academy continued to strengthen the interdisciplinary methodology to IP teaching through its training programs.

Under the Professional Development Program – in partnership with 26 institutions – 22 training courses were organized on industrial property and copyright and related rights. A total of 191 participants benefited from these courses in 2010. The participants indicated that the training enhanced their knowledge and skills in the administration of IP rights and enabled them to provide better service to users of the IP system. The overall decrease in number of participants trained in 2010, compared to 2009, was due to the transfer of responsibility for organizing two courses on copyright from the Academy to Program 3.

In 2010, the demand for the Distance Learning courses remained high. The program registered 53,522 participants – the 2<sup>nd</sup> highest number in a single year - from 184 countries in the 14 courses (85 sessions) offered in English, French, Spanish, Portuguese, Arabic, Chinese and Russian. New language versions made available included: the Russian Advanced Copyright & Related Rights (DL201) course and the Introduction to the PCT (101PCT) course in Arabic, Chinese, Japanese, Korean and Russian. In addition, the DL courses continued to be offered under the WIPO Joint Master's Programs and on-demand by universities and IP offices. Two new advanced courses, Intellectual Property Management (DL-450) and Managing Intellectual Property in the Book Publishing Industry (DL-401) were launched in 2010. Tutors (16) from the Brazilian and Croatian IP Offices were trained on teaching and customizing the WIPO DL courses. The first Academy-Global Infrastructure (Technology Information Service Centers (TISC)) Reinforcement Course was launched in French for 57 participants (Morocco) in preparation for the intensive training provided by Program 14. The deployment of the new Distance Learning Management Platform has been slightly delayed due to new requirements to use the WIPO user centre for WIPO services. It is envisaged that the system will be launched in the 2<sup>nd</sup> quarter of 2011.

To enhance the efficiency of IP education, cooperation with universities continued for the training of trainers and other IP specialists under the Academic Institutions program. In 2010, a total of 33 students from 28 different countries were enrolled in the Master of Laws (LLM) in Intellectual Property program offered jointly with the Turin University in cooperation with the International Training Center of the International Labor Organization (ITC-ILO). A Masters degree in IP (MIP) program was offered with the Africa University and ARIPO in which 31 students were enrolled from 16 countries. In addition, two new joint programs included: a) the MIP Law program in cooperation with the Queensland University of Technology (QUT), Australia, with an intake of 20 students; and b) the MIP program in cooperation with OAPI and University of Yaoundé II, Cameroon in which 30 students were enrolled. In order to enhance networking and efficiency of IP education and training worldwide, a Colloquium for Teachers of IP was organized jointly by WIPO and the World Trade Organization (WTO) with a participation of 21 teachers from 21 countries. In addition, 20 government officials from 20 countries were trained under the WIPO-WTO Advanced Course. A total of 350 students, university lecturers, researchers and government officials participated in four regional and national symposia in IP education, training and research organized in Bulgaria, Fiji, Liberia and Malawi.

The WIPO Summer Schools Program continued to grow in 2010 by an additional offer in two new countries, Brazil and United States of America, bringing the total number of the Summer Schools to 10. A total of 302 senior students and young professionals from 67 countries benefited from the courses in 2010.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The Program was engaged in the implementation of the DA projects DA\_10\_01 “A Pilot Project for the Establishment of “Start-Up” National IP Academies”. Project implementation started in ten countries, of which Dominican Republic and Tunisia signed cooperation agreements. Cooperation with other three countries and a regional office representing six countries from the Gulf Cooperation Council is expected to be initiated shortly. The Project is about to enter the feasibility phase in five countries, with the first start-up Academy expected to be launched in Peru in May 2011.

In addition, a process was initiated to better integrate the DA into the distance learning programs of the Academy. The so-called ‘learner-centered-approach’ was developed to give higher visibility to the teaching of IP and development. As a result, specific modules are being developed for the General Course on IP (DL-101), Copyright and Related Rights (DL-201), Trademarks, Geographical Indications and Industrial Designs (DL-302) and Patents (DL-301) making the WIPO DA an integral part of these courses. The first of these modules will be completed in April 2011.

The design, planning and implementation of activities undertaken by Program 11 were informed by the relevant DA Recommendations on technical assistance and capacity building.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Upgraded and enhanced knowledge and skills of staff of IP offices and other stakeholders in developing countries	% satisfaction rate for all Academy programs and the Masters of Law in IP	95% for Professional Development Program, Academic Institutions and Distance Learning Program	97% satisfaction for Professional Development Program, Academic Institutions and Distance Learning Program	On track
	% of students/trainees /participants using new knowledge and skills on the job by office and country	90% in Professional Development Program	93% in Professional Development Program	On track
	Number of IP professionals trained by institution and country	246 professionals trained	191 professionals trained in 2010 under the Professional Development Program and 302 participants from 67 countries under the Summer Schools Program	On track
	Number of graduates specialized in IP by country	Number of students enrolled: 33 LLM Turin from 15 countries; 26 MIP-Africa University from 15 countries	Number of students enrolled: 33 LLM Turin from 28 countries; 31 MIP - Africa University from 16 countries  Two new MIP programs were offered: The WIPO-QUT MIP program (20 students); MIP-University of Yaoundé II (30 students)	On track
Strengthened infrastructure for IP education and introducing IP at different academic levels in Member States	Six Start-up and National IP Academies will be established in developing countries and LDCs	DA project commenced in 2009 and no Start-up National IP Academies were established by end 2009	Implementation started in ten countries: (i) Dominican Republic and Tunisia signed cooperation agreements; (ii) Cooperation with other three countries and a regional office is expected to be initiated shortly. (iii) the feasibility phase will start in five countries	On track
	At least one university or high learning institution in each region to introduce specialized IP courses or update existing IP courses	Five universities/institutions (India, FYR Macedonia, Malawi, Uganda and Zambia)	Five universities/institutions (Australia, Bangladesh, Cameroon, Indonesia and Thailand)	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Use of the on-line courses as a complement to IP training and education programs and to generate greater public awareness on IP	% of students/trainees /participants using new knowledge and skills on the job by office and country	90% utilization	92% utilization	<b>On track</b>
	Increased/maintain the number of annual registration and completion rate of all on-line courses	71,500 registrations; 69% completion rate (2008/09)	53,522 registrations; 73% completion rate (2010)	<b>On track</b>
	Increased number of courses available in all six UN languages	Two courses (DL-201 & DL-202)	Four Languages for Introduction to the PCT (101PCT)	<b>On track</b>
Enhanced networks and efficiency of international cooperation for IP training and education among Member States	Increased geographical representation of key cooperation partners at the Network	21 partners	23 partners (total)	<b>On track</b>
	Number of cooperation projects carried out within the framework of the Network among members	None	Five projects are underway	<b>On track</b>

#### BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
10,193	9,492	4,067	43%

#### *Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a decrease in personnel resources primarily due to a reduction in short term staff and a change in the grading of existing posts.

#### *Budget utilization 2010*

2010 saw a low budget utilization due to the postponement of the payment of invoices to 2011 for events organized in 2010, tutors honorariums (DL courses) and student certificates.

Overall, budget utilization was within range (40-60%) for the first year of the biennium and is on track.

## **PROGRAM 12            INTERNATIONAL CLASSIFICATIONS AND WIPO STANDARDS**

**Program Manager        Mr. Y Takagi**

### OVERVIEW OF PROGRESS IN 2010

Significant progress was achieved as regards International Classifications and WIPO IP Standards, with many of the biennium targets met already by the end of 2010.

The simplified structure of the International Patent Classification (IPC) has been fully implemented and the 2011 version of the IPC has integrated this structure together with a new publication platform on the Internet. The IPC Committee of Experts and the IPC Revision Working Group have successfully integrated the new rules into their working procedures.

The Committee of Experts of the Nice Classification agreed to introduce new Goods and Services in the Classification each year, instead of every five years, which is in line with the performance target. A new version of the Classification will be published electronically every year on a new publication platform.

The Nice electronic forum has been implemented and allowed a better preparation and more efficient progress of the work of the Committee of Experts. It was thus possible to shorten the duration of its regular session to five working days instead of eight in the past.

A new work flow was implemented for the publication of the report of the sessions of the IPC Revision Working Group which allowed the shortening of the period used for publication of the report documents and update of the e-forum to three weeks instead of six. The average time between the submission of a project and its approval was reduced to 26 months from 32 months previously. The development of the new database for WIPO standards (WIPOSTAD) has continued and is expected to be implemented in 2011.

Progress has been made towards collecting the data required to assess the extent of the increase of WIPO website visits, and data is expected for the end of the biennium. The use of Google Analytics was not possible in 2010 to monitor the International Classifications and Standards website use owing to changes of website configuration in 2010 (e.g. new publications platform of the IPC, new site for CWS). The task for collecting statistics has proven to need more preparation from the IT side, e.g. all sites relevant to a particular activity should have a common root in the name of the URL.

Whilst most of the performance indicators suggest satisfactory progress, the focus in 2011 will be on achieving results on those indicators/targets not yet met.

### IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The work of Program 12 supports the implementation of DA Recommendations 8, 30 and 31, by facilitating access for developing countries to publicly available patent information. In doing so, it also contributes to efforts related to the transfer of technologies.

## PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Enhanced efficiency in the revision of International Classifications and WIPO Standards	Full implementation of the IPC simplified structure by January 2011	Two-tiered structure	IPC simplified structure has been fully implemented	On track
	Full implementation of the Reform of the Nice Classification Revision Process to shorten the revision period from 5 to 1 year by 2011	Five year revision period	Shortening of revision period from 5 to 1 year has been adopted by the Nice Committee of Experts	On track
	The number of NIVILO classifications projects discussed on e-Forum	None	20 projects	On track
	Decrease the time necessary between the submission of a request and its adoption and publication	32 months average for IPC	26 months average for revision and maintenance projects	On track
	The amount of editorial work to be considerably reduced by new web-based database for SDWG and corresponding tools for the Classifications	The current workflow and publication need a considerable amount of formative editorial work	New workflow for publication of reports of the IPC Revision Working Group has reduced the total duration of publication from six to three weeks	On track
Wider acceptance and more effective use of International Classifications and WIPO Standards	Increased number of contracting parties to corresponding Agreements	Information available on WIPO web site	New contracting parties: Vienna one, Strasbourg two	On track
	Increased consultation of the relevant WIPO web sites	To be determined	No mid-biennium data available - to be provided at biennium end	N/A 2010
Unify the publication procedures and relevant IT support of the International Classifications	Minimize the use of external resources for publication of the Classifications	Heavily rely on external resources for publication in particular of the NIVILO Classifications	External resources still used for publication of the classifications	On track
Development and improvement of IT support tools to assist national offices in producing national versions of the International Classifications	Number of offices using these tools: Target 8	Four offices (BR, ES, GR, PL)	One additional office (SK) in 2010	On track
Systematic reclassification of patent documents following IPC revision using an XML web service	Number of offices participating in the reclassification and number of patent documents reclassified	12 offices participated in 2009 (EP, US, JP, ES, BR, SE, NO, HU, GB, BG, CN, MX). 73% average of documents reclassified	No mid biennium data available - to be provided at biennium end	N/A 2010



## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
8,520	7,029	3,512	50%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a decrease due to the reassignment of patent information services to Program 14.

*Budget utilization 2010*

2010 saw a low budget utilization primarily due to the postponement of the payment of several invoices to 2011, for which commitments were raised in 2010. In addition, the RFP for the IPC reclassification project was postponed to 2011.

Overall, budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 14            GLOBAL IP INFORMATION SERVICES****Program Manager        Mr. Y. Takagi**

## OVERVIEW OF PROGRESS IN 2010

During 2010, the new PATENTSCOPE search service contributed to an increased number of users, with a total of 18,231 unique visitors visiting the new site in the first quarter of 2010 and 49,666 unique visitors visiting the site in the fourth quarter of 2010.

New functionalities have been added to the search service, including multilingual services. A number of national collections have been added to the database in 2010 bringing the total number of national collections to twenty. CLIR, a cross-lingual expansion tool to assist in multilingual searching, was added, providing the possibility of simultaneous searches in five languages by inputting a search term in one language.

In order to assist users understanding the documents resulting from their search query using the new multilingual searching, a Google translate function was added to the PATENTSCOPE search service. This new function allows the user to translate the documents into the languages permitted by the Google translate tool.

A new public-private partnership between WIPO and prominent information providers was launched in September 2010. The "Access to Specialized Patent Information" (ASPI) program provides access to commercial patent databases for institutions in developing countries and the opportunity to access powerful tools and services for retrieving and analyzing patent data offered by these databases. As partners in the ASPI program, LexisNexis, Minesoft, ProQuest, Questel, Thomson Reuters and WIPS have agreed to provide low-cost access to their premier patent information products for patent offices as well as academic and research institutions in many developing countries and free access to offices and institutions located in LDCs.

WIPO's program "Access to Research for Development and Innovation" (aRDi), launched in 2009 in cooperation with 12 major publishing companies, offered access to over 50 scientific and technical journals for 107 developing countries at a very low cost and for LDCs for free.

The establishment of Technology and Innovation Support Centers (TISCs) aims to assist local stakeholders in benefiting effectively from increased accessibility not only to the above mentioned databases, but to many other technology databases as well. In 2010, a total of six national training events were implemented, in Algeria, Ecuador, Honduras, Kyrgyzstan, Morocco and Tunisia, which served as a prerequisite to launching national TISC networks in these countries. Service Level Agreements (SLAs) defining the national framework for establishing and developing TISCs were concluded with eight other countries in 2010. Interest in participating in the TISC project was also signaled by many other countries.

Three regional seminars promoting the TISC project and offering initial training on technology information resources were also held in 2010 (in Singapore for 32 participants from 23 countries in the Asia-Pacific Region; in Addis Ababa for 39 participants from the African Region; and in Moscow, for 32 participants from certain Countries in Europe and Asia). These seminars have also provided a platform for the exchange of experiences among countries in establishing and delivering technology and innovation support services.

In view of a decreasing need for pure state of the art reports in the context of WIPO's Patent Information Service for developing countries (the more TISCs become operational), consultations with donor IP Offices have resulted in the conversion of some of the quota into quota for examination reports. The Swiss IGE has already committed itself to contribute, from 2011 onwards, with 60 examination reports. Concrete negotiations with the German Office are also under way. A pilot project between the German Office and NOIP of Vietnam for on-the-job training based on ICE examination reports was negotiated in 2010 and will start in March 2011.

In collaboration with Singapore IPOS, the discussions and planning for the development of a platform for outsourcing patent examination services against a remuneration has progressed and a concept

paper has been initiated paving the way for consultations with Member States for their participation in this platform as potential service providers.

A total of six topics for Patent Landscape Reports (PLRs) have been identified, several in close cooperation with IGOs, including WHO, UNITAID, FAO, ITU, UNIDO, UNFCCC, and NGO partners. The full reports are expected to be delivered in 2011. WIPO also started the development of a new dedicated website on this new WIPO patent information service for its release during the first half of 2011.

#### IMPLEMENTATION OF THE DEVELOPMENT AGENDA

A major part of the Program's work during the period under review consisted of the implementation of the DA projects on Specialized Databases' Access and Support and Developing Tools for Access to Patent information as described above.

The design, planning and implementation of activities undertaken by Program 14 were informed by the relevant DA Recommendations.

#### PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Improved access to information resources generated by IP systems	New PATENTSCOPE search services has contributed to an increased number of users	Data pre-2010 not available	1st quarter 2010 "classic" PATENTSCOPE: 119,809 unique visitors; "new" PATENTSCOPE: 18,231 unique visitors  Q4 2010 "classic" PATENTSCOPE: 110,874 unique visitors, "new" PATENTSCOPE: 49,666 unique visitors  Currently the "classic" and "new" versions of PATENTSCOPE run in parallel (until June 2011)	On track
	Increased number of countries that have access to specialized databases and related support services in developing countries and LDCs	Access to scientific & technical journals through aRDi program for 107 developing countries and LDCs; access to commercial patent databases through ASPI program for 115 developing countries and LDCs	aRDi continues to be developed, although the number of new users (20 subscribers) and journals (three new ones) is still relatively small; the ASPI Program was successfully launched in September 2010 with access to six major commercial patent databases	On track
	Number of Technology and Innovation Support Centres (TISCs) beneficiaries that perceived the TISCs as a central point of expertise for patent and technology information by country	TISC networks established in 6 countries	TISC networks were established in six countries: Algeria, Ecuador, Honduras, Kyrgyzstan, Morocco and Tunisia	On track
	% of users of the global IP data bases and IP services data bases that consider that the data bases have facilitated the efficiency and effectiveness of their work	Data pre-2010 not available	User statistics not yet available	N/A 2010

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Increased dissemination of digitized patent collections of national/regional offices of WIPO member states	Increased available number of new patent collections in online databases on the Internet.	End 2009 PATENTSCOPE contained eight collections	End 2010 PATENTSCOPE contained 18 collections	On track
Enhancement of WIPO Patent Search Support Services for IP offices of member states	Number of local inventors in developing countries and LDCs that have benefited from the capacity building program related to state-of-the-art searches	n/a	Estimated number of users of TISC networks established in six countries not yet available	N/A 2010
	Redesign of the ICSEI service to provide for further improvement within the PCT system and improved access to the PCT system for inventors from developing countries and LDCs	n/a	Several countries were contacted to discuss pilot project for testing the possibility of redesign ICSEI (ICE International Cooperation on Examination)	On track
Improved use of patent information through the development of patent landscapes and related tools covering selected topics	Number of users of the published patent landscapes on a set of agreed topics of interest to Member States	None - end 2009 (A first set of Patent Landscape reports will be produced in 2011)	Preparatory work, including public tender was organized for selecting contractors which should prepare PLR's. So far, six themes for PLR's were identified and contractors selected	On track
	% of participants of the online tutorial on patent information and patent landscaping and regional conferences on patent landscaping using the new knowledge and skills on the job by office and country	None - end 2009 (on-line tutorial will be made available only in 1Q of 2011)	Tender for e-tutorial content delivery system closed end January 2011; selection of successful bidder by 1st quarter 2011; final product expected to be available by end 2011	On track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
7,930	10,715	4,841	45%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 reflects an increase compared to the approved budget 2010/11 due to the assignment of patent information services to this Program (from Program 12) and additional resources allocated for global databases related activities. The Program was also assigned incremental resources of approximately 1 million Swiss francs for 2010/11, for two DA projects: "Developing Tools for Access to Patent Information" and "IP and Public Domain".

*Budget utilization 2010*

Budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 15      IP OFFICE MODERNIZATION****Program Manager      Mr. Y. Takagi**

## OVERVIEW OF PROGRESS IN 2010

In 2010, the Program provided modernization products and services to IP Offices from 51 countries, across all regions, including nine LDCs, 35 developing countries and seven countries with economies in transition. Countries assisted during the period under review included both those countries where projects were initiated as well as those countries where projects were already in progress but in different stages of implementation. In addition, two regional IP institutions in Africa, namely ARIPO and OAPI, were assisted in their modernization projects.

The Program also organized a regional workshop and participated in two other training events organized by other Programs, focusing on topics related to business solutions for IP Offices and sharing of national experiences and best practices.

In order to better address the challenges faced in assisting IP Offices from countries with diverse levels of development, infrastructure, skills and resources, a comprehensive set of services were offered including: technical advice and guidance; business needs assessment; simplification of business processes; provision of standard automation components customized to specific national requirements; establishment of national IP databases; training of IP Office staff and knowledge transfer to their technical focal points; progress monitoring and post-deployment impact evaluations; and e-communication with WIPO-administered international IP systems. Training related activities accounted for 50 per cent of the Program's work and were critical in achieving the desired results.

Achievements during 2010 also included completion of the new enhanced web-based version of the WIPO Industrial Property Automation System (IPAS) for processing of trademarks, patents and industrial designs by IP offices, the development of a new Electronic Document Management System (EDMS) module that will be ready for deployment in 2011, and the completion of WIPO's digitization software, WIPO Scan.

The new IPAS system was successfully deployed in Cuba, Serbia and Tunisia and projects are under way for deployment in other countries in 2011, including three medium-to-large IP offices, namely Brazil, Chile and the Philippines.

The Centralized Access to Search and Examination (CASE) project, initiated during the WIPO Symposium for IP Authorities in September 2009, also continued. The project was launched following a request from the Vancouver group countries for WIPO to provide a platform for the sharing of search and examination documents. In 2010, a new secure platform was built and tested with patent search facilities supported by a database of patent bibliographic data, allowing sharing of search and examination results for patent applications. The WIPO-CASE platform will be delivered in 2011 and will be offered to similar groups of offices in other regions.

To date, the Program has successfully deployed the WIPO Industrial Property Automation System (IPAS) in 38 Trademark Offices and 25 Patent Offices across all regions, and the WIPO Scan system in six IP Offices. The Madrid module for processing of international trademark applications is deployed in nine IP Offices.

## IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The Program was engaged in the implementation of the DA project DA\_10\_02 on "Smart IP Institutions". The first phase of the project was successfully completed with the delivery of a robust ICT infrastructure for OAPI to enable the provision of online services. The second phase aiming at upgrading the automation of OAPI business services and connecting OAPI and its Member State offices was launched in November 2010 and is presently ongoing. In addition, the work for the establishment of a regional network between ARIPO and its Member State offices has progressed with a pilot exercise undertaken to exchange electronic notifications between ARIPO and the Kenyan Industrial Property Institute (KIPI). Assessments were also carried out in two LDCs which are potential

beneficiaries of the project. In addition, a workshop was organized in the Arab region (Cairo, Egypt) to present WIPO's services in support of the development of smart IP institutions.

Under the project DA\_19\_24\_27\_01 P, on "Information and Communication Technologies (ICTs), the Digital Divide and Access to Knowledge" seven offices, namely ARIPO, Argentina, Colombia, Dominican Republic, Kenya, Viet Nam and Zambia were assisted to digitize very large files of IP records.

The design, planning and implementation of activities undertaken by Program 15 were informed and guided by the relevant DA Recommendations

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Enhanced efficiency of IP institutions through automation of business processes	Increased efficiency in 42 IP offices during the 2010/11 biennium. This will be achieved by providing the automation assistance package and training. Efficiency will be measured based on agreed efficiency criteria.		Performance data not available	N/A 2010
	The 42 IP Offices assisted during this biennium will include 12 new IP Offices and 30 IP Offices that still require further ongoing assistance to achieve the desired results	54 offices were assisted during all previous reporting periods	51 offices assisted in 2010, including: nine LDCs, 35 developing countries and seven countries with economies in transition	On track
	Efficiency will be increased in 14 collective management organizations (CMOs) during the 2010/11 biennium. This will be achieved by providing the automation assistance package and training. Efficiency will be measured based on agreed efficiency criteria.  The 14 collective management organizations assisted during this biennium include six new CMOs and eight CMOs that still require further ongoing assistance to achieve the desired results		Now covered by Program 3	Dis-continued
IP institutions with capability to access and use global resources through use of standardized electronic data exchange systems	20 Madrid member IP Offices will be able to electronically access and download Madrid international applications, designated for them, using the IPAS Madrid Module and training	10 IP offices assisted	In 2010, nine IP Offices are using the IPAS Madrid Module.	On track
	13 PCT member IP offices will be able to exchange data with the WIPO PATENTSCOPE® service and access its resources through the use of the IPAS ST.36 Module	Three IP offices assisted	29 countries have signed Cooperation Agreements for data-exchange  One Office is using the IPAS ST36 extraction module	On track

## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
4,898	7,212	2,817	39%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase due to the redeployment of staff to this Program and incremental resources assigned to this Program of approximately 1.2 million Swiss francs for 2010/11, for the DA project: "IP, Information and Communication Technologies (ICTs), the Digital Divide and Access to Knowledge".

*Budget utilization 2010*

2010 saw an overall low non-personnel budget utilization primarily due to some activities commencing later during the year 2010, including the WIPO-CASE project, and a slower than expected implementation of the DA project.

**PROGRAM 16            ECONOMIC STUDIES, STATISTICS AND ANALYSIS****Program Manager        Director General**

## OVERVIEW OF PROGRESS IN 2010

The statistical work fully achieved its objective in providing high quality empirical input for policymaking. As in previous years, a comprehensive survey was conducted of national IP offices, largely maintaining country coverage compared to previous years. The collected data were made available free of charge on WIPO's statistical webpage and are used by researchers from around the world, as evidenced by data downloads, user requests, and citations in research articles. The World Intellectual Property Indicators 2010 report—offering summary data and statistical analysis on patents, trademarks, industrial designs, and utility models—was well-received, generating a large number of news reports and numerous citations in policy publications and analytical reports. In the aftermath of the financial crisis, timely performance reporting and forecasting was provided to the PCT sector and WIPO's Senior Management, enabling well-informed operational and financial decision-making.

The economic analysis work completed its first full year of operation. The launch of the Economics Seminar Series attracted significant attention and promoted a focused discussion on the effects of IP policies on economic performance, drawing on the insights of some of the most prominent IP economists. Video recordings of economics seminars, posted on WIPO's website, are viewed by policymakers and other stakeholders from around the world. A 3-year economic studies project under the CDIP was also launched that promises to generate new evidence on the development linkages of IP policy (see further details below). Economic analysis – notably on IP activity during and after the financial crisis and, for the Advisory Committee on Enforcement, on the economic effects of counterfeiting and piracy activities - contributed to a better informed discourse on IP policy. Finally, WIPO helped launch an international network of IP office economists, embarking on enhanced coordination and comparability of economic analysis conducted by national and regional IP offices.

## IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The Program was engaged in the implementation of the DA project DA\_35\_37\_01 on Intellectual Property and Economic and Social Development, under which proposals for constructing new datasets and analytical methodologies has been prepared. The analysis of the impact of IP on development and other aspects of socioeconomic performance requires the combination of different data sources. Of particular interest are firm performance and IP related data, such as industrial or innovation surveys and bibliographical data for patents and other forms of IP. The preparation of such combined datasets is specific to each country; it typically requires the collaboration of different government agencies. The Secretariat has gathered preliminary information about existing data and the feasibility of combining different data sources for several countries that have expressed interest in a study.

The Program was also engaged in the preparation of two discussion papers on Intellectual Property (IP) and Brain Drain and Intellectual Property (IP) and the Informal Economy.

The design, planning and implementation of activities undertaken by Program 16 were informed by the relevant DA Recommendations.



PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Improved information, analysis and statistics on the use of IP systems worldwide	Number of IP publications	Two major publications (WIPI, PCT Yearly Review), plus monthly and quarterly PCT reports	Two major publications (WIPI, PCT Yearly Review), plus monthly and quarterly PCT reports	<b>On track</b>
	Number of citations by publication	In 2009, there were 47,129 downloads/views of the main statistical publications in all languages (World Patent Report 2008, WIPI 2009, PCT Yearly Review 2008/09, PCT Quarterly and Monthly Reports).  As for the statistical data itself, there were 42,655 downloads of the various data spreadsheet during 2009.	Consistent download/view statistics not available	<b>N/A 2010</b>
	Number of co-authored papers	A new activity	Publication of two working papers, a survey report, and an economic literature review for the Advisory Committee on Enforcement.	<b>On track</b>
World reference resource of statistics, economic studies and research	Creation of a portal providing access to studies and related resources by WIPO and other organizations	IP statistics portal already exists	IP economics portal created	<b>On track</b>
Improved theoretical, empirical and practical understanding of the impact of IP systems on development	Number of users by agency and country of published studies commissioned in response to demand by member states in relation to the total number of publications	A new activity	Performance data not yet available	<b>N/A 2010</b>
	Number of users by agency and country of published methodologies for analyzing the economic impact of IP worldwide	A new activity	Performance data not available. CDIP project on IP and Socioeconomic Development launched in mid-2010, too early to expect any impact.	<b>On track</b>

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
*(in thousands of Swiss francs)*

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
2,918	3,935	1,664	42%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase primarily due to the redeployment of staff to this Program. In addition, the Program was assigned incremental resources of approximately 0.5 million Swiss francs for 2010/11, for two DA projects: “IP and Socio-Economic Development”, and “Open Collaborative Projects and IP-Based Models”.

*Budget utilization 2010*

Overall, the budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 17 BUILDING RESPECT FOR IP****Program Manager Mr. J. C. Wichard**

## OVERVIEW OF PROGRESS IN 2010

The year 2010 was marked by steady progress towards creating an enabling environment that promotes respect for IP in a sustainable manner. During the 6<sup>th</sup> session of the WIPO Advisory Committee on Enforcement (ACE), held from December 1-2, 2010, Member States reconfirmed their commitment to the strategic direction of this body, reflected in the detailed work program of the 6<sup>th</sup> session of the ACE and the corresponding research commissioned by WIPO. The Committee reviewed methodologies and gaps in existing studies to measure the impact of counterfeiting and piracy; analyzed reasons that fuel counterfeiting and piracy, including with a view to different levels of socio-economic development; and explored alternate models to address counterfeiting and piracy. Member States agreed on a continuation of the Committee's work under this work program at the 7<sup>th</sup> session of the ACE.

In addition, the Program responded to the continuously increasing demand by Member States from all regions for enforcement-related capacity-building. This included specialized training for law enforcement authorities, legislative review and advice, and assistance in the development of strategic approaches to address counterfeiting and piracy, including public-private cooperation models. In all such activities, it was ensured that socio-economic and development-oriented concerns, such as those identified in the ACE, were adequately reflected. This included informing on flexibilities that are available to countries under international legal frameworks.

Systematic cooperation and coordination with partner organizations continued, including in industry and civil society, and new partnerships were explored in the interest of quality, efficacy and transparency of services. This included sharing of information on WIPO's strategic approach to building respect for IP in fora and ensuring recognition of that approach in joint projects.

Under its cooperation agreement with INTERPOL, the World Customs Organization (WCO) and private sector groups, WIPO was responsible for chairing the 6<sup>th</sup> cycle of the Global Congress on Combating Counterfeiting and Piracy, held in early 2011. In the preparatory process in 2010, the WIPO leadership translated into a strategic realignment of the Global Congress initiative, in line with WIPO Strategic Goal VI. Upon the initiative of WIPO, Global Congress partners committed to a range of new, development-oriented topics to be included in the Congress agenda, and ensured involvement of civil society. The fresh approach was very well received by both public and private sector participants.

## IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The design, planning and implementation of activities undertaken by Program 17 were informed and guided by the relevant DA Recommendations.

The Program's technical assistance, capacity-building and legislative assistance activities were development-oriented, demand-driven and transparent (Recommendations 1 and 13). DA Recommendation 45 guided the work program agreed by the ACE for its sixth session (December 1 to 2, 2010).

## PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Create an enabling environment that promotes respect for IP by initiating a constructive and balanced policy dialogue, taking into account Recommendation 45 of the DA	Number of studies and research conducted, within the framework of two sessions of the Advisory Committee on Enforcement (ACE), to identify elements that affect the respect for IP rights and to undertake an objective assessment of the cost of counterfeiting and piracy, as well as the socio-economic impact thereof	Eight papers in 2008/09	Seven papers presented to the ACE, including research commissioned by WIPO	On track
Strengthened legal frameworks and capacity building for law enforcement officials and the judiciary to deal with IP enforcement in a strategic and coordinated way with right holder cooperation	Number of countries provided with technical assistance on new or updated legislative frameworks for effective enforcement, taking into account flexibilities in Part III of TRIPS	Four countries - end 2009	Legislative assistance provided to two countries	On track
	Number of requests received and number of requests processed (by Member States and interested IGOs) on capacity building and technical assistance	42 requests in 2008/09	15 capacity building activities completed. As many of these were regional or sub-regional, many more countries benefited from these activities	On track
	Number of requests received and number of requests processed (by Member States) to assist with the formulation of national and regional strategies to enhance effective enforcement actions	Three requests in 2008/09	Two sub-regional policy workshops resulted in the formulation of strategic approaches	On track
International cooperation and the integration of IP issues in building respect for IP related activities of partner Organizations	Number of activities related to building respect for IP of inter-and non-governmental organizations with common goals organized by key leading partner organizations and the private sector	28 activities - end 2009	Participation in 20 activities by partner organization relating to building respect for IP	On track
International cooperation in the framework of the Global Congress on Counterfeiting and Piracy with the WCO, Interpol and the private sector, and upon invitation civil society and other interested organizations	WIPO hosted in cooperation with the WCO, Interpol and the private sector the Global Congress on Counterfeiting and Piracy in 2010 and partnering in the organization in 2011, inviting the civil society and other interested organizations	No applicable baseline	Implemented. Preparatory process in 2010: - Commitment by all Congress partners to strategic realignment of the 6th Global Congress, in line with WIPO Strategic Goal VI - Involvement of civil society as Congress speakers and participants	On track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
*(in thousands of Swiss francs)*

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
2,608	3,017	1,304	43%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase due to the redeployment of staff to this Program.

*Budget utilization 2010*

Budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 18 IP AND GLOBAL CHALLENGES****Program Manager Mr. J. C. Wichard**

## OVERVIEW OF PROGRESS IN 2010

**IP and Global Challenges**

The objective of this Program is to analyze the relationship between innovation, economic and social development and IP, and how it can be applied in the crucial global policy debates related to IP and development, focusing on three global challenges: public health, climate change and food security. This emphasis on development is based on evidence that the most immediate impact of many of these challenges is borne by developing countries and LDCs. Against this background, WIPO provides fact-based information, advice grounded in experience and effective support services in working towards practical solutions that leverage innovation that can have a positive impact in developing countries. It also makes an overall contribution to the global policy debate by developing a think-tank function focusing on: a) policy analysis, dialogue and bringing different constituencies together to explore ideas and options in relation to global challenges; b) sharing ideas, expertise and information on meeting global challenges; and c) by exploring, initiating and developing platforms and goal-oriented partnerships designed to address global challenges.

As such, the Program also reinforces WIPO's role as a reliable actor in the international policy environment related to IP. Through its activities, WIPO reinforces its reputation as a source of solid and neutral information on IP issues. By developing partnerships and collaborations to address global challenges, the Program also creates tangible examples of the positive role IP plays in development. Overall, the Program's activities are guided by the objective of enhancing the capacity of Member States, in particular developing countries, LDCs and countries with economies in transition in the area of innovation policy relevant to public health, climate change and food security.

An important element of the strategy is to enhance the international policy dialogue with civil society, NGOs, the private sector and academia. WIPO has established a strong and well functioning working relationship with WHO and WTO in the context of the implementation of the Global Strategy and Plan of Action on Public Health, Innovation and Intellectual Property (GSPOA). New cooperation partners include UNFCCC, CERN, DNDi (a product-development partnership in health), the Graduate Institute of Geneva, Global Health Program, the Medicines Patent Pool, the Japan Intellectual Property Association (JIPA), and a number of private companies, research institutions and product development partnerships.

One particularly important achievement has been the groundwork laid for the development, creation and implementation of two specific projects, the purpose of which is to facilitate innovation and technology transfer. One such platform, "*WIPO Green – The Sustainable Technology Exchange*" aims to bring about transparency in the market of green technologies, and to accelerate the transfer, adaptation and diffusion of such technologies, including capacity building. Another initiative, the "Open Innovation Research Consortium for Neglected Tropical Diseases", aims to open the IP "estate" of public and private sector actors and to encourage new research and development into such diseases, including malaria and tuberculosis.

In 2010, WIPO organized a symposium on *the Evolution of the Regulatory Framework of Test Data - From the Property of the Intellect to the Intellect of Property* at WIPO, a Session in the FAO International Conference on Agricultural Biotechnologies in Developing Countries and two side events at UNFCCC meetings. Another highlight was a Joint Technical Symposium with WHO and WTO on *Access to Medicines: Pricing and Procurement Practices*. This symposium was the first event organized jointly by the three organizations and was instrumental in clarifying that global challenges need to be addressed by joining the particular and specific expertise of different actors.

A further aspect of the new Program strategy is to improve the services offered to our international partners. Upon request, technical contributions to policy processes was delivered in the area of public health, climate change and food security. A request from UNITAID resulted in a small event to assist the Medicines Patent Pool in defining beneficial and pragmatic terms of licenses. Contributions to WTO capacity building workshops also continued.

## Innovation Promotion and Technology Transfer

R&D institutions and universities are often the main research engines and local knowledge-producers in developing countries and countries with economies in transition. However, they are facing many challenges in utilizing the IP system for protecting their research results and for using IP rights as their assets. As a consequence, there is often limited economic return and social benefits based on their R&D investments in terms of locally developed, produced and distributed technologies and products. This may hinder both the public and private sector in these countries from re-investing in R&D. These obstacles for the efficient use of IP for development are defined as the Research Ownership-Exploitation (ROE) challenges<sup>4</sup>. In order to address these challenges, WIPO focused, during 2010, on enhancing the capacity of Member States' Governments, universities and public research organizations to develop the necessary IP management infrastructure and practical capacities to develop, protect, manage and exploit their local R&D and innovation results as assets protected by IP rights. This was mainly done through: (i) assisting Member States in the formulation of IP strategies at the national (macro) level and/or the institutional (micro) level in order for them to create the necessary infrastructure and effectively integrate the IP component into their national and institutional strategies; (ii) contributing to enhancement of their innovation and technology transfer support system as well as in strengthening professional practical skills in the field of IP asset management, including patent drafting and technology management, IP valuation, marketing, commercialization and licensing; (iii) making available for the use of Member States WIPO-developed practical tools, models and training materials in the above-mentioned areas; and (iv) supporting Member States in the design and implementation of projects that are in line with their particular strategic priorities and needs and encouraging universities and research institutions to use the WIPO "R&D Network & IP Hub" as a strategic model. In addition, a new Pilot Project for the Establishment of Technology Transfer Offices (TTOs) was launched in the Arab Region. This model, if successfully tested, could be replicated in other geographical regions of the world.

In addition, support to Member States was provided using the following strategies: (i) ensuring that the circumstances of each country and different sectors were duly taken into consideration when responding to the particular requests, for the elaboration and implementation of practical tools, training programs and provision of technical advice; (ii) prioritizing as much as possible the use of local IP professional expertise in developing countries, in particular regarding the development of training materials, the delivery of programs and the assessment of national IP needs in the framework of national IP strategy formulation; (iii) paying due attention to identification of target participants in view of using WIPO trainees as future focal points and trainers; and (iv) strategically developing and strengthening cooperation with other national, regional and international governmental organizations as well as NGOs, professional associations and UN commissions and specialized agencies. Examples of cooperation activities included regional patent drafting workshops in Zimbabwe jointly organized with ARIPO and consultancy meetings with IAEA on industrial infrastructure and the related technology absorption for a successful national nuclear power program.

### IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The design, planning and implementation of activities undertaken by Program 18 were guided by the relevant DA Recommendations.

The Program contributed to the implementation of WIPO DA through contributing to public policy patent landscaping initiatives concerning food security, health, and climate change.

The Program was also engaged in the implementation and preparation of the following DA projects:

- Project DA\_10\_03 on "Innovation and Technology Transfer Support Structure for National Institutions". A project paper on "Innovation and Technology Transfer Support Structure for National Institutions" was developed and reviewed by two external experts. This study was subsequently posted on the WIPO website for Members States' comments.
- The "Project on Intellectual Property and Technology Transfer: Common Challenges - Building Solutions DA\_19\_25\_26\_28\_01 was revised to reflect the comments made by

<sup>4</sup> [http://www.wipo.int/wipo\\_magazine/en/2007/06/article\\_0007.html](http://www.wipo.int/wipo_magazine/en/2007/06/article_0007.html)

Member States during the fifth session of the CDIP. This revised project was discussed and approved during the sixth session of the CDIP (November 2010).

- A project proposal on “Open Collaborative Projects and IP-Based Models” was presented to the sixth session of the CDIP and approved by the Committee in the same session (November 2010).
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- Project DA\_7\_23\_32\_01 on “IP and Competition Policy” under which two surveys on compulsory licenses and franchising agreements and a study on the relationship between national IP and Competition agencies have been completed.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Stronger, empirically well-founded policy dialogue between governments, international organizations, civil society actors and the private sector on current and emerging global issues touching on IP	Extent and diversity of participation in policy forums convened by WIPO.  Target: one major policy forum and four issue-specific policy forums each year	A series of policy symposia on life sciences issues, policy analysis and studies responding to invitations from other fora (notably the FAO, the WHO and the UN Interagency Committee on Bioethics (UNIACB)), and pilot-level patent landscaping surveys on influenza, neglected diseases, and key food crops. WIPO's Conference on IP and Global Challenges has further strengthened the substantive and institutional framework for more systematic WIPO engagement with global policy issues	Four specific WIPO organized policy forums: - a symposium on the Evolution of the Regulatory Framework of Test Data - From the Property of the Intellect to the Intellect of Property at WIPO - a session in the FAO International Conference on Agricultural Biotechnologies in Developing Countries - Two side events at UNFCCC meetings - Two jointly organized events: - a symposium on Access to Medicines: Pricing and Procurement Practices (WHO & WTO) - a workshop on Licensing Terms and Conditions for the Medicines Patent Pool (UNITAID)	On track
	Expanded WIPO participation in other policy forums, including more intensive engagement with existing and new partners.  Target: Policy dialogue expanded with six existing partners and initiated with six new partners	WIPO contributed policy materials and other inputs to WHO (the Intergovernmental Working Group on Public Health Innovation and Intellectual Property (IGWG), Global Strategy and Plan of Action (GSPOA), Pandemic Influenza Preparedness (PIP)), the UNITAID Medicine Patent Pool Initiative, the Human Rights Council (High Level Task Force on Implementation of the Right to Development), the UN Inter-Agency Committee on Bioethics (UNIACB), FAO, UNFCCC (Subsidiary Bodies and Conferences of the Parties (COP) in Poznan 2008 and Copenhagen 2009 with side events organized at the COPs), WTO (national and regional seminars on certain aspects of the WTO TRIPs Agreement), the World Trade Institute	Policy dialogue expanded with two existing partners - WHO and WTO (public health, trade and IP). Cooperation continued with six existing partners (FAO, IT PGRFA, UNIACB, UNITAID, UNFCCC, and ANDI)  Cooperation initiated with seven new partners (CERN, DNDi; the Graduate Institute of Geneva, Global Health Program, the Medicines Patent Pool, JIPA) as well as a number of companies and Product Development Partnerships (PDPs) in the context of the Technology Transfer Platforms under development	On track



Expected Results	Performance Indicators	Baselines	Performance Data	Status
		at the Berne University (on animal genetic resources) as well as to several national regional processes, including the African Union Pharmaceutical Manufacturing Plan and the WHO TDR/ANDI project		
	Feedback and reported impact from policy forums WIPO convenes. Target: positive reporting in external publications of each activity	Positive feedback on WIPO inputs was received from the WHO, the FAO, the UNIACB, TDR and the African Union as well as several civil society and industry NGOs and Member State representatives	Positive feedback received from participants in WIPO organized events and from WIPO's international organization partners. WIPO organized events were positively referred to in the press. Member States referred to the events in meetings and particularly the cooperation with WHO and WTO was supported also by Members and Member States of those Organizations in their respective meetings	On track
Distinctive and practically useful information resources combining policy analysis with enhanced use of patent information for policy-makers and practical tools for open innovation	Number and scope of new policy tools and studies, and patent information analyses and data tools  Target: four in-house and four externally commissioned policy studies; six patent landscapes; a functioning platform for open innovation and: 1, diffusion of green technology, and 2, R&D for Neglected Tropical Diseases	Patent landscapes established concerning influenza virus, neglected diseases, the rice genome and policy studies concluded on avian flu, technology transfer under Multilateral Environmental Agreements (MEAs), public interest IP management, bioethics	One policy study ("The role of IP in the transfer and diffusion of green technologies") was concluded  Two platforms for open innovation – both advanced ("Green Technology Platform" and the "Open Innovation Research Consortium for Neglected Tropical Diseases"). Program 18 provided input for the preparation of patent landscapes under Program 14	Not on track
	Feedback from users and partners on the quality and relevance of tools developed. Target: positive external reporting on each new product	Pilot program established for a green technology platform and also a health platform	Implementation of DA project (Rec.36) on open collaborative projects and IP-based models  Stakeholder meetings were held in respect of the Open Innovation consortium. Partners and potential partners expressed great interest in the initiative and were positively considering their further engagement	On track
	Member States' capacity and understanding of innovation and technology management and transfer has been enhanced	Increased number of Member States that have identified needs and have formulated, implemented and evaluated national IP strategies for innovation promotion and IP asset management  Increased number of R&D institutions, universities and other innovation system actors in Member	In 2008/09, nine countries implemented or were on the way to implement national IP strategies for innovation promotion and IP asset management on the basis of the WIPO Audit tool (publication no 927)  By the end of 2009, more than 500 University IP Coordinators, technology managers, scientists,	In 2010, four countries implemented or were on the way to implement national IP strategies for innovation promotion and IP asset management as a result of advice given by WIPO on the basis of the WIPO Audit tool (publication no 927)  In 2010, more than 500 University IP Coordinators, technology managers, scientists, researchers and

Expected Results	Performance Indicators	Baselines	Performance Data	Status
	States that have acquired and applied practical knowledge and skills in the area of IP asset development, management and transfer	researchers and policy makers benefited from the WIPO University Initiative Program and more than 50 research institutions were assisted by WIPO during the process of establishing their IP management units and/or Technology Transfer Offices (TTOs)	policy makers benefited from the WIPO University Initiative Program and more than 30 research institutions were assisted by WIPO during the process of establishing their IP management units and/or TTOs	
	Increased number of users by target groups of WIPO-developed practical tools, models, materials and information on IP asset management related areas for government policy makers, R&D institutions and other innovation system actors	During the 2008/09 biennium, around 1,000 researchers, technology managers, scientists and lawyers acquired practical skills in the area of patent drafting, and more than 450 participants attended "Successful Technology Licensing (STL)" Training program	In 2010, around 400 researchers, technology managers, scientists and lawyers acquired practical skills in the area of patent drafting, and more than 300 participants attended "Successful Technology Licensing (STL)" Training program	<b>On track</b>

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
5,354	10,087	4,111	41%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase due to the redeployment of staff to the Program, primarily for the strengthening of innovation promotion and technology transfer and IP and global challenges related activities. In addition, incremental resources were assigned to this Program of approximately 1 million Swiss francs for 2010/11, for two DA projects: "IP and Technology Transfer: Common Challenges - Building Solutions", and "Open Collaborative Projects and IP-Based Models".

*Budget utilization 2010*

Budget utilization was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 19            COMMUNICATIONS****Program Manager        Mr. J. C. Wichard**

## OVERVIEW OF PROGRESS IN 2010

Achieving the interlinked goals of a better understanding of IP and WIPO and an improved service orientation within the Organization required a combination of efforts relating to enhanced and differentiated communications delivery, strengthened and streamlined organizational identity, and promotion of a service-oriented culture.

Efforts to build a broader understanding of IP and WIPO's work focused on reaching out to both existing and new audiences through more diverse, but also effectively targeted communication channels and platforms. WIPO's visibility in the media around the world continued to increase in 2010, with an approximate 10 per cent increase in press articles reporting on the Organization's work as compared to the average annual figure for 2008/09. Press conferences on the 2009 performance of WIPO's services resulted in significant international press coverage, including by major news agencies, such as AP, AFP, EFE, Kyodo, Reuters and Xinhua. The presence of singer/songwriter Stevie Wonder at the 2010 Assemblies generated extensive international media coverage for the Organization, such as a detailed article in the *Washington Post* (USA), which broadened understanding of the SCCR's work in support of access for visually impaired persons.

Demand-driven production of new general information materials, such as the "Guide to WIPO Services" and the "WIPO Users' Guide" filling important publications gaps, along with increased language availability of key publications, contributed to an improved understanding of the role of IP and WIPO. A multiplier effect for information dissemination was achieved through the introduction of IP education materials in Member State schools, including in Canada, Ghana, Israel, Jordan, Malaysia, Oman, and the Syrian Arab Republic. The Depository Library Program providing free copies of WIPO publications to libraries, mostly in developing countries, pursued its expansion with 20 new institutions signing up.

Public outreach activities included the successful launch of the *IP Advantage* database (1,800+ unique page views per week), a DA-related project, featuring case studies demonstrating how IP works in the real world to promote innovation in both developed and developing countries. Outreach Services supported IP Offices and other stakeholders in planning and organizing outreach activities, including distribution of 15,000 locally-printed IP comic books in Malaysia as part of a national outreach campaign, and grant of WIPO medals and trophies to 170 inventors and creators in 37 Member States.

The establishment of an official WIPO channel on YouTube enabled the Organization to reach new and larger audiences for its videos, as well as to benefit from a more user-friendly and lower-maintenance platform replacing the now discontinued "webcast" feature. Among new videos added, a cartoon introducing copyright, jointly produced with INDECOPI Peru, attracted over 8,000 views. In total, on an annualized basis, videos were viewed over 59,000 times, with a quarter of the total audience belonging to <35 age groups.

The economic downturn led to a slight drop in World IP Day participation in 2010, which could translate into below-average IP Day performance for the biennium as a whole. The WIPO Library, which recorded a further increase in visitors (to over 600 visits per year) and external information requests handled (234 and 524 per year, respectively), set up and implemented an e-book collection increasing accessibility of their material, while at the same time decreasing cost for the purchase of paper copies. Dialogue and engagement with the local community continued to be a priority, with the organization of the first WIPO Open Day, giving an estimated 3,500 visitors an opportunity to learn about WIPO's activities, IP and its contribution to daily life.

Continuous improvement of WIPO customer experience was the overall goal guiding activities promoting service orientation. Deployment of the WINS enquiry tracking system (processing 12,000 enquiries and tracking 24,000 in 2010), consolidation of informal support teams, and an increase in Switchboard resources to guarantee uninterrupted availability ensured an infrastructure for a more efficient handling of enquiries.

The establishment of a Customer Service Center handling general information queries and redirecting specific queries to the areas concerned resulted in a dramatic reduction of support requests going unanswered. Due to the higher volume of calls that certain support teams experienced, the global rate of unanswered calls diminished only slightly with the exception of unanswered calls to the Madrid system customer assistance team which diminished significantly to 12.8 percent. A more substantial reduction of unanswered calls in all areas is expected in 2011.

Brand Development work was centered on strengthening the WIPO brand, as well as on enhancing the recognition and visibility of the Organization's services. The launch of the new WIPO logo concluded the first phase of the Organization's rebranding to reflect its revitalization and strategic reorientation to keep pace with the rapid evolution of IP in the 21<sup>st</sup> century. The new logo and visual identity, which received significant positive feedback, as well as accompanying policies and guides ensuring consistent projection of WIPO, were all produced in-house, at minimum cost to the Organization.

WIPO GOLD, the one-stop gateway to WIPO's global collections of searchable IP data, boosted the visibility of WIPO's previously dispersed IP data collections, and was a major step in raising the Organization's profile as a world reference source of IP information. Given the wide range of legal issues involved in and specialized expertise required for the management and development of the Organization's IP portfolio, this activity was transferred to and centralized at the Office of Legal Counsel (part of Program 21).

#### IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The design, planning and implementation of activities undertaken by Program 19 were informed by the relevant DA Recommendations. Specific activities were tailored to enhance awareness of the general public, including in developing countries and LDCs, on the importance of IPRs and the benefits of a greater use of the IP system. The Program continued to maintain and add to *IP Advantage*, a database of case studies and other materials (articles, videos, etc.), which was implemented as a joint project by WIPO and Japan, and endorsed by the CDIP, to illustrate instances of successful use of the IP system.

#### PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Broader understanding of the role of IP, and of WIPO and its activities, among policymakers and the general public	Number people reached through the various documentaries and publications; number of respondents by countries (phoning, letters, comments on websites, etc.)	5,000 clicks on "webcast" link on WIPO website in 2009	n/a - Webcast tool discontinued	<b>On track</b>
		4.1 million WIPO Magazine website page views in 2008/09 (1.8 million in 2008; 2.3 million in 2009)	To be provided when relevant online measuring tool becomes available	
		13,400 subscribers to the WIPO Magazine e-mail newsletter (in all three languages)	14,861 subscribers to the WIPO Magazine e-mail newsletter (in all three languages) at the end of 2010 (effective date: 04/02/2011)	
		3,684 subscribers to the hard copy version of the WIPO Magazine (English version)	3,880 subscribers to the hard copy version of the WIPO Magazine (English version)	
		88% of surveyed readers rated the WIPO Magazine "good" (51%) or "very good" (37%)	Next survey in the second half of 2011	

Expected Results	Performance Indicators	Baselines	Performance Data	Status
		47 new versions of WIPO publications authorized for translation (into non-UN languages) and reviewed prior to publication in 2008/09 (34 in 2008; 13 in 2009)	27 new versions of WIPO publications authorized for translation (into non-UN languages) and reviewed prior to publication	
	Approximate number of people reached through the activities by country for the World IP Day based on data supplied by organizations hosting World IP Day events	World IP Day events reported from 139 countries in 2008-2009 (60 countries in 2008; 79 countries in 2009)	World IP Day events reported from 58 countries in 2010	<b>Not on track</b>
		500 World IP Day event summaries received in 2008-2009 (240 in 2008; 260 in 2009)	188 World IP Day event summaries received in 2010	
	5% increase in world press articles on WIPO's work	6,226 articles reporting on WIPO during 2008 and 2009	3,485 articles reporting on WIPO during 2010	<b>On track</b>
	Use of WIPO IP educational materials for young people in national and international school systems	WIPO IP educational materials for young people used in ten Member States in 2008-2009 (2008: Morocco, United Arab Emirates; 2009: Cuba, Germany, Jordan, Lebanon, Luxembourg, Peru, Philippines, Qatar)	WIPO IP educational materials for young people used in seven Member States in 2010 (Canada, Ghana, Israel, Jordan, Malaysia, Oman, Syrian Arab Republic)	<b>On track</b>
	Number of new WIPO documentaries disseminated through various media on innovators and creators, themed spots on international networks, on national networks by country, and on social networking sites; number of viewers of WIPO films on such sites	Five documentaries (co-produced) and made available in 2008-2009 (two in 2008; three in 2009)	Five documentaries (co-produced) and made available in 2010	<b>On track</b>
		0 publicity spots produced/diffused in 2008-2009	One publicity spot ("The Madrid System") produced/diffused in 2010	
		75,500 WIPO videos viewed on social networking sites during 2008 and 2009 (25,500 in 2008; 50,000 in 2009)	59,800 WIPO videos viewed on social networking sites during 2010 (annualized)	
Improved customer focus and service quality	% of customer satisfy with the quality of WIPO's services and information	No data available for 2008/09	Tbd by December 2011	<b>N/A 2010</b>
Improved efficiency of customer services	Enquiries processing: No abandoned/lost calls	>33% unanswered calls in 2009	32.4% unanswered calls in 2010	<b>On track</b>
	Tracking of enquiries	No centralized tracking of enquiries at the end of 2009	>10% centralized tracking of enquiries at the end of 2010	<b>On track</b>
	Reduced number of internal info lines and support teams	10 formal and 20 informal support teams	10 formal and three informal support teams	<b>On track</b>
Strong and well-developed WIPO brand	% of stakeholders that consider that the WIPO brand has improved and is well developed	No data available for 2008/09	Tbd by December 2011	<b>N/A 2010</b>

Expected Results	Performance Indicators	Baselines	Performance Data	Status
	Positive feedback received (web surveys, reader surveys, etc.) to new WIPO brand and corporate image	No data available for 2008/09	Tbd by December 2011	N/A 2010
	Successful development of IP portfolio (domain names, marks, etc.)	N/a: management of WIPO's IP portfolio and development of IP policy transferred to and centralized at the Office of Legal Counsel in Q1/2010 (Program 21)	N/a	Dis-continued
Enhanced use of the WIPO Library's information resources	Increased number of visitors to the Library premises and increased demand for the Service's information resources	11 visitors per week to Library in 2008/09	12 visitors per week (624 a year) to Library in 2010	On track
	Number of requests being managed by the Library	270 external and 1,500 internal information requests managed by the Library during 2008-2009 (120 external and 700 internal requests in 2008, and 150 external and 800 internal requests in 2009)	234 external and 524 internal information requests managed by the Library during 2010	On track

#### BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
15,455	15,836	7,008	44%

#### *Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase in non-personnel resources for the implementation of a number of SRP initiatives.

#### *Budget utilization 2010*

2010 saw some delays in the implementation of a number of communications initiatives due to delays in the filling of posts which affected the utilization of non-personnel resources.

Overall, the budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 20            EXTERNAL OFFICES AND RELATIONS****Program Manager        Mr. J. C. Wichard**

## OVERVIEW OF PROGRESS IN 2010

The key objective of the Program in 2010 was to ensure that WIPO contributes in a valued way to relevant UN and IGO processes with a focus on IP and global issues, and in line with the direction provided by its Member States.

2010 saw greater recognition of the value of WIPO's collaboration with the WTO through strengthened cooperation among the two organizations within the context of the WIPO-WTO Agreement, in particular as regards provision of advice to developing countries and LDCs on the TRIPS Agreement taking duly into account DA Recommendation 14 (see section below on the implementation of the DA) and support in WTO efforts related to the LDC Needs Assessment process. WIPO also received positive feedback on its enhanced engagement in the WIPO-WTO-WHO trilateral framework to implement the Global Strategy and Plan of Action on Public Health, Innovation and Intellectual Property.

Recognition and support was received for WIPO's greater engagement in the UNFCCC process; including the organization of side events with other UN agencies, IGOs and industry, and acting as a resource on IP for the UNFCCC Secretariat officials and negotiating Parties. While WIPO is not involved in the negotiations of the UNFCCC texts, it supports the process, in particular with regard to the development of practical solutions to support the transfer of environmentally sound technologies and increased understanding of the international IP system.

In 2010, the Organization developed MoU's with UNIDO, FAO, CERN and UNITAR and started developing workplans to support implementation. A greater acknowledgment of WIPO's engagement with the wider UN system was also achieved through WIPO's systematic response to requests for contributions from the UN system. Examples of this work relate to contributions on NEPAD, the MDGs, ECOSOC, sustainable development (Agenda 21), rights of persons with disabilities, and IP and the right to development.

Increased demand for WIPO's engagement on issues and discussions pertaining to IP and the digital divide was observed in groups and conferences such as the Internet Governance Forum (IGF), the UN Group on the Information Society (UNGIS), the annual World Summit on the Information Society (WSIS) Forum and the work of the Commission on Science and Technology for Development (CSTD). (See also reference to Development Agenda Recommendation 24 below.)

With regards to partnerships and outreach to donors, a project was developed for the establishment of Technology Transfer Offices in the Arab Region and a donor event convened in Tunis in December 2010. The African Development Bank and the World Bank expressed their interest to support and partner with WIPO on its implementation (project cost estimated at 2 million Swiss francs). The Program also supported the work of Program 9 in developing an EU funded project in Pakistan, in collaboration with UNIDO and the ITC (estimated value 1.3 million Swiss francs). The performance indicators for resource mobilization (see table) shows the status as "not on track". This reflects the time required to present and obtain funding for projects and the current financial environment. Efforts are on-going to meet the set targets by the end of the 2010/11 biennium.

WIPO continued to receive and provide information on its goals and activities to a variety of NGOs and industry groups. It is planned to intensify WIPO's outreach to these groups in 2011.

## IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The design of Program activities under Program 20 is aimed at implementing DA Recommendations 2, 9, 14, 22, 24, 30, 40, and 42. Following the CDIP Project to implement Development Agenda Recommendation 2, Program 20 has begun implementation of a number of follow up steps to the WIPO Conference on Building Partnerships for Mobilizing Resources for Development (November, 2009), this includes work to support implementation of the CDIP Project to implement Recommendation 9 and in the development of a Partnership and Resource Mobilization Strategy. With

respect to Recommendation 14 on providing advice to developing countries and LDC's, on the implementation and operation of the rights and obligations and the understanding and use of flexibilities contained in the TRIPS agreement, Program 20, in cooperation with the substantive WIPO sectors, ensured that activities undertaken with the WTO reflected this Recommendation. Program 20 also worked with the relevant sectors in WIPO to enhance their cooperation with other intergovernmental organizations and processes to contribute to work on the WSIS outcomes (Recommendation 24), and to provide advice to developing countries and LDC's on how to gain access and make use of IP related information on technology (Recommendation 30).

The Program worked to improve information sharing and communication with UN organizations and other relevant IGOs to strengthen cooperation and maximize the different expertise of each organization.(Recommendation 40). It also worked to enhance participation by civil society in several WIPO meetings. In addition, the Program made available on the WIPO website information on its activities related to supporting the achievement of the MDGs (Recommendation 22).

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Greater understanding among industry groups and civil society of WIPO's work and the developmental benefits of IP; and enhanced participation of civil society in WIPO activities in accordance with criteria regarding NGO acceptance and accreditation (DA recommendation 42)	Communications, reports and publications from governmental and NGOs reflect a more informed view on IP	Baseline not available	Positive feedback received from six IGOs on WIPO's contributions. WIPO content included and reflected accurately in three reports produced by UN and IGOs. Increased demand for WIPO's engagement, as it relates to WIPO's mandate, from three UN/IGO processes	On track
	Increased number of NGOs participate as observers at WIPO and engage in joint activities	210 International and 51 national NGOs accredited to WIPO	218 International and 57 national NGOs at the end of 2010	On track
		Extent of joint activities with NGOs reported on under relevant Programs	Extent of joint activities with NGOs is reported on under relevant Programs	
	Increased number of joint activities with regional, sub-regional and national organizations	Extent of joint activities with regional or sub-regional IGOs reported on under relevant Programs	Extent of joint activities with regional or sub-regional IGOs is reported on under relevant Programs	Dis-continued
Additional public and private sector partnerships		No guidelines No formal public and private sector partnership agreements	Consultant commissioned to undertake work on guidelines in December 2010. (Draft guidelines circulated for internal review in first quarter of 2011)  Agreement and funding from the Japan Intellectual Property Association to support the development of a database for a WIPO project aimed at providing a platform for the exchange of environmentally sound technologies	Not on track



Expected Results	Performance Indicators	Baselines	Performance Data	Status	
Better understanding of the role and function of external offices and the advantages and disadvantages of centralized and decentralized service delivery	Monitoring use and activities of external offices	n/a	Consultation process with Member States initiated with a view to being able to recommend a policy on WIPO External offices for the consideration of Member States at the WIPO Assemblies in 2011	On track	
	Study on policy of centralization and decentralization	n/a	As above	On track	
An increase in resources available to WIPO, either through direct contributions and managed as Funds-in-Trust, or through access to existing external funding modalities to support its technical assistance and capacity building work in developing countries	An increase in funds available through Fund-in-Trust arrangements	Total income to relevant FITs (as defined in P&B 2008/09 and 2010/11) for 2008/09 biennium equals 15.8 million Swiss francs.	Income in 2010 to WIPO Funds-in-Trust as listed in Annex V to the Program and Budget 2010/11 was 6.04 million Swiss francs. By comparison, FIT income in 2008 was 7.4 million Swiss francs and in 2009, 8.4 million Swiss francs. For the target to be reached this will require an income of approx Swiss francs 12 million in 2011. However, FIT income in 2010 is more in line with the updated FIT income estimate of 11.4 million Swiss francs presented in Annex V of the Program Budget 2010/11	Not on track	
	Target: 20% increase by end 2010/11				
	WIPO projects funded through existing external funding modalities (e.g., Enhanced Integrated Framework (EIF), UN Multi-donor Trust Funds (UN MDTF))	No WIPO projects funded through EIF, UN MDTF or other such existing mechanisms		No projects funded at this stage	Not on track
	Target: To be developed following the WIPO Mobilizing Resources for Development Conference				
	Increase in the number of donors to WIPO from all sources	Nine donors (EU, France, Italy, Finland, Japan, Korea, Portugal, Spain, United States of America)	One additional donor: Brazil	On track	

## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
11,309	11,350	5,114	45%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a small increase in non-personnel resources primarily due to increased rental costs in WIPO External offices.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 21 EXECUTIVE MANAGEMENT****Program Manager Director General**

## OVERVIEW OF PROGRESS IN 2010

Program 21 covers the Office of the Director General (ODG), the Office of the Legal Counsel (OLC), the Assemblies Affairs and Documentation Division (AADD), the Office of the Ombudsman, the Ethics Office and the Protocol Service.

The first half of the biennium was a period of consolidation and progress. The appointment of the Director General's new Senior Management Team (SMT) in December 2009 resulted in enhanced coordination across the Organization throughout 2010. The Director General further enhanced and cemented this internal coherence through holding regular meetings with the SMT, managers and all staff. Externally, the ODG coordinated and ensured enhanced engagement and communication with Member States in advance of major meetings, contributing to the improved atmosphere in negotiations in the normative area.

The Director General continued to champion implementation of the Strategic Realignment Program (SRP). At the end of 2010, the SRP successfully completed the "design and planning" phase and shifted its focus towards building on the four Core Values - customer service orientation, working as one, accountability for results, environmental, social and governance responsibility - as well as the implementation and risk management of all 19 initiatives under the SRP. As part of the SRP's substantive results framework, a Core Values staff survey undertaken in December 2010 provided important feedback on staff understanding of the SRP and areas in which renewed focus is required to ensure effective implementation.

The Director General led consultations with Member States on a Medium Term Strategic Plan (MTSP) for 2010–2015 designed to equip the Organization to deal with the rapidly evolving intellectual property context in which WIPO operates and to strengthen the Organization's results-based management framework. Member States took note of the MTSP at the Forty-Eighth Series of Meetings of the Assemblies of the Member States of WIPO. The intensive interaction between the Secretariat and Member States highlighted many areas of agreement which will provide valuable guidance in preparing Program and Budget documents for the 2012/13 and 2014/15 biennia. The mid-term review of the MTSP, scheduled to take place in 2012, should provide further guidance from Member States on this important strategic tool for the Organization.

Program 21 led and coordinated organization of the Assemblies in 2010, including the second High Level Segment (HLS). A new Division dedicated for this purpose – the Assemblies Affairs and Documentation Division – was established. The attendance of 64 ministers from Member States at the HLS provided valuable strategic engagement and important perspectives on the theme of 'Innovation, Growth and Development: The Role of Intellectual Property and Member States' National Experiences' that will help shape program implementation going forward. Rationalizations to the work of the Assemblies were also introduced, reducing the carbon footprint of the meeting, promoting openness and accessibility of proceedings, and reducing costs.

The OLC continued to provide legal advice on constitutional affairs, general legal issues, contracts, administrative and human resources related matters, as well as on intellectual property law, to the Director General, the Secretariat and Member States. Despite an enhanced workload as reflected in an increased number of requests for advice, a high level of customer satisfaction was achieved and the depository functions of WIPO-administered treaties and agreements continued to function very efficiently. The WIPO Lex on-line collection of national intellectual property laws and treaties was successfully launched in September, covering all 197 WIPO, WTO and UN Members to different degrees (with new laws and treaties being added continually) and providing a world class repository of intellectual property legal information. The continued provision of timely and effective legal advice associated with the new construction project and the new conference hall contributed to the good progress of these projects within an adequate quality framework. The transfer of the management of (or responsibility for) the Organization's intellectual property assets to the OLC was successfully completed and led to a more coordinated management of this strategic resource so critical for the successful projection of the Organization.

The appointment of a new Ombudsman in September reinvigorated this important pillar of the system of the administration of justice. The Ombudsman established her independent practice and systems while also undertaking outreach activities and offering confidential and informal conflict resolution services to WIPO staff and employees with concerns arising from or affecting their work. At the same time, the appointment of WIPO's first Chief Ethics Officer in June underscored the Director General's commitment to ensuring WIPO establishes a comprehensive integrity system based on best practices. Initial steps included developing a draft Code of Ethics, which was subsequently circulated among staff for input, and ensuring that all required staff have signed declarations of interest.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

All programs related to Strategic Goal IX "Efficient administrative and financial support structure to enable WIPO to deliver its programs" provide support or other services to the Organization as a whole to achieve WIPO's Expected Results. In this regard, Program 21, which includes the work of the Office of the Director General, plays a key role in providing the overall strategic guidance and oversight to facilitate the mainstreaming and implementation of the WIPO Development Agenda by all relevant Sectors within WIPO. In order to implement the DA Recommendation 6, a WIPO Ethics Office has been established under this Program with clear terms of reference. A Chief Ethics Officer has also been appointed as mentioned above.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
The essential conditions – internal coherence, corporate regulation and alignment to strategic goals are in place for providing effective strategic direction, support to the member States and delivery of results	The Organization has an effective governance structure comprising clear expected results linked to strategic goals	No Senior Management tier in place	SMT in place in December 2009 and fully functioning by January 2010	<b>On track</b>
		No intermediate level established between the nine Strategic Goals of the Organization and the Expected Results in biennial Program and Budgets	MTSP 2010-2015 noted by Member States together with their comments as reflected in the final report of the Assemblies 2010 and in Annex 1 of the report	
	Utility of the Organization's Performance Framework (Organizational and individual staff performance)	Implementation of the SRP Strengthening RBM Initiative commenced in January 2010	A series of sectoral RBM workshops were conducted aimed at strengthening the results frameworks for each Program in the Program and Budget 2012/13.	<b>On track</b>
		Statistical information on the % of staff whose performance was evaluated against their individual work objectives was not available at the beginning of 2010	62% percent of staff had their performance evaluated against their individual objectives and competencies (PMSDS)	
	Integrity of the Organizational Management Structure that enables effective allocation of resources to priorities, alignment of programs to results and management of accountabilities showing leadership in results based management	Phase I of the SRP focused on realigning Programs, the organizational structure and resources to support the nine new Strategic Goals. Planning and Design of the SRP at the Program level not yet started	Phase II of the SRP – Planning and Design at the Program level completed	<b>On track</b>

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Enabling the environment in which the Organization operates by providing timely quality advice and assistance to the Member States, the Director General and WIPO's internal sectors and divisions on a wide range of legal issues related to the work of the Organization including the use of new IT tools and the implementation of the Strategic Realignment Program	Introduction of financial declarations and disclosures	Declarations of Interest - 24 % of those staff members required to file had filed by December 31, 2009	Declarations of Interest - With respect to the filing of Declarations of Interest under a new policy established by the Organization in September 2009, the filing rate was increased from 33% to 100% within the first three months of the Ethics Office's establishment	On track
	Implementation of plan to transform the Organization into a carbon-neutral entity	Main Working Group and Subsidiary Working Groups were established to address key areas. Participation in a number of worldwide or UN-wide initiatives. Mobility study started	Water fountains approved for installation in new building.  Greenest electricity tariff selected. Vegetation approved for installation on new building roof.  Energy saving initiative begun	On track
	Implementation of plan to make the Organization's accessibility user-friendly to the disabled	No accurate data on the status of accessibility in the WIPO campus.	Study of accessibility planned for 2011 for WIPO campus.	On track
	% of complaints related to the appropriateness, timeliness and effectiveness of the total number of advice rendered	No complaints - end 2009	Despite an increase in the number of requests for advice as well as in the fields covered by such advice, the same level of satisfaction was maintained and no complaints were received by the end of 2010	On track
	New effective internal procedures to deal with the required assistance including the use of new available IT tools	No applicable baseline	Explanation for discontinuance of this particular performance indicator: lack of financial resources in the budget to develop new IT tools and reassessment of the need for fully-fledged databases to record claims and IP assets	Dis-continued
	% of notifications of adherence and other treaty-related actions that have been processed within three days	Three days per action - end 2010 - 100% of notifications of adherence and other treaty related actions processed within 3 days within OLC	95% of notifications of adherence and other treaty-related actions processed within three days	On track
	Increased number of countries whose IP laws are included in the Collection of Laws for Electronic Access (CLEA) database	Substantial coverage of some 126 countries at end of 2009 in the Collection of Laws for Electronic Access (CLEA) which was replaced by WIPO Lex in September 2010	Completed coverage of the IP legal system of 103 Members of WIPO/WTO/UN (out of an aggregate total of 197) and substantial coverage of the remaining Members. Completed coverage of 49 multilateral IP-related treaties (not including WIPO-administered treaties), 13 IP regional agreements, 20 Regional economic integration treaties and some 60 Bilateral treaties that contain IP-related provisions	On track
Promote and encourage The utilization of the IP treaties and laws database worldwide within the public and private sector, including the academic and professional sectors has been promoted and encouraged				

Expected Results	Performance Indicators	Baselines	Performance Data	Status
	The number of laws and treaties increased by 10%	Approx. 2,563 full legislative texts covering 4,291 documents in various languages	Some 6,000 distinct legal texts (with corresponding 6,000 bibliographic entries) covering 11,000 documents, which include all available language versions of the 6,000 distinct texts. These represent an increase of 134% and 156%, respectively, far exceeding the target of 10%	On track
	The number of legislative texts in French and Spanish increased by 3%	Of 2,563 full legislative texts, 2,013 are in English, 925 in French and 419 in Spanish.	There are: 5,525 texts in English, 2,058 in French and 1,031 in Spanish, or an increase by 174%, 122% and 146%, respectively, far exceeding the target of 3%	On track
	% of increased number of database users and hits or visitors to the web page	User's data in 2009: 379,181 visitors in some 200 countries; 1,000,293 page views; 2.64 pages/visit; 66.59% bounce rate; 1.58 minutes average time on the site. The sources of traffic to site were as follows: search engines - 81.5% referring sites - 10.29% and direct traffic - 8.2%	User's data in 2010: 342,887 visits in 219 countries/territories; 1,058,730 page views; 3.09 pages/visit; 61.91% bounce rate; 2.36 minutes average time on the site. The sources of traffic to site were as follows: search engines - 72.86%; referring sites - 13.95% and direct traffic - 13.18%. These data indicate: (i) a slight dip in the number of visits, (ii) an increase in the aggregate total of number of pages viewed, (iii) an increase in the amount of pages viewed per visit, (iv) an increase in the percentage of people who remain on the site (i.e., those who do not bounce out of the site), (v) an increase in the average amount of time that a visitor stays, (vi) an increase in direct traffic which could indicate better name recognition of WIPO Lex	On track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
14,529	18,262	9,065	50%

*Budget after transfers 2010/11*

Incremental resources were allocated to this Program for the newly created Assemblies Affairs and Documentation Division, the Ethics Office and the WIPO Lex initiative. In addition, a number of SRP initiatives have been provided for under the Program.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 22 FINANCE, BUDGET AND PROGRAM MANAGEMENT****Program Manager Mr. A. Sundaram**

## OVERVIEW OF PROGRESS IN 2010

The FRR-IPSAS project, the principal objective of which was the addition of the procurement and asset management modules to the automated finance system (AIMS), went "live" in January 2010, on time and within budget. This resulted in a number of new processes, procedures, and reports for resource utilization, which were essential for compliance both with the Financial Regulations and Rules (FRR) of WIPO and with the new International Public Sector Accounting Standards (IPSAS). The introduction of the new modules, data structures and procedures also enabled continued enhancement of the financial and management reports available to Program Managers and Member States. Other IPSAS-related work included the calculation and input of adjustments to the 2010 opening balances, which were necessary in order to ensure that the opening position for 2010 would be IPSAS-compliant. Formal training courses on a variety of IPSAS related subjects were conducted during the first half of 2010 for those departments most affected by the change in accounting standards.

With the implementation of the procurement module in AIMS, it has become easier to obtain statistics on the timeliness of payment processes. During the year, more than 10,500 supplier payments were processed, two-thirds of which were made on time, while one-third of payments were outside payment terms, primarily as a result of late receipt of invoices.

A revised version of the proposed Investment Policy was completed and will be submitted for consideration by the Program and Budget Committee in 2011. A policy document entitled "Policy on Preventing and Deterring Corruption, Fraud, Collusion, Coercion, Money Laundering and the Financing of Terrorism" was also prepared during the course of 2010 and is currently being reviewed internally.

In 2010, the Program also administered the selection procedures for WIPO's External Auditor and the Independent Advisory Oversight Committee (IAOC).

With 2011 being a budget year, the preparations began for the 2012/13 Program and Budget in late 2010. New templates and methodologies have been applied to mainstream proposed DA resource requirements in accordance with the Budgetary Process for Projects Proposed by the Committee on Development and Intellectual Property (CDIP) for the Implementation of the DA Recommendations, approved by the WIPO Assemblies in 2010<sup>5</sup>, as well as to ensure the systematic application of results-based planning principles and a fully results-based view of the budget for the next biennium. In line with the Organization's focused efforts to improve its planning, tracking and reporting on development expenditure, the results-based view of the budget also provides an indication of the development share of resources for each result.

To strengthen the application of results-based planning principles across all Programs of the Organization during the 2012/13 planning exercise, a series of results-based management (RBM) workshops were conducted in 2010 for all Sectors. The workshops aimed at strengthening the biennial results frameworks through clear linkages between the expected results and the Strategic Goals, more measurable and results-focused indicators and consistent use of baselines and targets. In addition, the workshops focused on mainstreaming development, including the DA, across Programs and enhancing WIPO's ability to assess the outcomes and impact of its development-oriented activities. These efforts were part of the DA project, "Project on Enhancement of WIPO's Results-Based Management (RBM) Framework to Support the Monitoring and Evaluation of Development Activities" (CDIP/4/8/Rev.) for the implementation of DA Recommendations 33, 38, 41.

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<sup>5</sup> A/48/5/Rev.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

The second component of the DA project, “Project on Enhancement of WIPO's Results-Based Management (RBM) Framework to Support the Monitoring and Evaluation of Development Activities” (CDIP/4/8/Rev.), concerned the conduct of an External Review of WIPO's Technical Assistance in the Area of Cooperation for Development. The Program facilitated the work of the two external consultants selected as per the Terms of Reference (TOR) for the review. The conduct of the review experienced some delays as compared to the original timeline, mainly due to logistics in relation to the country visits and the survey questionnaire to Member States.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Continued efficiency of financial operations and budget management	Total cost of the finance, budget and program management function as a percentage of the organizational running cost (expenditure)	Total expenditure for Program 22 amounted to 16.53 million Swiss francs i.e. 2.86% of total expenditure for the Organization in 2008/09	Total expenditure for Program 22 amounted to 8.39 million Swiss francs i.e. 2.9% of total expenditure for the Organization in 2010	On track
	Timely and relevant financial and management reporting to senior management, Program Managers and Member States	Submission of monthly and quarterly management reports within 10 working days of closure and receipt of data from relevant sectors	Monthly reports on contribution arrears submitted to senior management within 10 days of month end. Assembly documents on contribution arrears submitted in a timely manner. Monthly closure of accounts was carried out in accordance with timetable and reports distributed accordingly. Other reports including monthly cash flow analysis, trademarks and industrial designs income analysis and exchange rate movements analysis were provided on time and in accordance with either treaty requirements or agreements with Program Managers	On track
	Timely and relevant financial and management reporting to senior management, Program Managers and Member States	Online budget utilization and human resource management reports available in the appropriate structure to support budget management and management decision making processes	All reports updated and available following go-live of new AIMS modules. Human resource management data (vacant posts and employees on board) made available online for Program Managers. Standard reports, as well as online reports and the WIPO Observatory updated regularly	On track
	Payments (including Madrid and Hague fees) to be made on time	Payments are made in accordance with treaty rules and supplier credit periods (where invoices are submitted to Finance in accordance with their payment terms)	Since the go-live of the procurement module in AIMS, it has become easier to track the timeliness of payment processes for expenses. Similarly, the factors which cause payments to be made late can be more readily identified. Late receipt of goods and services by users of the system throughout the Organization delayed many payments in 2010. The most common credit period given by suppliers is 30 days and 55% of the payments made to such suppliers were in accordance with this credit term. The remaining 45% can be attributed to late receipting, problems with purchase order	On track



Expected Results	Performance Indicators	Baselines	Performance Data	Status
Coherent regulatory framework in place in respect of the use of financial resources and post management ensuring that all financial operations executed with probity	Return on invested funds is in line with benchmarks established by the Investment Advisory Committee	Internal benchmark set as rate of return obtained through deposits with the BNS (Central Bank of Switzerland)	dispatch and late receipt by the Payments section of invoices. All monthly and, where appropriate, yearly payments with respect to Madrid, Hague, PCT and AMC were made on time in accordance with the underlying agreements  Return on invested funds was in line with rate obtained from BNS. Quotes from three banks obtained in respect of short-term deposits	On track
	Financial operations and budget management conform to the provisions of the applicable WIPO conventions and treaties, the WIPO FRR and appropriate applicable accounting standards	Documentation of policies, rules and procedures ready and available for use	Policy for Investment (draft revised)  Policy on preventing and deterring Corruption, Fraud, Collusion, Coercion, Money Laundering and the Financing of Terrorism prepared  Office Instruction inventory prepared  Processes and procedures documented and communicated for go-live of new AIMS modules	On track
	Satisfactory financial report from the External Auditors confirms the conformity of accounting operations with applicable regulations, rules and standards	Financial statements for 2008-09 to be the final financial statements prepared in accordance with UN Accounting Standards	2008-09 financial statements were submitted to the External Auditors in accordance with the Financial Regulations and Rules and received a clean audit report	On track
	Smooth transition to International Public Sector Accounting Standards during the course of 2010	NRB Financial statements for 2008/09 to be the final financial statements prepared in accordance with UN Accounting Standards	Preparatory work for the production of the first set of IPSAS compliant financial statements continued throughout 2010. The 2010 financial statements which will be IPSAS compliant are currently being compiled.	On track
	Coherent program management and performance practices and accountability are enhanced across the organization	Coherent monitoring systems have been developed for all programs and are being implemented by all programs	Scattered systems only - end 2009	Some sectors have introduced quarterly monitoring systems for the implementation of workplans for 2011. A coherent organizational-wide approach is still to be developed (in the longer term to be supported and facilitated by the ERP)
	% of programs implementing newly developed management systems and tools	n/a	Workplans for the year 2011 were improved both in terms of process and level of details requested from Program Managers	On track
	% of programs that have been provided with training and coaching on program management	n/a	A total of nine sectoral workshops (covering all Programs) were conducted to strengthen the results frameworks for the Program and Budget 2012/13 and mainstream development	On track
	% of programs that are implementing the newly acquired knowledge and skills provided with training and coaching on program management	n/a	Improvements have been made across all Programs to strengthen the results frameworks for the Program and Budget 2012/13, including organizational expected results	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
	% of program and performance reports by which an improvement on quality has been identified	Enhancing performance assessment is a continuous process with tangible improvements made in 2008/09 (enhanced focus on results and improved analytical assessments)	with clear links to the Strategic Goals, enhanced measurability of the performance indicators and consistent approach to baselines and targets  Better integration of reporting on the DA into the Program Performance Report 2010  The introduction of baselines in the Program and Budget 2010/11 provides a better basis for reporting on organizational performance in 2010	<b>On track</b>

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
16,305	17,687	8,386	47%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase due to the redeployment of staff to the Program primarily for resource planning, program management and performance and IPSAS related activities. The Program was also assigned incremental resources in the order of 0.6 million Swiss francs for 2010/11, for the DA project on the “Enhancement of WIPO's Results-Based Management (RBM) Framework to Support the Monitoring and Evaluation of Development Activities”.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 23            HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT****Program Manager        Mr. A. Sundaram**

## OVERVIEW OF PROGRESS IN 2010

During the year 2010, a number of human resource initiatives were implemented as part of the Strategic Realignment Program (SRP). These initiatives will help deliver the improved overall effectiveness and efficiency of the human resource function. In 2010, however, considering their extraordinary nature, they resulted in an increase, rather than a decrease, in overall human resource related expenditure, as well as an increase in costs measured as a percentage of the total organizational running cost.

Phase I of the Organization-wide Performance Management and Staff Development System (PMSDS) was launched in 2009. The critical Phase II of the System, linking individual objectives to the overall objectives of the Organization, was implemented in 2010. The implementation of Phase II was supported by a number of workshops. The newly implemented PMSD System has resulted in a better identification of training needs and allowing for the increased number of staff trained during 2010. In 2010, the average number of training days per employee hence increased to five days from four days in 2009. This training effort will continue in 2011 in order to improve and better align staff skills with individual objectives. In 2010, 62 per cent of staff were appraised using the PMSDS system. It is expected that the target of 80 per cent will be reached by the end of the biennium.

With regard to the automation of recruitment processes, an e-Recruitment system was successfully introduced, similar to those used in other UN agencies. This system has resulted in the automation of a range of manual and time-consuming processes related to the administration of recruitment. The system also facilitates the generation of statistical and other management information necessary to support recruitment decisions. In addition, a new tool to support the work of the Appointment and Promotion Board has been implemented.

During 2010, the Human Resources Management Department was reorganized, in particular within the area of staff services, where different operational activities have been merged resulting in changed job profiles. The reorganization aimed at rationalizing processes and improving the quality and efficiency of service delivery to internal stakeholders. It also aimed at ensuring that the Staff Regulations and Staff Rules are applied in a more consistent and efficient manner and in line with best practices. The reorganization was conducted bearing in mind the ERP, the implementation of which will have an important impact on this Program. The improved processes and organizational structure have resulted in a stable ratio of HR employees to Organization employees but the process delayed progress in a number of areas, including the rationalizing of policies and procedures governing the contractual arrangements of employees, in line with the initiatives on contract reform within the UN Common System.

## IMPLEMENTATION OF THE DEVELOPMENT AGENDA

All Programs related to Strategic Goal IX "An efficient administrative and financial support structure to enable WIPO to deliver its programs" provide support or other services to the Organization as a whole in delivering on WIPO's Expected Results. In this regard, Program 23 facilitates from a human resource management perspective the implementation of the WIPO Development Agenda. During 2010, The Standards of Conduct for the International Civil Service was incorporated in all WIPO contracts including Special Service Agreements (SSA) and the Roster of Consultants was updated and integrated with the project on "Intellectual Property Technical Assistance Database (IP-TAD)" (DA-05-01).

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Improved overall effectiveness and efficiency of HR function	Cost of the HR services (Organizational Design, Workforce Planning and Resourcing Section, Performance Management, Training & Development Section, Policy and Development and Administrative Law Coordination Section and HR Operations Service) as a percentage of organizational running cost (expenditure)	Total expenditure for Program 23 amounted to 17.1 million Swiss francs in 2008/09 i.e. 2.96% of total expenditure for the Organization in 2008/09	Total expenditure for Program 23 amounted to 11 million Swiss francs in 2010 i.e. 3.8% of total expenditure for the Organization in 2010	<b>Not on track</b>
	Ratio of employees (full time equivalents) to HR staff	One HR employee for 31 Organization employees	One HR employee for 31 Organization employees	<b>Not on track</b>
	Staff feedback rating the HR services as satisfactory and above in terms of effectiveness and efficiency	Based on exit questionnaire: Highly satisfied: 31.8%, Satisfied: 45.5%, Dissatisfied: 18.2%, Highly dissatisfied: 4.5%	Based on exit questionnaire: Highly satisfied: 30.8%, satisfied: 48.2 %, Dissatisfied: 17.9%, Highly dissatisfied 3.1%	<b>On track</b>
	Number of new management practices that have been put in place by the organization out of the total agreed during the 2008-2009 biennium	n/a	HRMD reorganization conducted to improve HR function, in particular service delivery: - e-Recruitment launched November 2010; - Additional measures and enhanced management focus for filling the high number of vacancies and including for posts vacated as a result of the VSP; - Information for newly recruited staff published on the Internet and information package for interns prepared; - Introduction of new tools to support the Appointment and Promotion Boards (i.e. matrix, selection report, electronic equipment, summary of tribunal cases, briefing sessions for Board members).	<b>On track</b>
Enhanced performance-orientated culture	Percentage of staff that have been appraised using the corporate Performance Management and Staff Development Systems (PMSDS) against individual objectives cascaded from program	n/a	62 % (target for the biennium: 80 %).	<b>On track</b>
	Percentage of exit questionnaires at termination of employment rated adequate and above for HR services	Based on exit questionnaire: Highly satisfied: 31.8%, Satisfied: 45.5%, Dissatisfied: 18.2%, Highly dissatisfied: 4.5%	Based on exit questionnaire: Highly satisfied: 30.8%, satisfied: 48.2 %, Dissatisfied: 17.9%, Highly dissatisfied 3.1%	<b>On track</b>
Improved recruitment and training processes supported by automation and adequate resources	Number of staff trained in key organizational priority areas	768	1,178 (training areas: management 69%, IT 9%, Languages 18%, Communications/induction 2%, Other technical training 2%)	<b>On track</b>

Expected Results	Performance Indicators	Baselines	Performance Data	Status
	Percentage of income invested in staff development	Percentage of income invested in staff development in 2009 was 0.37% of mass salary.	Percentage of income invested in staff development in 2010 was 0.44% of mass salary	<b>Not on track</b>
	Average days per full-time employee per year invested in learning and development	5,183 days/staff i.e. four days per employee	TRAINING: 5,816 days/staff i.e. five days per employee RECRUITMENT: Introduction of e-Recruitment in November 2010	<b>On track</b>
Improved policies to promote work/life balance and guidelines on management of presence have resulted in higher efficiency and reduction of absenteeism	Distribution of staff according to years of tenure	n/a	n/a	<b>Dis-continued</b>
	Leavers in the last year as a percentage of the average total staff	56 staff members left in 2009 representing 4.3%	100 staff members left in 2010 representing 10.3% (mainly due to VSP)	<b>On track</b>
	Average number of working days lost to sickness per employee	Average number of sick leave days in 2009 per employee: 9.3 days	Average number of sick leave days in 2010 per employee : 9.6 days	<b>Not on track</b>
Improved geographical and gender balance in staff	Number of professional staff recruited from under-represented regions	East-EUR and Central Asia 5 (2009)	East-EUR and Central Asia: 7	<b>On track</b>
	% of female staff in the middle and senior management	Women at grades P5 and above: 21.7%	Women at grades P5 and above: 24.7%	<b>Not on track</b>

**BUDGET AND ACTUAL EXPENDITURE**

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
19,205	20,443	10,990	54%

*Budget after transfers 2010/11*

The Program was assigned additional resources for training activities related to the introduction of the new staff performance management system (PMSDS), the introduction and roll-out of E-recruitment, revision of the Staff Regulations and Rules and the use of external assessment centers for recruitment of high level staff.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 24 ADMINISTRATIVE SUPPORT SERVICES****Program Manager Mr. A. Sundaram**

## OVERVIEW OF PROGRESS IN 2010

In 2010, a total of 2,115 purchase orders were processed for a total value of 139,6 million Swiss francs. This represents a drastic increase related to the construction of the new building. More than 95 per cent of this spend was competitively bid, either through Request for Quotes or Request for Proposals.

Cooperation activities with the UN system were also sustained, in order to leverage WIPO's spend with other organizations. For example, electricity supply, photocopier networks and IT licenses were negotiated through the Common Procurement Association in Geneva, and resulted in savings of a total of 696,000 Swiss francs for the Organization to which should be added the saving for airlines fare (see further details below).

One of the key achievements in 2010 was the successful launch of the AIMS Procure to Pay module, within the FRR/IPSAS project. This ERP module enables WIPO to manage purchase requisitions online, including their approval by program managers and the certification of the associated purchase orders to be sent to vendors, in compliance with the Financial Regulations and Rules and relevant Office instructions. The project has clearly enhanced the cost-effectiveness of the global procurement process.

Travel expenses for 2010 amounted to 8.7 million Swiss francs, an increase of 10 per cent compared to 2009. The transactional volume managed during the period under review amounted to 3,500 travel requests (i.e. an increase of 15 per cent over 2009); 50 per cent of which related to travel by third party travelers. Visa applications amounted to a total of 2,400 applications in 2010; an increase of 43 per cent compared to 2009. However, the total number of transactions certified by the Travel and Mission Support Section dramatically increased from 4,700 transactions in 2009 to 13,000 transactions in 2010, due to AIMS implementation.

Savings derived from the air fares negotiated by the Working Group on Joined Airlines Negotiations representing International Organizations based in Geneva amounted to 2.3 million Swiss francs, i.e. a saving of 22 per cent compared to regular fares. This reflects a focus on discounted or non reimbursable tickets in economy class rather than use of low cost airlines, the latter of which was minimal during the year.

As of January 2010, two new IT systems were implemented: the electronic event request (ERs) which enables on-line submission and certification of all events related transactions and the AIMS Procure to Pay where electronic travel and event related transaction requests are certified by the Travel and Mission Support Section.

At the end of 2010, all buildings combined represented a total of 1,457 workplaces, of which 1,346 (or 92 per cent) were occupied. This represented an improvement compared to 2009 with an increase in the total number of workplaces available (from 1,400 to 1,457) as a result of a more efficient and cost-effective use of the premises. Subsequently, the number of empty workplaces increased from 80 to 111. However, the available workplaces are not evenly distributed between the various buildings; in particular, the PCT Building has stricter access rules than other buildings, therefore reducing the flexibility for allocating available workplaces to employees of other administrative units. Furthermore, recently enacted local Swiss safety regulations require that certain large IT equipment (such as network printers and photocopiers) as well as filing cabinets and paper supplies be located in closed areas which can be isolated in case of fire or other incidents, and no longer in hallways. As a consequence, in the existing buildings, spaces which are or could have been allocated as workplaces would need to be converted into dedicated IT and local storage spaces on all office floors, thereby reducing the total number of available workplaces.

The efficiency and cost-effectiveness measures mentioned above were essential for managing the possible increased demand in workplaces and thereby avoiding the need to rent additional space off-site during 2010 pending the availability of the new administrative building. In addition, a certain volume of stored documents were disposed off, thereby contributing to a more efficient and cost-

effective use of storage areas. Furthermore, by the end of 2010, a new office space allocation policy was issued to be implemented in 2011 in the new administrative building and gradually in all other buildings. This new policy provides for more workplaces in the same surface areas, and is expected to reduce the need to modify the office floor layouts, thereby reducing future costs of working space environment automation (electricity, heat and cooling, etc.).

While confirming its previous decision to terminate the lease for the P&G Building as from September 2011, the Secretariat decided not to terminate the lease to the CAM Building in December 2010 (with effect from January 2012), in order to anticipate the need of future workplaces in the coming years.

In respect of technical installations, regular maintenance continued and all premises continued to function adequately, except the cooling system in the PCT Building which will require a replacement in 2011. This will constitute one of the major renovation projects in existing buildings in 2011.

Measures aimed at reducing electricity consumption were examined for implementation in 2011. These measures are expected to result in an overall reduction of costs as well as an improvement of the carbon footprint.

In respect of assets management, the Property Survey Board commenced a review aimed at establishing simpler and more consistent inventory procedures, in particular the tracking and disposal of articles and a better interface with the financial aspects of assets management.

The Accessibility Project, launched at the end of 2009, aimed mainly at improving accessibility to the WIPO campus for employees, delegates and visitors. The first initiatives consisted of internal assessments and general reviews. In the course of 2010, the Project was fully integrated into the Strategic Realignment Program (SRP), as part of the "Environmental, Social and Governance Responsibility" value.

The initial phases of the Carbon Neutrality Project were carried out by an internal structure established in 2009, which addressed a range of topics during 2010 including: raising environmental awareness, premises-related issues (electricity and water consumption), IT-related issues, mobility issues (commuting from home to work) and official travel. More than 50 initiatives were launched throughout the year: (i) within the UN-Interagency context (mainly through UNEP and Sustainable UN ("SUN"), such as participation in the annual collection of data for the Greenhouse Gas (GHG) Calculator, the World Environment Day, the peer review exercise with UN Agencies (in particular the WTO and the UPU); and (ii) internally in the Secretariat (mobility days to raise awareness on alternatives to the use of individual cars to commute from home to work (public transport, car-sharing, biking), introducing environmental clauses in tender documents for certain paper supplies, replacing cafeteria plastic articles by biodegradable articles, increasing the recycling of products, drafting the first draft of a sustainable travel policy, etc.). A number of the initiatives which commenced in 2010 will be fully implemented in 2011, in particular in respect of the new administrative building. The Project was fully integrated into the SRP in 2010.

Finally, as part of the strategy to progressively replace existing vehicles in the WIPO fleet with environmentally friendly substitutes (e.g. hybrid, electric, etc.), a new hybrid vehicle was purchased and three former vehicles sold in 2010. The combined costs of fleet vehicle insurance as well as fuel and maintenance costs were slightly reduced in 2010 as compared to 2009.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Increased efficiency and effectiveness of the administrative support services	Reduction on the number of complaints related to the administrative support services	35 complaints received regarding on messenger and driver services	26 complaints received regarding on messenger and driver services. A data base has been created more systematically track complaints as of 2011	On track
	Cost of the administrative support services as a percentage of organizational running costs (expenditure) classified by procurement, travel, premises management and messenger-driver services	Total expenditure for Program 24 amounted to 54.1 million Swiss francs i.e. 9.38% of total expenditure for the Organization in 2008/09	Total expenditure for Program 24 amounted to 26 million Swiss francs i.e. 9% of total expenditure for the Organization in 2010	On track
Enhanced cost-effectiveness of the procurement process	Proportion of purchases based on market competition relative to total annual value of procurement maintained at the same level or increased	Proportion better than 85 % (baseline as of end of 2007).	> 95 %	On track
	Increased percentage of corporate spends transacted through the ERP process and the electronic tendering system relative to previous year.	Percentage of corporate spend transacted by the end of 2009	> 95%	On track
Overall reduction in the costs of goods and services acquired through the procurement process	Total savings achieved in annual procurement expenditure. This will include economies from common procurement cooperation with other UN organizations and the Development Agenda	Annual savings of at least 500,000 Swiss francs	696,000 Swiss francs	On track
Greater cost-efficiency of the travel services	Cost savings have been maintained or further increased by 20-25% for departure from Geneva	20-25% cost savings on average by the end of 2009	22%	On track
	Cost savings have been maintained or further increased by 15% for departure from abroad and for third party travelers	15% cost savings	11%	Not on track
	Cost savings have been maintained or further increased by increased use of low cost airlines by 3-5%	3-5 % more (baseline end of 2009)	0% (51 tickets in 2010 and 2009). Should be discontinued as the traffic is marginal in comparison with the use of discounted or non reimbursable tickets	Dis-continued
More efficient visa processing	Reduced processing time for travel authorization to maximum one day thanks to E-TA	Three days by the end of 2008	One to two day(s) for complete processing	On track
	% of complaints due to delays in visa processing in relation to the total amount of visas processed on an annual basis	% of complaints due to belays in visa processing in relation to the total amount of visas processed on an annual basis by the end of 2010	Not relevant. To be replaced by reduced % of staff visas handled in emergency, i.e. 20% in 2010 versus 14% in 2009.	Dis-continued



Expected Results	Performance Indicators	Baselines	Performance Data	Status	
Optimal use and occupation of premises (including new building)	Allocation of office spaces within existing (owned and rented) premises without any additional rental of premises	<p>Occupancy rate of available office spaces was 94% (end 2009) as follows:                      -1,400 workplaces available in all owned buildings (AB, GBI, GBII, PCT) and rented buildings (P&amp;G, CAM);                      -1,320 persons were allocated workplaces (including staff on post, G short-termers, T translators revisers, consultants and SLCs, interns, SSAs, and employees of external companies).</p> <p>The 6% empty workplace rate is close to the lower bracket of the minimum business standard of 5-10%</p>	<p>Occupancy rate of available office spaces was 92% (end 2010) as follows:                      -1,457 workplaces were available following the conversion of certain spaces;                      -1,346 persons were allocated workplaces (including staff on post, G short-termers, T translators revisers, consultants and SLCs, interns, SSAs, and employees of external companies)</p> <p>Empty workplace rate: 8% i.e. an improved placement within the bracket of the minimum business standard of 5-10%.</p> <p>At the end of 2010, a new and stricter office space allocation policy was issued for personnel in the new building, which will be applied to all personnel in all other buildings in the course of 2011.</p>	On track	
	Total office space (square meter) per headcount	<p>Average number of square meters per person of available workplaces (i.e., occupied or not) was 14.7 square meters (end 2009):                      -1,400 available workplaces                      -a total of 20,636 square meters for available workplaces (i.e., occupied or not) in all owned and rented buildings.</p>	<p>Average number of square meters per person of available workplaces (i.e. occupied or not) was 14.2 square meters (end 2010) a decrease of 0.5 square meters or 3.4% compared to 2009:                      -1,457 workplaces available;                      -a total of 20,636 square meters of available workplaces (i.e., occupied or not) in all owned and rented buildings (the new building is not counted since it was not available at the end of 2010)</p>		On track
	Total property costs (occupancy, operational and management) per square meter	<p>The total property cost per square meter was 173 Swiss francs (end 2009):                      -total property costs amounted to 19.6 million Swiss francs, including staff and non-staff costs related to premises management;                      -a total of 113,644 square meters for all spaces in all owned and rented premises (including offices, meeting rooms, common areas, technical rooms, public areas, land surrounding buildings, etc.).</p>	<p>The total property cost per square meter was 172 Swiss francs (end 2010):                      -total property costs amounted to 19.5 million Swiss francs, including staff and non-staff costs related to premises management;                      -a total of 113,644 square meters for all spaces in all owned and rented premises (including offices, meeting rooms, common areas, technical rooms, public areas, land surrounding buildings, etc.). The new building is not counted since it was not available at the end of 2010.</p>		On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Adequate functioning of installations in all WIPO buildings	Total properties maintenance backlog as a percentage of average annual maintenance spend for the last three years	Baseline could not be established in view of lack of adequate and validated data.	Performance data could not be established in view of lack of adequate and validated data.	N/A 2010
	Minimum standards criteria for the adequate functioning of installations identified	Baseline could not be established in view of lack of adequate and validated data.	Performance data could not be established in view of lack of adequate and validated data.	N/A 2010
	% of reduction in cost of energy and supplies in a sustainable framework (medium- or long-term, rather than short-term cheaper prices and services)	Baseline could not be established in view of lack of adequate and validated data.	Performance data could not be established in view of lack of adequate and validated data.	N/A 2010
Vacating rented premises at minimum cost	Cost for vacating rented premises kept to a minimum and possibly at a cost lower than originally budgeted	Depending on compliance with delivery date of new building and with contractual conditions as fixed in the various rental contracts	No performance data can be provided for 2010, since the rented premises were due to be vacated in accordance with the respective contractual dates in the course of 2011.	N/A 2010
			Performance data will be provided as at the end of 2011, after the moves of staff have been completed and the rented premises have been vacated.	
Formalization of inventory, management procedure and processes	% new implemented procedures	To be developed once implementation starts	Implementation has not started in 2010 and, as a consequence, baselines have not yet been developed	N/A 2010
Reflecting WIPO's commitment in reducing the impact on the environment of carbon emissions across the various programs	Green indicators will be reflected in some programs	List of indicators will be provided to all programs by the end of 2011	Several initiatives have been ongoing (energy consumption for buildings, green travel, green procurement, alternatives to individual cars for commuting from home to office , etc.) with the aim to provide indicators to all Programs by the end of 2011	On track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
*(in thousands of Swiss francs)*

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
53,303	52,649	26,018	49%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a decrease primarily due to the transfer of responsibilities for security-related maintenance contracts to Program 28 and a reduction in the number of short term staff.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 25            INFORMATION AND COMMUNICATION TECHNOLOGY****Program Manager        Mr. A. Sundaram**

## OVERVIEW OF PROGRESS IN 2010

Enhanced coherence and efficiency in WIPO's IT infrastructure management was achieved by realigning the structure and staffing of the Program, developing a comprehensive organizational ICT Strategy, strengthening the ICT Security plan and enhancing cooperation with the business applications management teams throughout the Organization. Establishing the ICT Board was an important milestone in strengthening the ICT governance framework in 2010. The ICT Board endorsed the ICT Strategy, which called for the establishment of ten enabling ICT capabilities in response to evolving business needs in the coming years.

The overall cost of ICT services, as a percentage of the organizational running costs has been influenced by the outsourcing of various activities to the UN International Computing Centre. Outsourcing does not necessarily reduce the cost of providing a service, but improves the ICT service level and coverage. However, costs for ICT reduced in 2010 both in absolute terms and in terms of percentage of organizational running costs. The development of the ICT management practices has made good progress, in particular in the area of Project Management. Standardization of the PRINCE2 project management methodology was extended and an online organization-wide Project Registry established.

User feedback regarding ICT services indicated a 93 per cent satisfaction level by respondents in 2010; which is above the biennial target of 80 per cent. The average number of support calls per user increased marginally in 2010, but with more services being channeled through the Service Desk, this was to be expected.

Measuring WIPO's ability to provide remotely accessible ICT systems, a 50 per cent increase in users with access to WIPO's computer system via Virtual Private Network (VPN) was achieved by December 2010 compared to the 2008/09 biennium. Service Level Agreements (SLAs) need further development in 2011.

Achieving continued high system availability of critical systems has been successful in 2010. The availability of business systems is on track at 99.95 per cent availability in 2010, in part achieved by the majority of the Organization's mission-critical database systems being consolidated and migrated to modern high-availability platforms in order to reinforce their reliability and availability, while increasing performance and reducing operational costs.

The availability of critical network services reached 99.9 per cent availability. This has been partly due to network architecture and ICT infrastructure enhancements, such as: a) redesign and full validation of the internal data network architecture in order to effectively handle multimedia (voice, video and data) traffic, including the new IP-based telephone system, to be deployed in 2011 in the new WIPO Building; and b) extensive new ICT infrastructure, including a new Identity Management System, for facilitating access to the Organization's external Business Systems such as PCT DAS, and PATENTSCOPE.

During 2010, a number of externally available information systems were also launched:

- WIPO Gold, an Internet portal which provides easy access to WIPO's major applications;
- IP Advantage, which aims to promote a better understanding of how to create and protect IP and reap the benefits provided by the IP system;
- WIPO Lex, a one-stop search facility for IP treaties and national IP laws.

WIPO aims to move towards an internationally recognized management framework based on the Information Technology Infrastructure Library (ITIL). With a plan to move to six formally implemented ITIL processes/functions by the end of 2011, by December 2010, a total of six processes/functions were adopted. The existing ITIL Service Desk function was improved, and incident management was enhanced with the follow-up of ticket aging. Formal change management was also implemented in 2010.

ICT Security levels were on track with no reported security incidents necessitating follow-up in 2010. This was achieved in part by conducting the first Organization-wide Information Risk Assessment, providing insight into the types of information deemed important by the various business units. This information will be used to better focus the information security efforts in the future and to increase the security protection of the PCT IB database through the deployment of new and advanced tools, which allow monitoring and alerting for suspicious activity on WIPO's business critical data.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Enhanced service delivery and cost-effectiveness of high quality external IT service provisioning	Cost of the ICT services (spend on the ICT program including staff and associate overheads) as a percentage of the organizational running cost (expenditure)	Total expenditure for Program 25 amounted to 45.2 million Swiss francs (2008/09) i.e. 7.83% of total expenditure for the Organization in 2008/09	Total expenditure for Program 25 amounted to 21.4 million Swiss francs (2010) i.e. 7.4% of total expenditure for the Organization in 2010	On track
	ICT competence of users source: online statistics of CustomGuide	Post-assessment tutorials success rate: 93% (tests taken: 1679)	Post-assessment tutorials success rate: 96% (tests taken: 1530)	On track
	Organizational ICT spend (investment in ICT infrastructure and hardware across the organization) as a percentage of the organizational running costs (expenditure) and per user	11.05 million Swiss francs	8 million Swiss francs	On track
	Number of new management practices that have been put in place by the organization out of the total agreed during the 2008-2009 biennium	None implemented in 2009	1 management practice: PRINCE2 Implementation	On track
	Users and requisitioners feedback rating the ICT services as satisfactory and above in terms of effectiveness and efficiency (Source: Opinion survey April, 2010)	Target is 80% satisfaction level	93% satisfied or very satisfied	On track
	Average number of support calls per user	17.900	18.500	On track
	Percentage of users who are able to access the network and systems remotely	200 users with VPN access + 20 remote users	300 users with VPN access + 20 remote users	On track
Number of external SLAs (4)	(2) MAPS/DMAPS, PeopleSoft	One SLA in place for IDM	On track	
Continued high system availability of mission critical systems (statistics to be provided from system monitoring tools)	Availability of business systems: 99.8%	99.8%	99.95% for database driven systems	On track
	Availability of critical network services: 99.7%	99.7%	99.9%	On track
	Internal Service Level Agreements (SLAs) (5) SLAs for the Service Desk supported services (25)	0	SLAs require development in 2011	Not on track
	Percentage of procedures related to basic IT services being implemented by the end of 2009	12 service related procedures were computerized	Two additional service related procedures were computerized	On track

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Implementation of ITIL processes	Number of formally implemented ITIL processes (6)	(2) Service Desk, Incident Management	(4) Change Management, Problem Management, Release Management, and Configuration Management (work is ongoing and focused on Service Support procedures)	On track
Security of the system operations has been increased/ maintained	Percentage of incidents resolved within agreed service levels/timescale from the total number of reported incidents	Baseline to be established in 2010	75% of tickets are closed on time according to the SLAs	On track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
42,597	44,495	21,410	48%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects an increase primarily due to the transfer of non-personnel resources from PCT for IT technical services, and additional resources for Communication Services as well as SRP-related initiatives.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 26            INTERNAL AUDIT AND OVERSIGHT****Program Manager        Mr. N. Treen**

## OVERVIEW OF PROGRESS IN 2010

The Internal Audit and Oversight Division (IAOD) continued to contribute to WIPO's efforts to be more 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, advice, assurance and information to WIPO management through the internal audits, evaluations, investigations and inspections as authorized by the Member States in the Internal Oversight Charter (revised 2010).

In 2010, the Internal Audit Section (IAS) completed the fieldwork for seven audits. IAS developed an Excel spreadsheet database to improve the tracking and reporting of oversight recommendations; issued an Internal Audit Manual; and provided advice to management on issues such as internal controls, enterprise risk management, Information Security, the Strategic Realignment Program, and also the cost implementation of IPSAS and the new modules of PeopleSoft. Internal Audit related pages on the WIPO Intranet and Internet were kept up-to-date to promote and maintain the visibility of internal audit work at WIPO and to better explain issues related to internal control.

Most planned Evaluation Section activities for 2010 could not be implemented as expected owing to staff availability<sup>6</sup>. Nevertheless some achievements were presented during the reporting period that were aimed to operationalize the existing WIPO Evaluation Policy: the development of an Evaluation Strategy for 2010-2015; the development of draft Evaluation Guidelines; the revision of the Evaluation Policy; the validation of the 2008-2009 Program Performance Report and the development of an Intranet and Internet portal dedicated to the Evaluation Section.

The Evaluation Section presented to the Senior Management Team and to Member States the Validation of the 2008/09 Program Performance Report for decision making purposes.

The Program and Budget Results Framework for Program 26 foresee the evaluation of the overall quality of all self-evaluations carried out by Programs. This has not been feasible since self-evaluations are not routinely carried out and are not yet a fully integrated part of the Program or project cycle. This is due in part to the lack of financial resources made available to Program and project managers for self-evaluation activities.

In 2010, the Investigation Section's case register was converted into electronic format improving the management of case work and also the easy and quick production of statistics and management reports. The Section also published its Investigation Procedures Manual which is now utilized in conjunction with the Internal Oversight Charter and the Uniform Guidelines for Investigation.

The impact of the Manual on the Organization is twofold; to help ensure the delivery of investigation reports of a consistently high standard and assured quality and also to enable staff to have a good understanding of the investigation process and procedure. In this regard, the Section has also circulated an Investigation Policy for consultation. The Policy emphasizes that investigation is an independent administrative function focusing on fairness, accuracy, protection of organizational and staff interests, accountability and learning.

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<sup>6</sup> The Senior Evaluator was on maternity leave from April 2010 and returned to duty in February 2011. The recruitment of the Head of the Evaluation Section was ongoing through the year.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
An effective and professional internal audit is in place covering all high risk work areas	Internal Audit recommendations accepted by the Director General are implemented by management within 12 months	Of the current 228 accepted Internal Audit recommendation made since December 2007, 51 have been fully implemented by the Director General  In 2009, IAOD made 74 recommendations. Of these, 24 (31%) remain not fully implemented	In 2010, IAOD made 56 recommendations. Of these, 28 (50%) remain not fully implemented	On track
	Key and high risk areas are audited	Over four person years of internal audit were estimated to be required in 2008 to cover all high risk work areas	Two person years were available in 2010. Only high risk audits are carried out	Not on track
An effective and professional internal audit is in place covering all high risk work areas	At least 10 audits completed during the biennium.	Four audits were completed in 2008.  Five audit reports were issued in 2009	Six audit reports were issued in 2010	On track
	The professional standards, code of ethics, and practice advisories of the Institute of Internal Auditors (IIA) are applied	The Internal Audit Charter refers to the application of the IIA standards, code of ethics and practice advisories	An evaluation of IAS by the External Auditors indicated more than 80% compliance with the IIA Standards. This means the IAS is in general compliance with the IIA standards	On track
Investigation reports provide a timely and sound basis for decision-making by the Director General	Investigation activity is carried out in accordance with the Internal Audit Charter, the Investigation Policy and the Investigation Procedures Manual	Currently, the Investigation Section applies the Internal Audit Charter and the Uniform Guidelines for Investigation adopted by the Conference of International Investigators and the UN	Investigators are competent and experienced and keep up with current UN best practice and where necessary have completed appropriate ongoing training. The Internal Oversight Charter, The Uniform Guidelines for Investigation and the Investigation Procedures Manual are applied	On track
		An Investigation Policy and an Investigations Procedures Manual are being prepared based on professional standards and UN good practices	The Investigation Procedures Manual was published in August 2010. A draft Investigation Policy was also published in August 2010 and is currently with the Audit Committee	On track
		The Investigation Section currently has 22 open cases; three cases were completed in 2008	24 cases were completed in 2010. For cases registered in 2009 and 2010, the average time for completion was 90 days	On track
		Whistle blowing procedures required by the Internal Audit Charter will be formalized in 2010	Work has been ongoing during the last years. A concerted effort is being made to complete this exercise and a draft Whistleblowing Policy has been prepared. Work on a 'Hotline' has also commenced	On track



Expected Results	Performance Indicators	Baselines	Performance Data	Status
Evidence-based evaluative information is available to senior management, program managers and Member States for decision making	The Evaluation Policy and evaluation manuals and guidance are implemented	In 2009 draft manuals and procedures will be prepared for independent and self-evaluations	The manuals have been prepared for independent and self-evaluations	On track
		The Evaluation Policy will be progressively implemented through 2010	The Evaluation Section has develop the following outputs which are aimed at making the Evaluation Policy operational : (a) The development of an Evaluation Strategy for 2010-2015 (b) The development of a draft Independent Evaluation Guidelines document (c) The Revision of the Evaluation Policy in 2010 (d) The Validation of the 2008-2009 Program Performance Report (e) Development of an intranet and internet portal dedicated to the Evaluation Section	On track
	At least 6 evaluations completed in the biennium, and made appropriately available to relevant stakeholders	Two Evaluation Section reports were completed in 2008.	The Validation exercise was completed and full and summary reports prepared and submitted to the Director General and the Audit Committee	Not on track
	Most self-evaluations undertaken by programs meet basic evaluation quality standards	Currently self-evaluations are not routinely carried out and do not reflect basic quality standards, e.g. regarding: baselines, definition of objective, sampling, accuracy of analysis...	Currently self-evaluations are not routinely carried out and do not reflect basic quality standards, e.g. regarding: baselines, definition of objective, sampling, accuracy of analysis. Furthermore, WIPO does not consider the self-evaluation exercises as part of the program or project cycle. This is reflected in the lack of financial resources made available to program managers for the undertaken of self-evaluation activities.	Not on track

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
*(in thousands of Swiss francs)*

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
3,565	3,815	1,599	42%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a small increase primarily due to additional short term personnel resources assigned to the Program.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 27 CONFERENCE AND LANGUAGE SERVICES****Program Manager Mr. A. Sundaram**

## OVERVIEW OF PROGRESS IN 2010

In 2010, the Assemblies of Member States of WIPO and the two day High-Level Segment were held at the Geneva International Conference Center (CICG). For the first time, Assemblies documents were made available in-session in electronic format, through distribution of USB keys. In order to enhance communication with the Organization's stakeholders, for the first time in 2010 the Assemblies of the Member States was broadcast live over the Internet (via webcasting). The recorded video sessions were also made accessible through the WIPO web site in the form of "video-on-demand".

The increase in the number of intergovernmental meetings organized in Geneva experienced in 2009 (121 meetings) continued in 2010 with a total of 128 meetings held during the period under review.

Progress was made on a number of key projects initiated in early 2010, such as digital recording of meetings and online registration of participants. These initiatives, aimed at enhancing and expanding the conference services available to Member States, are expected to enter into their operational phase by the end of the 2010/11 biennium.

The volume of work related to registration of incoming documents and digitization of the archives increased significantly. The total number of pages scanned in 2010 amounted to a total of 300,000 (78,000 documents). This increase can be attributed to improved productivity standards.

Furthermore, as a result of digitization of the archives, search for and retrieval of archived documents improved considerably in 2010, with the average retrieval time down to 3-5 minutes per document, compared to 30 minutes in previous years.

In 2010, in addition to the usual demands as regards printing and publication services the change of the WIPO Logo and WIPO's first Open Day provided additional challenges for the Program. A USB key duplication facility was introduced which enabled the documents for the WIPO Assemblies and other fora organized by WIPO, to be distributed in a timely manner.

Renegotiation of contracts with mail carriers resulted in an overall decrease in mailing costs by 13 per cent in 2010 compared to 2009 with volume and weight remaining constant.

For Language Services, the first phase of a comprehensive language policy for WIPO was presented to the 2010 Assemblies and approved by Member States, providing for the extension of full six-language coverage for the documentation of two additional Committees, the SCCR and SCT, commencing in 2011. Document rationalization and control measures were also introduced. Documentation was provided in six languages for the Intersessional Working Group of the IGC. Language Division productivity and cost per page levels were maintained as compared to 2009.

## PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Increased efficiency of the conference, language, printing, records management/ archiving and mail expedition services for all requisitioners and users	Cost of the services and coverage (conference, language, printing, records management/ archiving and mail expedition services) as a percentage of organizational running costs (expenditures)	Total expenditure for Program 27 amounted to 38.4 million Swiss francs (2008/09) i.e. 6.7% of total expenditure for the Organization in 2008/09 A total of 121 meetings were held in Geneva, for a total duration of 310 days and attended	Total expenditure for Program 27 amounted to 17.4 million Swiss francs (2010) i.e. 6% of total expenditure for the Organization in 2010  A total of 128 meetings were held in Geneva, for a total duration of 310 days and attended by 7'831 participants. In addition, conference-support services were provided for 2'500 meeting days for other events, including group meetings,	<b>On track</b>

Expected Results	Performance Indicators	Baselines	Performance Data	Status
		by 7'808 participants in 2009	official visits and internal meetings.  78,000 documents were scanned and recorded (increase of 230% over 2009). The number of requests for documents (retrieval of old documents) increased by 78% because of direct access to LiveLink - Records and Archives database. Search time was brought to 3-5 minutes, compared to average time of 30 minutes in previous years.	
	Outcome of activities to maintain or improve productivity standards for in-house staff in the language service, and cost per page of translation	2008/2009 productivity and cost levels	Productivity and cost levels were maintained compared to 2008/09. Average translation cost per page amounted to 213 Swiss francs	On track
	Reduction of overall mailing costs by 15%	Overall mailing cost by the end of 2009: 2,887,753 Swiss francs	Overall mailing cost in 2010: 2,581,912 Swiss francs. In percentage terms this represents a reduction of 13% for the same volume and weight.	On track
Increased effectiveness of the conference, language, printing, records management/ archiving and mail expedition services for all requisitioners and users	% of feedback from requisitioners and users of the services (conference, language, printing, records management/ archiving and mail expedition services) rating satisfactory or above	% of feedback from requisitioners and users of the services rating satisfactory or above by the end of 2010	Conference documents, PCT Mediabatches, Madrid Notifications, Bulletin and Romarin delivered on paper and electronic format on time. Documents for meetings and the Madrid Gazette were reproduced, delivered and dispatched within the acceptable timeframe. No complaints received. Survey will be undertaken for end of biennium  Delegates and staff expressed satisfaction with the quality of meeting and conference services	On track
	Development of an effective and comprehensive language policy and definition of related resource allocation needs to cover meetings, publications and the WIPO website	Current policy and resources do not meet needs expressed by Member States	The first phase of a Policy on Languages at WIPO was developed and subsequently approved at the 2010 Assemblies, extending full six-language coverage to two additional committees (SCCR and SCT).	On track
	Availability of documents for IGC/GRTKF meetings in all official languages	English, French and Spanish for the majority of meetings	Documents for the IGC/GRTKF meetings, and also for the related intersessional working group (IWG), were made available in Arabic, Chinese and Russian in addition to English, French and Spanish	On track

## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
37,652	37,701	17,428	46%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a small increase due to additional non-personnel resources allocated to the Program for the WIPO Assemblies 2010.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 28 SECURITY**

**Program Manager Mr. A. Sundaram**

OVERVIEW OF PROGRESS IN 2010

Costs related to safety and security services in 2010 continued to be consistent with previous years' costs as a percentage of total organizational expenditure. It should in this context be noted that Program 28, as of 2010, was managing about 30 per cent of all safety and security systems in the Organization previously managed by Program 24. It is expected, that in 2011, the responsibility of managing all safety and security systems will be transferred to Program 28.

Three new policies in regards to safety and security for official staff travel and WIPO sponsored events outside of Geneva were implemented in 2010.

Overall, at the end of 2010, about 40 per cent of all UN Security Management Standards had been implemented at WIPO based on its audit report road map from 2008/09. As regards the total number of reported incidents in 2010, less than one per cent pertained to staff injuries.

As a result of a new organizational policy promulgated in July 2010, Program 28 became increasingly involved in managing safety and security risks at WIPO sponsored events outside Geneva. The annual quality assurance of the Security Risk Assessment (SRA) was completed for WIPO operations. However, the four annual assessment audits of the WIPO Coordination Office premises were postponed to 2011.

PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Enhanced effectiveness and efficiency of WIPO's safety and security services	Cost of the safety and security services as a percentage of organizational running costs (expenditures)	Total expenditure for Program 28 amounted to 9.4 million Swiss francs i.e. 1.64% of total expenditure for the Organization in 2008/09	Total expenditure for Program 28 amounted to 4.8 million Swiss francs i.e. 1.67% of total expenditure for the Organization in 2010. These costs remain stable compared to the 2008/09 biennium. It should be noted that Program 28 now manages about 30% of all the safety and security systems and will eventually manage a 100% in 2011.	<b>On track</b>
	Number of new management practices that have been put in place by the organization out of the total agreed during the 2008-2009 biennium	Number of recommendations for improvement that have been approved for implementation by the end of 2009	There have been three new recommendations approved in 2010	<b>On track</b>
Improvement in overall safety and security including reported injury risk related incidents	By the end of 2011 WIPO will meet 60% of the UN security management system standards	In 2008 WIPO met the UN security management system standards by about 20% as indicated in its audit reports. By the end of 2009 the program met 30% of the UN security management system standards	Approximately 40% of the UN Security Management System standards were implemented by end 2010	<b>On track</b>
	Keep under 2% of staff injured from the total number of staff including the WIPO Coordination Bureaus	Less than 1% of staff injured from the total number of staff by the end of 2009	Of the total number of reported incidents in 2010, less than 1% pertained to staff injuries	<b>On track</b>

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Quality assurance : Satisfactory and improved safety and security at high-level WIPO hosted conferences and meetings, in Geneva and elsewhere as well as in the WIPO Coordination Bureaus	% of the total risk assessments and audits carried out for HQ and coordination premises, conferences, meetings and various functions that meet UN security management system standards	Approximately 80% of the total risk assessments and audits carried out for HQ and coordination premises, conferences, meetings and various functions did meet UN security management system standards	Program 28 became increasingly involved in managing risk for external events (3-different conferences and meetings) outside Geneva following a new organizational policy introduced in 2010. Security Risk Assessment was completed for WIPO headquarters	<b>Not on track</b>

## BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
9,762	10,198	4,831	47%

### *Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a small increase due to additional non-personnel resources for security services related to the new building.

### *Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

**PROGRAM 29            NEW CONSTRUCTION****Program Manager        Mr. A. Sundaram**

## OVERVIEW OF PROGRESS IN 2010

In 2010, the New Construction Project progressed well towards completion despite the non-delivery by the general contractor in a number of areas by the contractual date of October 2010. Interior fittings, testing and validation of utilities, safety and security features were a priority in order to ensure compliance with all conditions included in the building permit, some of which required modifications beyond the original contract specifications. In view of the construction delays, the application for the occupation permit had to be postponed to the beginning of 2011. Nevertheless, a number of preparations for moving employees from rented premises to the new building could start before the end of 2010 to ensure that the rented premises would be vacated by the contractual termination date of August 2011 without additional cost to WIPO. The Construction Committee, the Internal Project Monitoring Team, the Pilot, the Architect and the specialists synchronized their efforts towards the objective of seeing the building being completed within budget while not jeopardizing the quality of the works. In view of the delays in delivering certain areas in 2010, a financial compensation was obtained by WIPO from the general contractor. As at the end of 2010, the Project was within the approved budget (comprising the consolidated basic budget and the Contingency Provisions for a total amount of approximately 162 million Swiss francs), noting that a number of payments would still have to be made in 2011. As a consequence, the closing of the accounts could not be done at the end of 2010.

In 2011, the Construction Committee, the Internal Project Monitoring Team, the Pilot, the Architect and the specialists will continue to combine their efforts towards the completion of the remaining areas of the new building, within budget while not jeopardizing the quality of the works, in particular in view of the start of the works for the New Conference Hall Project in 2011.

In 2010, major preparatory steps for the New Conference Hall Project were undertaken. The results of the International Call for Expressions of Interest for the contract of general contractor (which had been launched at the end of 2009) were presented by the WIPO Evaluation Team and the Pilot to the Selection Board composed of representatives of Member States for a pre-selection of the companies which would be invited to submit a tender. The Board preselected three companies in March 2010. The tender documents were sent in June 2010, with a response date in October 2010. Proposals were received from two companies. They were evaluated by the WIPO Evaluation Team and the Pilot and presented to the Board at its second session in December 2010. In view of the gap between the approved budget and the proposals made, the Board mandated the Team and the Pilot to enter into negotiations with both companies and to present a joint recommendation to the Board at its third session scheduled to take place in February 2011.

In 2011, the finalization of the preparatory phase will continue, with the selection of the general contractor by the Board, the final contract negotiations and the opening of the worksite. In view of the postponed date for the final selection from December 2010 to February 2011, and the consequential postponed date of the contract to spring 2011, the original provisional timetable would need to be adapted in respect of the start of construction in 2011 and completion in 2013.



PERFORMANCE DATA

Expected Results	Performance Indicators	Baselines	Performance Data	Status
Construction work on time and within the budgetary limits	Monitor timeliness of construction work: - New construction phase timetable for period January to October 2010	n/a	New building was partly completed and delivered in installments on November 25 and December 22, 2010, but other parts remained to be completed and delivered in 2011	<b>Not on track</b>
	Monitor budgetary envelope for the new construction and as approved by the Member States	n/a	Expenditure was well within the budgetary limits at the end of 2010	<b>On track</b>
Construction work in accordance with required quality levels and UN-H-MOSS standards	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 and UN H-MOSS security standards selected by WIPO	n/a	<p>Compliance with required quality standards was closely monitored by the Pilot and the Construction Committee, which in some cases caused delays</p> <p>Compliance with UN H-MOSS security standards selected by WIPO was monitored and achieved for interior security measures</p> <p>The peripheral measures will be reviewed for implementation as from end 2011 in the context of a global review of peripheral measures for all WIPO buildings in cooperation with the Host Country and FIPOI</p>	<b>On track</b>

BUDGET AND ACTUAL EXPENDITURE

Actual Expenditures (personnel and non-personnel)- vs. Budget after Transfers 2010/11  
(in thousands of Swiss francs)

Approved Budget 2010/11	Budget after transfers 2010/11	Expenditures 2010	Utilization rate (%)
8,109	6,326	3,178	50%

*Budget after transfers 2010/11*

The budget after transfers 2010/11 compared to the approved budget 2010/11 reflects a decrease due to lower than anticipated loan interest payments related to the new building.

*Budget utilization 2010*

Budget utilization rate was within range (40-60%) for the first year of the biennium and is on track.

[Appendix follows]



## APPENDIX

## ACRONYMS USED IN THE PRESENT DOCUMENT

<b>ACE</b>	Advisory Committee on Enforcement
<b>ADR</b>	Alternative Dispute Resolution
<b>AGICOA</b>	Association of International Collective Management of Audiovisual Works
<b>aRD<sub>i</sub></b>	Access to Research for Development and Innovation
<b>ASEAN</b>	Association of South East Asian Nations
<b>ASHI</b>	After Service Health Insurance
<b>ASPI</b>	Access to Specialized Patent Information
<b>CASE</b>	Centralized Access to Search and Examination Results
<b>ccTLDs</b>	country code Top-Level Domain
<b>CDIP</b>	Conference on Development and Intellectual Property
<b>CIS</b>	Commonwealth of Independent States
<b>CMG</b>	Crisis Management Group
<b>CMOs</b>	collective management organizations
<b>DA</b>	Development Agenda
<b>DAS</b>	Digital Access Service for Priority Documents
<b>DNS</b>	Domain Name System
<b>ECLA</b>	patent classification assigned by the European Patent office
<b>EDMS</b>	Electronic Document Management System
<b>EGEDA</b>	<i>Entidad de Gestión de Derechos de los Productores Audiovisuales</i>
<b>EPO</b>	European Patent Office
<b>ERP</b>	enterprise resource planning
<b>EU</b>	European Union
<b>EFT</b>	Enabling Technologies Framework
<b>FAO</b>	Food and Agricultural Organization
<b>FI</b>	patent classification assigned by the Japanese Patent office
<b>FIT</b>	Fund-in-Trust
<b>GR</b>	genetic resources
<b>gTLDs</b>	generic Top-Level Domains
<b>HLS</b>	High Level Segment (of the Assemblies)
<b>HR</b>	Human Resources
<b>HRMD</b>	Human Resources Management Department
<b>IAOC</b>	Independent Advisory and Oversight Committee
<b>IAOD</b>	Internal Audit and Oversight Division
<b>ICANN</b>	Internet Corporation for Assigned Names and Numbers
<b>ICE</b>	International Cooperation on Examination
<b>ICT</b>	Information and Communication Technology
<b>IGC</b>	Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore

IGOs	inter-governmental organizations
IIA	Institute of Internal Auditors
IMR	International Music Registry
IP	Intellectual Property
IPAS	IP Office Automation software
IPC	International Patent Classification
IPO	Intellectual Property Office
IPRs	Intellectual Property Rights
IPSAS	International Public Sector Accounting Standards
IT	Information Technology
ITIL	Information Technology Infrastructure Library
ITU	International Telecommunications Union
<b>LDCs</b>	Least Developed Countries
<b>MDGs</b>	Millenium Development Goals
MTSP	Medium Term Strategic Plan
<b>NGOs</b>	non-governmental organizations
<b>OAPI</b>	<i>l'Organisation Africaine de la Propriété Intellectuelle</i> (African Intellectual Property Organization)
OHIM	Office for Harmonization in the Internal Market (Community Trademarks)
<b>PCD</b>	Procurement Services Division
PCT	Patent Cooperation Treaty
PLR	Patent Landscape Reports
PLT	Patent Law Treaty
PMSDS	Performance Management and Staff Development System
PPR	Program Performance Report
<b>RBM</b>	Results-based Management
R&D	research and development
<b>SCCR</b>	Standing Committee on Copyright and Related Rights
SCP	Standing Committee on the Law of Patents
SCT	Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications
SLC	Special Labor Contract
SMEs	small and medium size enterprises
SSA	Special Service Agreements
SRP	Strategic Realignment Program
<b>TA</b>	Travel Authorization
TCEs	Traditional Cultural Expressions/Folklore
TIGAR	Trusted Intermediary Global Available Resources
TISCs	Technology Innovation Support Centers
TK	Traditional Knowledge
TTO	Technology Transfer Office

<b>UDRP</b>	Uniform Domain Name Dispute Resolution Policy
<b>UN</b>	United Nations
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNEP</b>	United Nations Environmental Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFCCC</b>	Framework Convention on Climate Change
<b>UN-H-MOSS</b>	UN Headquarters Minimum Operating Security Standards
<b>UNICC</b>	UN International Computing Centre
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WCT</b>	WIPO Copyright Treaty
<b>WHO</b>	World Health Organization
<b>WIPOCOS</b>	software for collective management of copyright and neighboring rights
<b>WPPT</b>	WIPO Performances and Phonograms Treaty
<b>WTO</b>	World Trade Organization
<b>XML</b>	eXtensible Markup Language

[End of Appendix and of document]