

Assemblies of the Member States of WIPO

Fifty-Fourth Series of Meetings
Geneva, September 22 to 30, 2014

PROGRAM PERFORMANCE REPORT FOR 2012/13

presented by the Director General

1. The present document contains the Program Performance Report for 2012/13, which was submitted to the WIPO Program and Budget Committee (PBC) at its twenty-second session (September 1 to 5, 2014).
2. Following revisions made during that session (to Appendix II “Implementation of Funds-In-Trust 2013” and Programs 9 and 30), further amendments were requested by Member States during the 54th meeting of the Assemblies to Programs 9 and 10.
3. Any decisions of the PBC in respect of the revised document (WO/PBC/22/8 Rev.) appear in the List of Decisions Taken by the Program and Budget Committee at its Twenty-Second Session (September 1 to 5, 2014) (document A/54/5).

[Document WO/PBC/22/8 Rev.2 follows]

Program and Budget Committee

Twenty-Second Session
Geneva, September 1 to 5, 2014

PROGRAM PERFORMANCE REPORT FOR 2012/13

presented by the Director General

1. The Program Performance Report (PPR) for 2012/13 has been prepared in accordance with WIPO's results-based framework. The present report is based on the performance criteria established in the Program and Budget for the 2012/13 biennium, as approved by the Assemblies of the Member States of WIPO on September 29, 2011 (publication No. 360/E/PB1213).

2. The following decision paragraph is proposed.

3. *The Program and Budget Committee (PBC), having reviewed the comprehensive Program Performance Report (PPR) for the biennium 2012/13 (document WO/PBC/22/8), and recognizing its nature as a self-assessment of the Secretariat, recommended that the Assemblies of the Member States of WIPO:*

(a) acknowledge Programs' contribution to the achievement of the expected results;

(b) note the enhancements made to the report, in accordance with the requests by Member States;

(c) note that all recommendations of the Internal Audit and Oversight Division (IAOD) Validation of the PPR for the biennium 2010/11 had been implemented by the Secretariat;

(d) noting the statements made by Member States on the PPR, request the Secretariat to:

(i) ensure that lessons learned from implementation in the 2012/13 biennium are duly taken into account for the implementation of the 2014/15 Program and Budget;

(ii) address the five recommendations included in the IAOD Validation Report on the PPR for 2012/13; and,

(iii) continue its efforts to enhance its implementation of results based management, in particular its performance data, results frameworks, performance assessment, monitoring tools and related reporting, based on the suggestions made by Member States concerning the 2012/13 PPR, and take those duly into account, where relevant, in the next PPR cycle and the 2016/17 Program and Budget.

[Program Performance Report for 2012/13 follows]

PROGRAM PERFORMANCE REPORT FOR 2012/13

TABLE OF CONTENTS

I.	INTRODUCTION	1
II.	SUMMARY OF ACHIEVEMENTS IN 2012/13	2
III.	CONSOLIDATED BUDGET AND ACTUAL EXPENDITURE 2012/13	28
IV.	REPORT ON DEVELOPMENT EXPENDITURES 2012/13	31
V.	FINAL REPORT ON THE IMPLEMENTATION OF COST EFFICIENCY MEASURES IN THE 2012/13 BIENNIUM	34
VI.	PROGRAM ACHIEVEMENTS BY STRATEGIC GOAL	42
	STRATEGIC GOAL I Balanced Evolution of the International Normative Framework for IP	42
	Program 1 Patent Law.....	44
	Program 2 Trademarks, Industrial Designs and Geographical Indications.....	48
	Program 3 Copyright and Related Rights.....	52
	Program 4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources.....	59
	STRATEGIC GOAL II Provision of Premier Global IP Services	63
	Program 5 The PCT System	66
	Program 6 Madrid and Lisbon Systems	80
	Program 31 The Hague System.....	86
	Program 7 Arbitration, Mediation and Domain Names.....	90
	STRATEGIC GOAL III Facilitating the Use of IP for Development	94
	Program 8 Development Agenda Coordination	97
	Program 9 Africa, Arab, Asia And The Pacific, Latin America and the Caribbean Countries, Least Developed Countries.....	101
	Program 10 Cooperation With Certain Countries Europe and Asia.....	113
	Program 11 The WIPO Academy.....	118
	Program 30 Small and Medium-Sized Enterprises (SMES) and Innovation.....	124
	STRATEGIC GOAL IV Coordination and Development of Global IP Infrastructure	129
	Program 12 International Classifications and Standards	131
	Program 13 Global Databases	134
	Program 14 Services for Access to Information and Knowledge.....	138
	Program 15 Business Solutions for IP Offices	142
	STRATEGIC GOAL V World Reference Source for IP Information and Analysis	147
	Program 16 Economics and Statistics.....	148
	STRATEGIC GOAL VI International Cooperation on Building Respect for IP	151
	Program 17 Building Respect for IP	152

STRATEGIC GOAL VII	Addressing IP in Relation to Global Policy Issues	156
Program 18	IP and Global Challenges	157
STRATEGIC GOAL VIII	A Responsive Communications Interface Between WIPO, its Members and all Stakeholders	162
Program 19	Communications	164
Program 20	External Relations, Partnerships and External Offices	168
STRATEGIC GOAL IX	Efficient Administrative and Financial Support	175
Program 21	Executive Management	178
Program 23	Human Resources Management and Development	186
Program 24	General Support Services	191
Program 25	Information and Communication Technology.....	197
Program 26	Internal Oversight	201
Program 27	Conference and Language Services	205
Program 28	Safety and Security	208
Program 29	Construction Projects	211
VII.	APPENDICES	214
Appendix I	Breakdown of the Performance Assessments by Program	214
Appendix II	Implementation of Funds-in-Trust 2013	215
Appendix III	Acronyms and Abbreviations used in the Present Document	243

I. INTRODUCTION

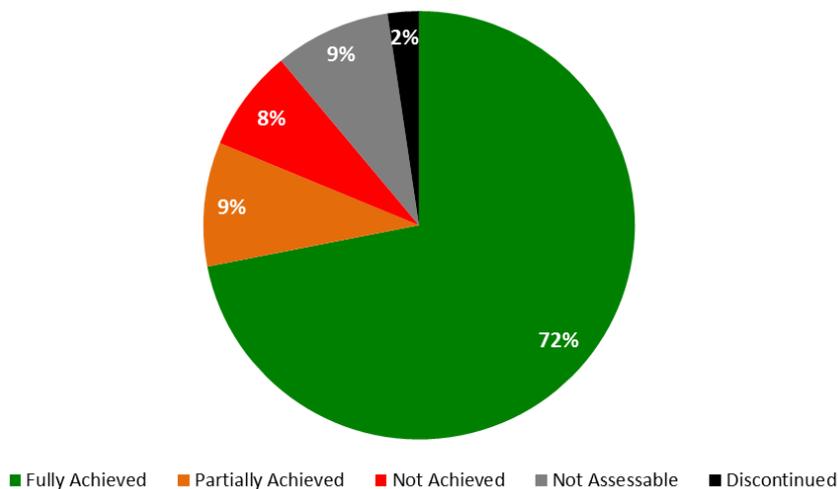
The Program Performance Report (PPR) is the principal accountability tool for reporting on organizational performance to Member States and an integral part of WIPO's Results Based Management (RBM) framework. The Report also serves as an important learning tool ensuring that lessons from past performance are learned and duly incorporated into the future implementation of WIPO's activities. The PPR is a self-assessment by Program Managers based on the results framework approved by Member States. 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 validation of the PPR 2012/13 can be found in document WO/PBC/22/9.

The PPR 2012/13 is an end of 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 2012/13. A performance indicator could be measured by more than one target. In such cases, the rating for each target is provided, resulting in multiple ratings. The following assessment criteria have been used for the PPR 2012/13:

Key to Traffic Light System (TLS):

- **Fully Achieved** is applied when the 2012/13 performance data suggest 80 per cent or greater achievement of the performance indicator target.
- **Partially Achieved** is applied when the 2012/13 performance data suggest between 30-80 per cent achievement of the performance indicator target.
- **Not Achieved** is applied when the 2012/13 performance data suggest less than 30 per cent achievement of the performance indicator target.
- **Discontinued** is applied when a performance indicator is no longer used to measure the contribution of the Program to the Expected Results.
- **Not Assessable** is applied when assessment of the performance is not feasible due to target data not having been adequately defined or when the performance data is insufficient to determine the TLS.

Of a total of 299 performance indicator ratings in the Program and Budget 2012/13, 214 indicator ratings have been assessed as "Fully Achieved", or 72 per cent. Performance on a total of 29 indicator ratings, or 9 per cent, was assessed to be "Partially Achieved", and 23 indicator ratings, or about 8 per cent, were assessed to be "Not Achieved". Some 26 indicator ratings, or 9 per cent, were "Not Assessable", and 7 indicator ratings, or 2 per cent, were "Discontinued".

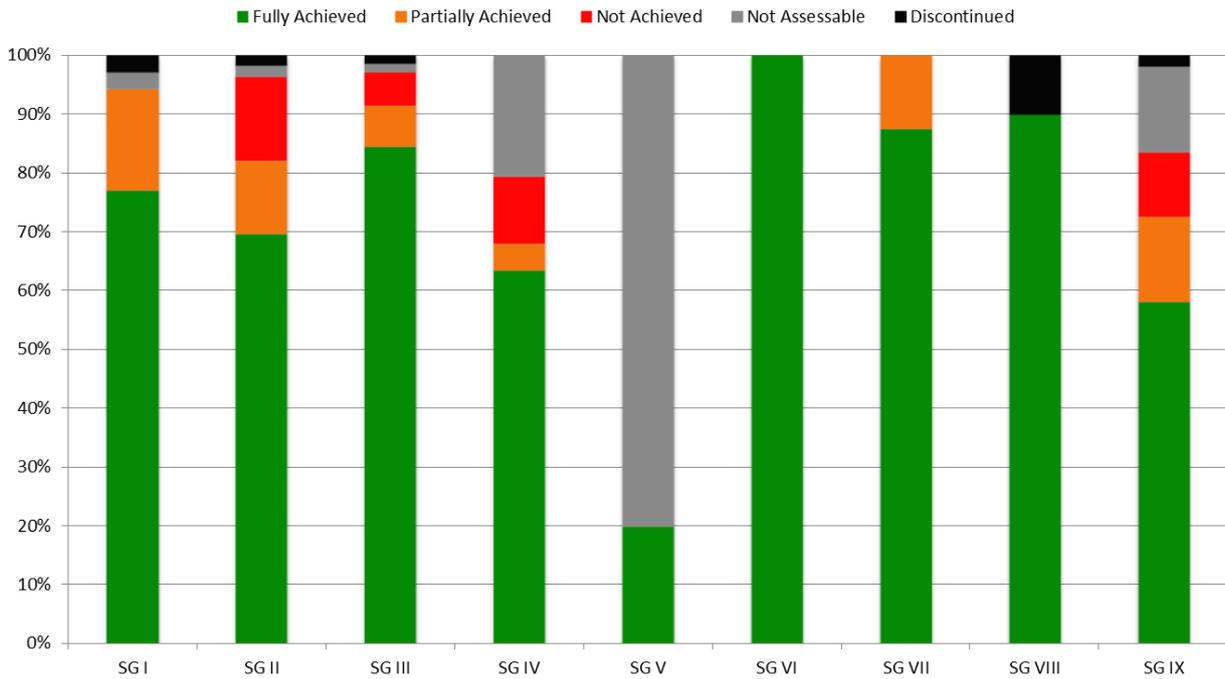


II. SUMMARY OF ACHIEVEMENTS IN 2012/13

The biennium 2012/13 constitutes the second biennium of implementation of the Medium Term Strategic Plan (MTSP) 2010-2015. Moreover, it marks the first time that the Organization is able to report on its performance from a results-based view of the budget. As a result, the PPR 2012/13 contains several key reporting enhancements including biennial views of actual expenditure by Expected Result. Furthermore, in line with Member States' request at the 20th and 21st sessions of the Program and Budget Committee (PBC), the PPR 2012/13 includes Biennial Performance Dashboards for each of the nine Strategic Goals, as well as a view of achievements by Result. The enhancements provide a graphic summary of the achievement of the Expected Results in the biennium as measured by the Performance Indicators under the Programs contributing to the respective Strategic Goals.

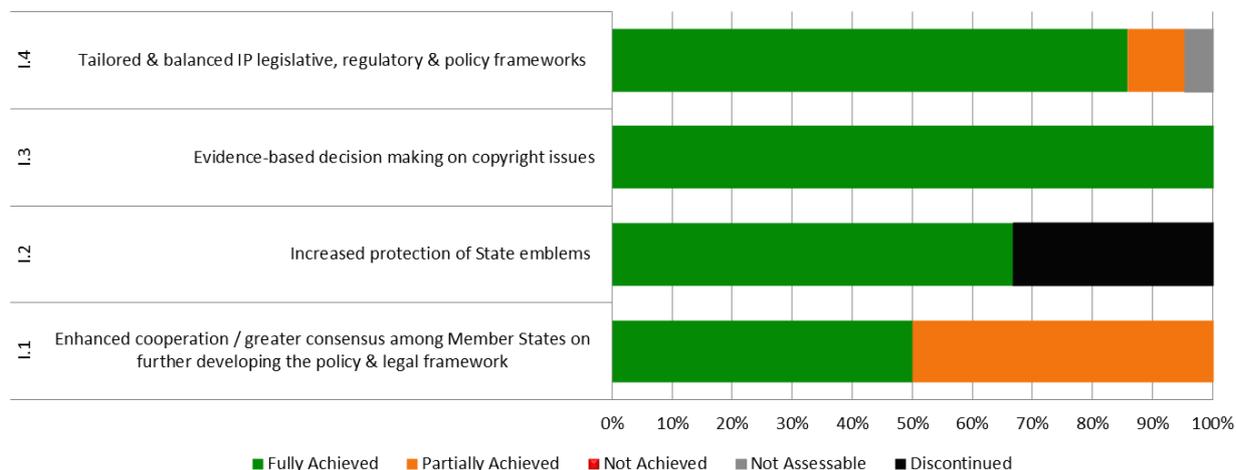
Highlights of achievements in 2012/13 towards the nine Strategic Goals are summarized below.

Consolidated view of achievements in the Biennium 2012/13 by Strategic Goal



Strategic Goal I: Balanced Evolution of the International Normative Framework for IP

Summary of Achievements by Expected Result



Biennial Performance Dashboard

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Enhanced cooperation/ greater consensus among Member States on further developing balanced policy and normative frameworks for the international patent system, trademarks, industrial designs, geographical indications, copyright, related rights, TK, TCEs and GRs	Progress on the implementation of SCP agreed steps/plans	Program 1	●
	International agreement on a normative framework for Industrial Designs	Program 2	●
	Progress towards agreement on current issues on the SCT Agenda	Program 2	●
	Conclusions agreed by Member States in each session of the SCCR	Program 3	●
	Progress towards agreement on current issues on the SCCR agenda	Program 3	●
	Progress in the IGC's negotiations towards development of an international legal instrument(s)	Program 4	●
	Work initiated by the SCT on Geographical Indications (GIs)	Program 2	●
	No. of ratifications/accessions to the Singapore Treaty	Program 2	●
Increased protection of State emblems and names and emblems of International Intergovernmental Organizations	No. of requests for communication under Article 6ter Paris Convention dealt with	Program 2	●
	No. of signs published in Article 6ter database	Program 2	●
	Comprehensive guidelines for the application of Article 6ter	Program 2	●
Evidence-based decision making on copyright issues	No. of follow-up requests for specific studies or guidance on activities contributing to policy decision	Program 3	●
	No. of countries using WIPO studies on their creative industries for developing creative industry strategies	Program 3	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Tailored and balanced IP legislative, regulatory and policy frameworks	No. of downloads, requests and distribution of WIPO tools for management of copyright in specific creative industries	Program 3	●
	No. of countries that have initiated legislative reform in the area of copyright and related rights	Program 3	●
	No. and types of legislative advice provided to Member States related to patents, utility models, trade secrets and integrated circuits	Program 1 Program 9 Program 10	● ● ●
	% of countries which found WIPO's legislative advice related to patents, utility models, trade secrets and integrated circuits useful	Program 1 Program 9 Program 10	● ● ●
	% of countries which found the provided information concerning the legal principles and practices of the patent system, including the flexibilities existing in the system and the challenges it faces, useful	Program 1 Program 9 Program 10	● ● ●
	% of satisfied participants in targeted workshops/seminars held on specific patent-related questions	Program 1 Program 9 Program 10	● ● ●
	No. of Member States having received legislative advice in the area of trademarks, industrial designs and geographical indications	Program 2 Program 9 Program 10	● ● ●
	No. of countries providing positive feedback on the usefulness of the provided legislative advice in the area of trademarks, industrial designs and geographical indications	Program 2 Program 9 Program 10	● ● ●
	No. of countries provided with technical assistance on new or updated legislative frameworks for effective enforcement, taking into account flexibilities in Part III of TRIPS	Program 17 Program 9	● ●

Significant progress was made in 2012/13 under this Strategic Goal with the adoption of text for two new copyright treaties: the Beijing Treaty for the Protection of Audiovisual Performances (Beijing Treaty) and the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled (Marrakesh VIP Treaty). Further progress was made on the other items on the agenda of the Standing Committee on Copyright and Related Rights (SCCR) during the three meetings held in July 2012, November 2012, and December 2013. The SCCR also adopted and submitted to the 2012 WIPO General Assemblies an updated work plan to address another proposed treaty and several other limitations and exceptions topics: a treaty for broadcasting organizations and limitations and exceptions related to libraries and archives, educational and research institutions and persons with other disabilities. Work progressed on developing working texts on these issues during each session of the SCCR.

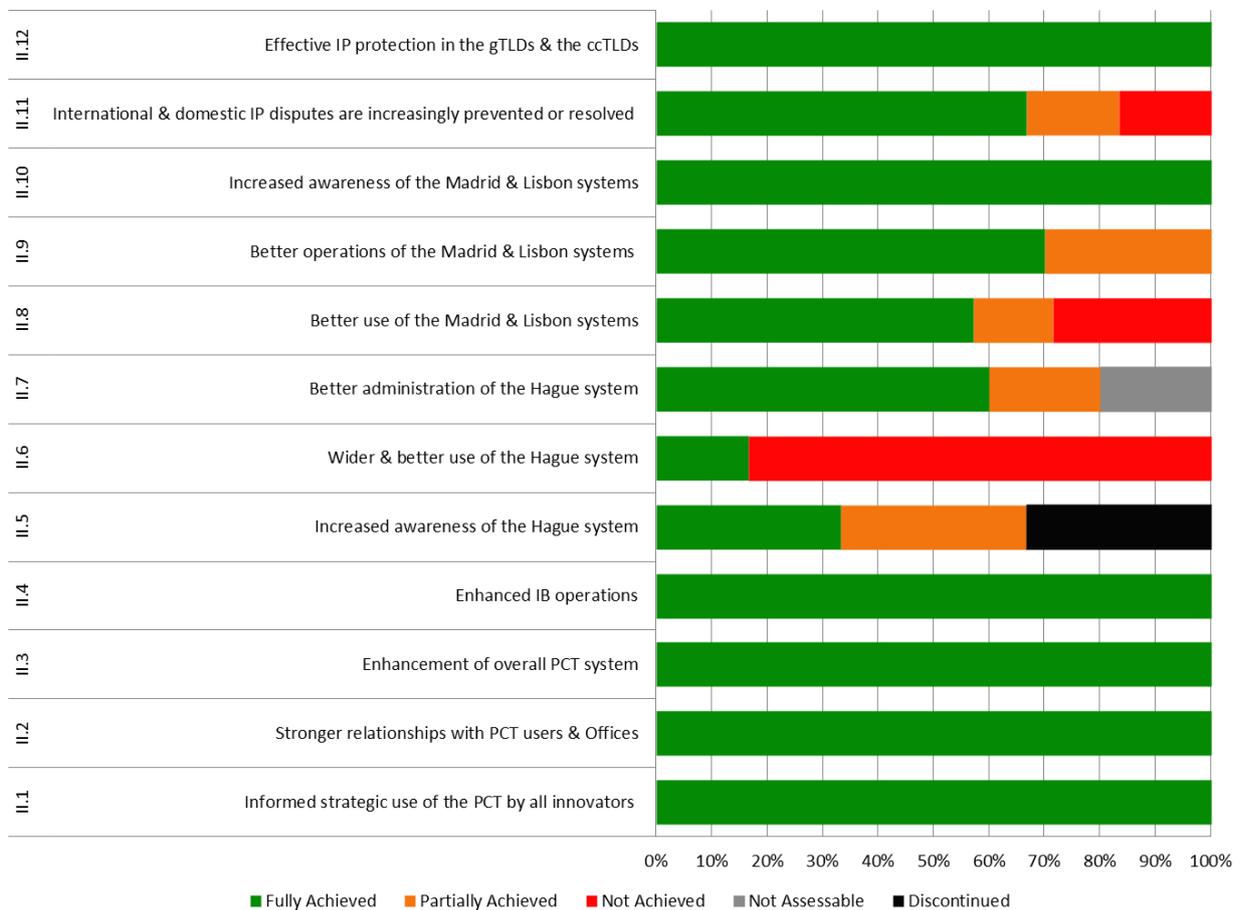
Under its new mandate for the biennium established in late 2011, the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) met six times (IGCs 20 to 25). The IGC established a clearly defined work program and sound working methods and made progress in its “text-based negotiations” as required by the mandate. By the end of the sixth session of the biennium (IGC 25), the IGC had further improved single, consolidated negotiating texts on each of the three themes of the IGC (namely, genetic resources (GRs), traditional knowledge (TK) and traditional cultural expressions (TCEs)). An evaluation conducted by WIPO’s IAOD in 2013 found a high rate of satisfaction among IGC participants with the services provided to the IGC by the Secretariat. In accordance with the mandate of the IGC for the 2012/13 biennium, the WIPO General Assembly in October 2013 agreed on a renewed mandate of the IGC for 2014/15 and a work program for 2014.

The Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) made good progress in its work towards an international agreement on industrial design law and practice. At its session in December 2013, the WIPO General Assembly requested the SCT to finalize its work on the text of a basic proposal for a Design Law Treaty and agreed that it would make a decision on the convening of a Diplomatic Conference at its extraordinary session in May 2014. Likewise, the SCT continued its work on the protection of country names and considered a study prepared by the Secretariat, as well as a number of proposals by Member States.

In view of enhancing cooperation among Member States on further developing balanced policy and normative frameworks for the international patent system, the eighteenth and nineteenth sessions of the Standing Committee on the Law of Patents (SCP) were held in May 2012 and February 2013, respectively. The SCP continued to examine five topics on its agenda, namely: (i) exceptions and limitations to patent rights; (ii) quality of patents, including opposition systems; (iii) patents and health; (iv) confidentiality of communication between clients and their patent advisors; and (v) transfer of technology.

Strategic Goal II: Provision of Premier Global IP Services

Summary of Achievements by Expected Result



Biennial Performance Dashboard

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Informed strategic use of the PCT by all innovators who could benefit from it	PCT filings	Program 5	●
	Share of PCT national phase entries in total international patent filings	Program 5	●
Stronger relationships with PCT users and Offices	Satisfaction of Offices and International Authorities with PCT cooperative activities	Program 5	●
	Meaningful contact with PCT users	Program 5	●
	Increased feedback from PCT users on overall system performance	Program 5	●
Enhancement of overall PCT System	Further progress towards implementation of the recommendations endorsed by the PCT Working Group in 2010 on how to improve the functioning of the PCT, relating to the following six groups of issues: (i) backlogs; improving quality of granted patents; (ii) timeliness in the international phase; (iii) quality of international search and preliminary examination; (iv) incentives for applicants to use the system efficiently; skills and manpower shortages; (v) cost and other accessibility issues; consistency and availability of safeguards; (vi) technical assistance; PCT information and technology transfer.	Program 5	●
Enhanced IB operations (see Annex VI)	Unit cost of processing an application	Program 5	●
	Productivity of formality examination	Program 5	●
	Quality of formality examination	Program 5	●
	Timeliness of formality examination (% accomplished within 3 weeks from receipt)	Program 5	●
	Timeliness of publication (% published within 18 months + three weeks from priority date)	Program 5	●
	Quality of translation (% that pass quality check)	Program 5	●
	Filings at the IB as Receiving Office	Program 5	●
Better use of the Madrid and Lisbon Systems, including by developing countries and LDCs	No of new registrations (Madrid System)	Program 6	●
	No of renewals (Madrid System)	Program 6	●
	% of irregularity letters compared to total number of applications received (Madrid System)	Program 6	●
	% of international applications from developing countries and LDCs (Madrid System)	Program 6	●
	No. of Contracting Parties to the Madrid Protocol	Program 6	●
	No. of Contracting Parties to the Lisbon Agreement	Program 6	●
	No. of international registrations in force under the Lisbon System concerning appellations of origin from developing countries and LDCs	Program 6	●
Better operations of the Madrid and Lisbon Systems	Average processing time of new applications without irregularities (Madrid System)	Program 6	●
	No. of Offices sending applications in XLM format and receiving designations in XLM format (Madrid System)	Program 6	●
	% of documents received electronically (Madrid System)	Program 6	●
	No. of clients receiving email notifications (Madrid System)	Program 6	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Increased awareness of the Madrid and Lisbon Systems	No. of clients using Portfolio manager (Madrid System)	Program 6	●
	No. of fully automated processes (Madrid System)	Program 6	●
	% of corrections inscribed compared to the total of operations inscribed (with the exception of refusals and final decisions) (Madrid System)	Program 6	●
	Establishment of an automated International Register (Lisbon System)	Program 6	●
	Increased number of competent authorities using electronic means of communication under Lisbon procedures	Program 6	●
	Adoption of provisions streamlining or modernizing the Lisbon System legal framework	Program 6	●
	% of participants in Madrid System related events who are satisfied and report enhanced awareness post training event	Program 6	●
Increased awareness of the Hague System	% of participants in Lisbon System related events who are satisfied and report enhanced awareness post seminars/workshops	Program 6	●
	No. of first-time applicants	Program 31	●
	No. of languages in which general information is available	Program 31	●
Wider and better use of the Hague System	No. of national or regional offices providing adequate information on the Hague System	Program 31	●
	No. of registrations, designs contained in registrations, renewals and other recordings	Program 31	●●●●
	No. of applications from, and designations of, developing countries and LDCs	Program 31	●
Better administration of the Hague System	% of irregular applications	Program 31	●
	Predominance of the Geneva Act in the system as a whole system	Program 31	●
	Pendency for a regular non-deferred application, until publication	Program 31	●
	No. of fully automated processes	Program 31	●
	% of requests filed through electronic interfaces	Program 31	●
	% of users satisfied with the services provided by the International Bureau	Program 31	●
	International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods	Increased consideration of the use of alternative dispute resolution services in intellectual property transactions, including through the use of WIPO procedures	Program 7
Alternative dispute resolution policies to the development and implementation of which policies the Center has contributed		Program 7	●
Effective intellectual property protection in the gTLDs and the ccTLDs	No. of gTLD UDRP cases administered	Program 7	●
	No. of ccTLD UDRP-based cases administered	Program 7	●
	Dispute resolution policies in the Domain Name System to the development and implementation of which policies the Center has contributed	Program 7	●
	No. of ccTLD administrators with WIPO-assisted design or administration of intellectual property protection mechanisms in accordance with international standards	Program 7	●

The 2012/13 biennium saw considerable growth in the international registration systems despite a continuing fragile global economy. The Organization successfully managed to deliver quality services and enhance the customer experience on the one hand while improving productivity through well-designed ICT initiatives on the other hand.

International patent filings under the Patent Cooperation Treaty (PCT) showed robust growth in both 2012 and 2013. For the first time, the number of annual international patent applications surpassed the 200,000 mark in 2013, with a total of 205,300 applications, representing an increase of 5.1 per cent over 2012 and 12.5 per cent over 2011. Moreover, there was an increase in the share of applications from low and middle income countries with a significant increase from China, which became the third largest user of PCT in 2013.

In 2010, the PCT Working Group endorsed recommendations for improving the PCT (“PCT Roadmap”). Significant progress was made during the 2012/13 biennium in the following respects: (a) the PCT agenda now prominently features quality of work products, including international search reports and written opinions, as well as administration at the IB and Offices; (b) stakeholders at the national level recognize the utility of high-quality PCT work products and the importance of the PCT to the operation of the international patent system; (c) interested parties better understand the role of the PCT in the effective dissemination of technical information; and (d) there is greater understanding of the needs of Contracting States for high-quality international applications and PCT work products, of the capacity of Contracting States to perform their own effective search and examination, and of the needs for continued technical assistance to developing and least developed countries in that regard.

The Madrid System continued to grow in the biennium 2012/13 in terms of filings of international applications, subsequent designations and renewals. WIPO received a total of 44,018 and 46,829 international applications in 2012 and 2013 respectively, corresponding to a 4.1 and 6.4 per cent increase on the previous years. The International Bureau (IB) recorded a total of 41,954 and 44,414 applications in 2012 and 2013 respectively; an increase in 2013 of 5.9 per cent compared to 2012. The total number of requests received by the IB, such as modifications, decisions by Offices of the Contracting Parties, and renewals increased by 4.5 per cent in 2013 (456,877 requests) compared to 2012 (437,082 requests). Of the total applications received in 2012 and 2013, respectively, 7 and 6.8 per cent originated from developing countries and LDCs. At the end of the biennium 2012/13, the number of members to the Madrid Protocol and the Madrid System reached 91 and 92, respectively, following the accessions of Colombia, India, Mexico, New Zealand, the Philippines, Rwanda and Tunisia. These new accessions represented a significant milestone in the further geographical expansion of the Madrid System, in particular with the entry of two countries from the Latin American region. One country remains in the Agreement only.

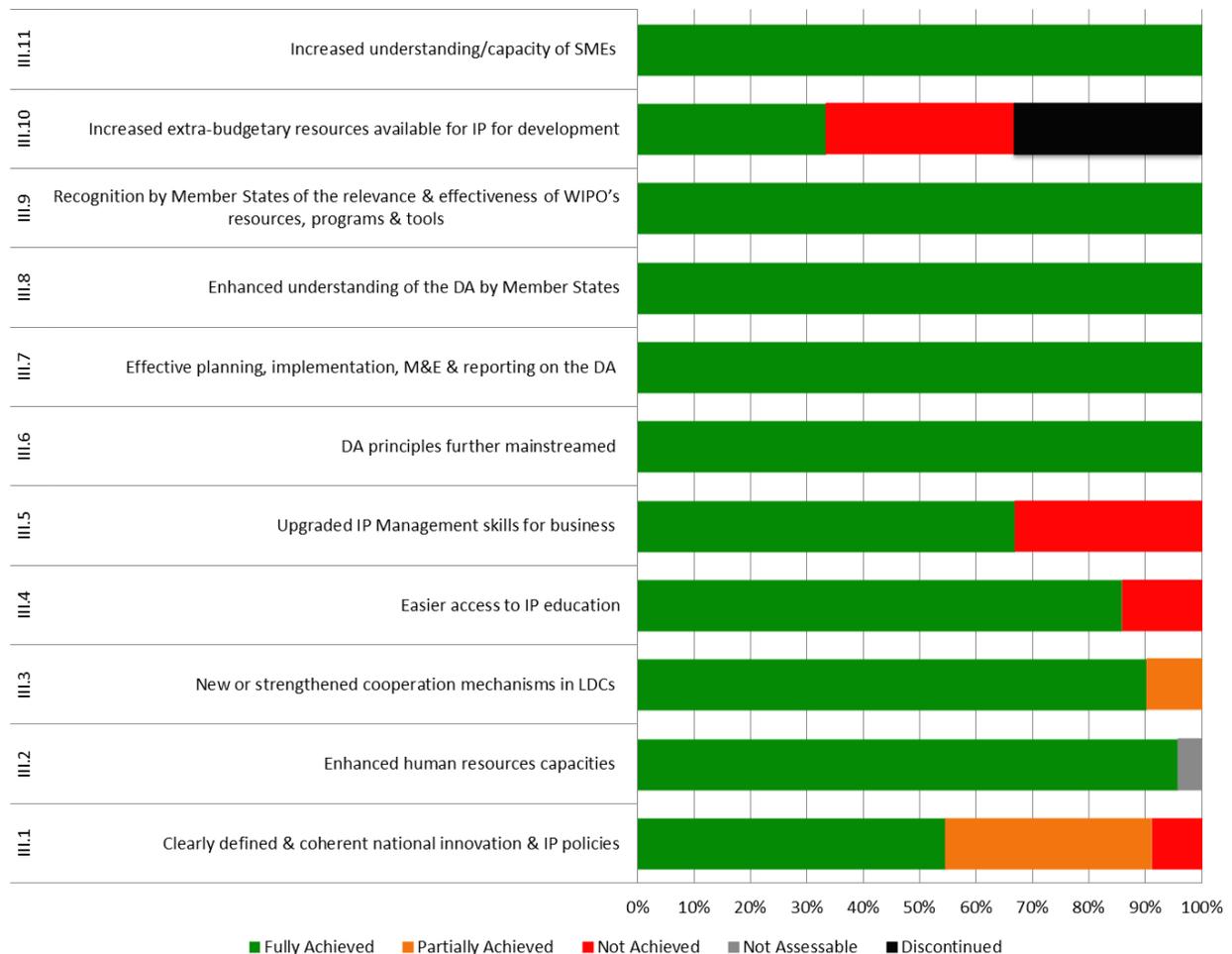
International registrations under the Hague System grew from 2,363 in 2011 to 2,440 and 2,734 in 2012 and 2013 respectively. In spite of a general growth in filings and recording activity, with notably more filings made for, and from, developing countries and LDCs, and in spite of being on track in terms of renewals, the volumes remained below the envisaged growth levels. During the biennium, Brunei Darussalam, Montenegro, Tajikistan and Tunisia became party to the Geneva (1999) Act of the Hague Agreement. The accession by Tunisia represents an important step towards the objective of establishing a predominance of the 1999 Act in the System since, as a result of this accession, there remains no Contracting State bound only by the 1934 Act. Further progress towards terminating this latter treaty was achieved as four consents to that effect were received. By the end of the biennium, three consents were still required before formal termination can be pronounced.

The Assembly of the Lisbon Union mandated the Working Group on the Development of the Lisbon System, in 2009, to engage in a full review of the Lisbon System aimed at making the system more attractive for users and prospective new Members, while preserving its principles and objectives. Under this mandate and in view of the considerable progress made at the sessions of the Working Group in December 2012 and April/May 2013 on a draft Revised Lisbon Agreement and draft Regulations under such a Revised Lisbon Agreement, the Assembly approved the convening of a Diplomatic Conference for the Adoption of a Revised Lisbon Agreement on Appellations of Origin and Geographical Indications in 2015. In accordance with the roadmap agreed by the Assembly, a further session of the Working Group took place in December 2013 and two more sessions are scheduled for June and October 2014, respectively.

In 2012, the WIPO Arbitration and Mediation Center (AMC) continued to work to optimize the potential of its procedures to meet the needs of IP right holders and users. In the area of alternative dispute resolution (ADR), the year 2012 saw the first cases successfully settled under a procedure for the mediation of trademark oppositions at the Intellectual Property Office of Singapore (IPOS). The WIPO Center also helped develop a similar mediation option for trademark proceedings before the National Institute of Industrial Property of Brazil (INPI-BR), which became available to parties in July 2013. In the area of domain names, the WIPO Center in 2012/13 administered 5,469 cybersquatting cases covering 11,271 names under procedures based on the Uniform Domain Name Dispute Resolution Policy (UDRP). The total number of domain names in UDRP-based cases received by WIPO since 1999 surpassed 50,000. The WIPO Center also continued to liaise with the administrators of country code Top Level Domains (ccTLDs) in different regions in relation to dispute resolution policies. In 2012/13, the WIPO Center became a provider for the .FM (Micronesia (Federated States of)), .GD (Grenada), .ML (Mali) .PW (Palau) and .TZ (Tanzania) domains, bringing the total of ccTLDs for which WIPO provides such services to 70.

Strategic Goal III: Facilitating the Use of IP for Development

Summary of Achievements by Expected Result



Biennial Performance Dashboard

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives	No. of countries that have formulated and/or are engaged in implementation of their IP Policies, Strategies and/or Plans each year (Africa)	Program 9	
	No. of countries with appropriate mechanisms for the development and implementation of IP strategies (Arab region)	Program 9	
	No. of countries with initiatives linked to the national IP plans (Arab region)	Program 9	
	No. of countries with IP policies and strategies in their national approval processes (Asia and the Pacific)	Program 9	
	No. of countries having adopted IP policies and strategies (Asia and the Pacific)	Program 9	
	No. of countries in which activities/projects have been carried out that contribute to the formulation of IP strategies/policies (Latin America and the Caribbean)	Program 9	
	No. of countries in which activities/projects have been carried out that contribute to the implementation of IP strategies/policies (Latin America and the Caribbean)	Program 9	
	No. of LDCs that have included LDC-specific IP considerations in their national IP strategies and/or policies (LDCs)	Program 9	
	No. of countries having developed national IP strategies or plans, dovetailed with national development goals	Program 10	
	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	No. of national IP strategies which includes an innovation and technology component	Program 30
% of policy makers, government officials, IP practitioners and examiners, enforcement agents and IP users with a better understanding of IP issues and its use for development		Program 9	
No. of countries with available IP training programs and IP related career opportunities (Arab region)		Program 9	
% of trained examiners using upgraded skills in their professional work (Asia and the Pacific)		Program 9	
% of policy makers, government officials, and IP practitioners with enhanced understanding of IP issues, including how to effectively use IP for development (Asia and the Pacific)		Program 9	
No. of national IP trainers/national experts (Latin America and the Caribbean)		Program 9	
No. of structured national training programs (Latin America and the Caribbean)		Program 9	
No. of countries in which the needs for technical assistance and capacity building have been assessed (LDCs)		Program 9	
No. of trainees/participants per year and geographical distribution (LDCs)		Program 9	
% of participants in WIPO capacity-building activities which report enhanced capacity to understand and use IP principles, systems and tools or the protection of TK and TCEs, and for management of the relationship between IP and GRs		Program 9 Program 4	
% of trained IP office officials using upgraded skills in their work		Program 10	
% IP professionals attesting to an enhanced understanding of IP issues		Program 10	
Inclusion of development-related issues in WIPO enforcement training programs		Program 17	
% of trained enforcement officials that report satisfaction with the training provided, including guidance on strategic cooperation, and its usefulness for their professional life		Program 9 Program 17	
% of participants satisfied with the quality of workshops and seminars on innovation and its commercialization		Program 9 Program 10 Program 30	

Expected Results	Performance Indicators	Responsible Program(s)	TLS
New or strengthened cooperation mechanisms, programs and partnerships in LDCs	% of participants' positive rating of the usefulness of copyright related capacity building workshops	Program 3	●
	% of participants' rating of usefulness of copyright related workshops and practical use of knowledge 6 months after the workshop	Program 3	●
	No. of national copyright and related rights initiatives started directly related to the themes of workshops	Program 3	●
	No. of users from developing countries of WIPO-developed tools, models and materials on innovation and its commercialization	Program 30	●
	No. of partnerships established in LDCs among governmental organizations, private sector, NGOs, and other development partners (LDCs)	Program 9	●
	No. of IP programs implemented jointly with other UN bodies and other IGOs (LDCs)	Program 9	●
	% of IP office trainees that report satisfaction with the training provided	Program 11	●
	% of trainees that report actual use of the acquired skills in their job	Program 11	●
	% of supervisors attesting to satisfactory application of acquired skills after one year of training	Program 11	●
	No. of graduates from WIPO academy and partner academic institutions (joint offering)	Program 11	●
Easier access to IP education	No. of participants trained under the WIPO Summer Schools annually	Program 11	●
	No. of IP teachers trained by the Academy	Program 11	●
	No. of start-up academies established	Program 11	●
	No. of new inter-institutional cooperation agreements	Program 11	●
	No. of online registrations to DL courses	Program 11	●
	Completion rate of DL courses	Program 11	●
	% of DL course participants having passed the exam	Program 11	●
	No. of Academy courses incorporated in educational institutions curricula	Program 11	●
	No. of new online courses / at different levels of specialization	Program 11	●
	No. of languages in which courses are offered	Program 11	●
Upgraded IP Management skills for business	No. of scholarships for developing countries, LDCs and countries with economies in transition	Program 11	●
	% of participants that report satisfaction with the training provided	Program 11	●
	% of trainees that report actual use of the acquired skills in their job	Program 11	●
Increased understanding/ capacity of SMEs and SMEs support institutions to successfully use IP to support innovation and commercialization	No. of requests for courses	Program 11	●
	% of assisted support institutions who provide information, support and advisory/consulting services on IP asset management	Program 30	●
	No. of national/regional training programs on IP asset management	Program 30	●
Development Agenda principles further mainstreamed into the Organization's programs and activities	% of SMEs support institutions satisfied with the training provided on IP asset management	Program 30	●
	No. of DA recommendations linked to Expected Results in the 2010/11 P&B	Program 8	●
	No. of DA recommendations that are linked to Performance Indicators in the 2010/11 P&B	Program 8	●
Effective planning, implementation, monitoring, evaluation and reporting on the DA recommendations	Implementation of the coordination mechanism as approved by Member States	Program 8	●
	No. of DA recommendations that have been addressed by the CDIP through projects, activities and studies	Program 8	●
	No. of projects approved by the CDIP	Program 8	●
	No. of projects proposed by Member States that are tabled for consideration by the CDIP	Program 8	●
	% of projects which are monitored on a systematic basis	Program 8	●
	% of projects which have been evaluated during the biennium	Program 8	●
	Feedback on the quality of the reports presented to the CDIP on the implementation of the DA recommendations	Program 8	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Enhanced understanding of the Development Agenda by Member States, IGOs, civil society and other stakeholders	No. of countries requesting technical assistance through DA projects and expressing interest in DA related activities	Program 8	●
Recognition by Member States, communities, organizations and other stakeholders of the relevance and effectiveness of WIPO's resources, programs and tools	No. of requests received for WIPO's assistance	Program 4	●
Increased extrabudgetary resources available for IP for development, either through direct contributions to WIPO or access to other external funding mechanisms	An increase in fund available through Funds-in Trust arrangements	Program 20	●
	Number and financial value of WIPO implemented projects funded by existing external donor funded mechanisms	Program 20	●
	Establishment of WIPO Guidelines for Partnership with the Private Sector	Program 20	●

Facilitating the use of IP for development and empowering developing countries, LDCs and countries in transition, to harness IP for enhancing national innovation potential and capacities continued to be a priority in 2012/13.

WIPO continued to assist developing countries and LDC's in the design, development and implementation of National IP strategies that are both consistent with their overall development plans and conducive to fostering innovation and creativity. Through the project on Improvement of National, Sub-Regional and Regional IP Institutional and User Capacity, which was completed in May 2012, a standardized, though flexible, methodology and a set of practical tools for the formulation of national IP strategies and plans were developed. The methodology and tools were mainstreamed in 2013 for use in national IP strategy formulation processes in developing countries and LDC's. During the biennium, IP strategy/plans were adopted in 11 countries (three in Africa, two in the Arab region, three in the Asia and the Pacific region, and three in the Latin America and Caribbean region). IP strategy formulation and implementation were initiated or progressed in 32 countries (13 in Africa, three in the Arab region, eight in the Asia and the Pacific region and eight in the Latin America and the Caribbean region). Two LDCs (Bangladesh and Ethiopia) have included LDC-specific IP considerations in their national IP strategies and/or policies during the biennium, bringing the total number of LDCs which have included such considerations to six, and two LDCs (Madagascar and Nepal) are in the final stages. Activities/projects that contribute to the implementation of IP strategies/policies have been carried out in 21 countries (five in Africa; four in the Arab region; and 12 in the Latin America and Caribbean region).

The following Central European and Baltic States, Central Asian, Eastern European and Caucasian countries, as well as some Mediterranean countries, amended their national IP legislation in line with their national IP strategies: Albania, Armenia, Belarus, Bosnia and Herzegovina, Poland, Romania, Slovenia and Tajikistan. Kazakhstan and the Russian Federation have initiated amendments to their legislation.

As part of efforts to enhance national and regional capacities for the effective use of IP for development, a new and better performing e-Learning Centre (WeLC) platform was established at the end of 2011. In 2012, a total of 81,484 persons from 189 countries benefited from the multilingual activities (11 languages) of the WIPO Academy Distance Learning (DL) Program. With a view to aligning course content with the objectives of the Development Agenda, over 100 professionals from the six beneficiary countries covered under the Start-up Academies Project were trained under a special "train the trainers" session for potential e-learning tutors. In addition, a number of tailor-made sessions were also organized with: (i) IP Offices (Brazil, China, Mexico and the Russian Federation); (ii) other interested national institutions (Brazil, Bulgaria, China, Croatia, Honduras, Mexico, the Republic of Korea, Serbia and the African Regional Intellectual Property Organization (ARIPO)); (iii) TISCs (Ethiopia, the Philippines, the Russian Federation and Uruguay); and (iv) 11 universities. Four new national IP academies were established by the end of 2013 in Colombia, the Dominican Republic, Peru and Tunisia. The establishment of institutions in Egypt and Ethiopia were well underway by the end of 2013. These are expected to be completed in the 2014/15 biennium.

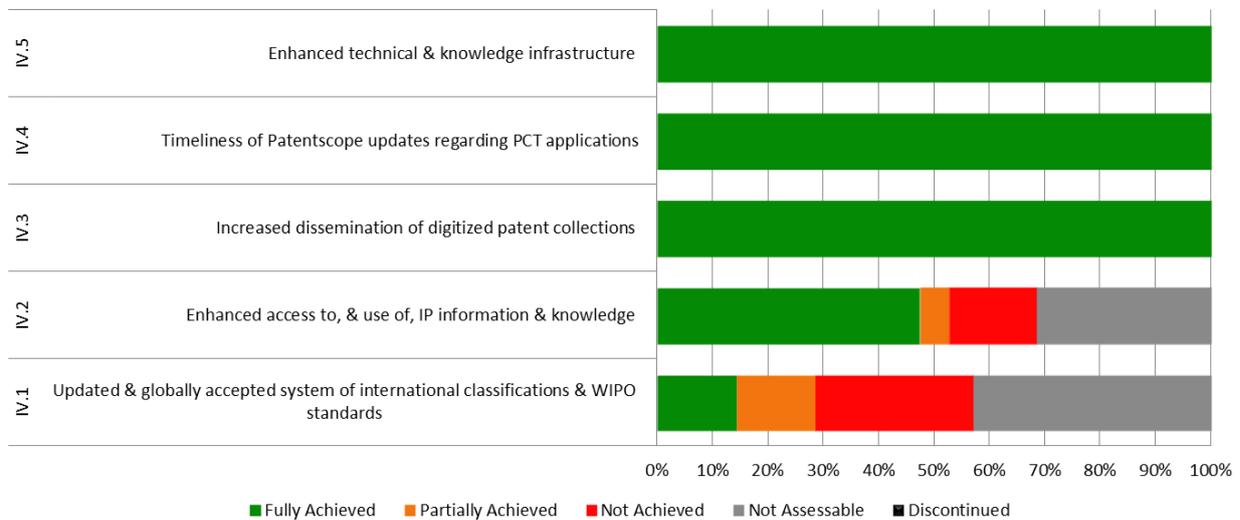
In order to enhance project coordination across the Organization, the Special Projects Division, created in May 2012, continued to focus on developing innovative IP and development projects in coordination with concerned specialized Sectors and Regional Bureaus. This included the implementation of methodologies to identify, protect and brand origin-based products in selected developing countries; raising awareness of IP considerations in the African fashion design business; protecting cultural heritage and cultural expressions in the Caribbean; and the development of practical tools for IP valuation. The

management and operation of three Development Sector Databases, i.e. the IP Technical Assistance Database (IP-TAD), the Roster of Consultants (ROC) and the IP Development Matchmaking Database (IP-DMD) were mainstreamed into the regular work of the Organization in 2013 duly taking into account the recommendations of the related DA project evaluations. In addition, two new tailor-made databases were developed and implemented to support the mainstreaming of DA Recommendations in WIPO’s development oriented work, i.e. a database to capture baseline data to be used in national processes for the formulation of national IP strategies (NIPS-D); and an interface for the South-South DA Project enabling the sharing of information contained in the IP-TAD and IP-ROC with countries from the Southern hemisphere.

During its four sessions held in 2012/13, the CDIP approved two new projects proposed by Burkina Faso and the Republic of Korea, and considered two annual reports by the Director General on the Implementation of the Development Agenda, two annual Progress Reports on the Implementation of Recommendations for Immediate Implementation, and DA Projects and fourteen independent project evaluation reports. In addition, the Committee approved second phases for four completed and evaluated projects. The Committee discussed two documents forwarded by the General Assembly, namely a Description of the Contribution of the Relevant WIPO Bodies on the implementation of respective Development Agenda Recommendations, and a decision on CDIP related matters. The Committee also discussed a Report on Assessing WIPO’s Contribution to the Achievement of the United Nations Millennium Development Goals (MDGs), and took note of: (i) a report on the Feasibility of Integration of the MDGs Related Needs/Outcomes into WIPO’s Biennial Results Framework; and (ii) a document on the Measurement of the MDGs in other United Nations Agencies and the Contribution of WIPO to the MDGs.

Strategic Goal IV: Coordination and Development of Global IP Infrastructure

Summary of Achievements by Expected Result



Biennial Performance Dashboard

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	No. of Offices using WIPO standards	Program 12	●
	No. of amendments to the Nice Classification	Program 12	●
	Unified ECLA and FI in the IPC	Program 12	●
	Integration in Locarno Classification of a tool for searching visual features of design applications	Program 12	●
	No. of amended and new standards adopted	Program 12	●
	No. of Offices indicating satisfaction following training to improve their skills in the use of classifications	Program 12	●
	No. of users accessing the internet publications of international classifications and standards, in particular from developing countries	Program 12	●
Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain	No. of different users per quarter/system (PATENTSCOPE/Global Brand Database)	Program 13	●
	No. of languages in which cross-lingual search is available	Program 13	●
	No. of national TISC networks launched	Program 14	●
		Program 9	●
		Program 10	●
	No. of users serviced by TISCs per quarter and country	Program 14	●
		Program 9	●
		Program 10	●
	No. of users of the value-added information services (technology search service, Patent Landscape Reports and ICE)	Program 14	●●
	% of recipients satisfied with the value-added information services (technology search service, Patent Landscape Reports and ICE)	Program 14	●●
	% of users satisfied with TISC services	Program 14	●
	Number of registered users of aRDI and ASPI	Program 14	●
	No. of Member States that have developed their IP framework and established TTOs	Program 30	●
Program 9		●	
No. of trusted intermediaries (TIs) and rights holders (RHs) having joined the TIGAR system network, including from developing countries and LDCs	Program 10	●	
	Program 3	●	
No. of copyright protected works distributed among TIs and made accessible to VIPs across borders through the TIGAR system network	Program 3	●	
Increased dissemination of digitized patent collections of national/regional offices of WIPO Member States	No. of records in PATENTSCOPE/Global Brand Database which are not produced by the IB	Program 13	●
	No. of national collections in PATENTSCOPE	Program 13	●
	No. of national collections in Global Brand Database	Program 13	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Timeliness of PATENTSCOPE updates regarding PCT applications	Delay (in months) in implementation of PCT rule changes concerning PATENTSCOPE	Program 13	●
	No. of weeks per year where publication is not available at 20:00 Geneva time on publication day	Program 13	●
Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	No. of Offices with fully automated versus partially automated IP administration systems provided by WIPO	Program 15	●
		Program 9	●
		Program 10	●
	No. of Offices with IP data online in WIPO databases	Program 15	●
		Program 9	●
		Program 10	●
	No. of Groups of Offices participating in a common platform	Program 15	●
		Program 9	●
	No. of Offices processing PCT and Madrid data with the support of WIPO supplied systems	Program 15	●
		Program 9	●
Program 10		●	
No. of Institutions using WIPO copyright infrastructure systems (WIPOCOS and GDA)	Program 3	●	
% of Governments that report positively on the effectiveness and governance of copyright institutions in the country	Program 3	●	

With a focus on enhancing the global IP infrastructure to help meet the growing global demand on the IP system and facilitating the participation of developing countries and LDCs in the system, good progress was made in the areas of global IP databases, classifications, IP office modernization, and TISCs in 2012/13.

The new PATENTSCOPE system introduced towards the end of the previous biennium continued to be developed to enhance and facilitate user access. Support of three new languages (Dutch, Italian and Swedish) was added to the already existing nine languages in the Cross Lingual Information Retrieval (CLIR) multilingual searching system. The TAPTA statistical machine translation system, developed in-house, was extended to include two difficult language pairs: English and German as well as English and Japanese. Use of PATENTSCOPE increased by 10 per cent from 216,289 users per quarter in 2011 to 237,446 users per quarter in 2013, despite content delivery network problems experienced in 2012. The number of collections held in PATENTSCOPE increased steadily from 28 in 2011 to 36 in 2013 and included the significant addition of the United States of America, Japanese and Chinese collections, more than tripling the number of records from ten to 34 million.

The Global Brand Database was launched in 2012 with the Madrid and Lisbon Systems and Article 6ter collections and showed steady progress in the number of different visitors throughout 2012 and 2013, with 13,000 users and 23,000 users per quarter respectively as compared to 9,000 in 2011. Furthermore, the process of adding national collections, initiated in 2012 with three national collections, continued in 2013, bringing the total number of national collections to 12. As a result, the number of records held in the system increased significantly from 700,000 in 2011 to two million in 2012 and to 12 million records by the end of the biennium.

Significant progress was made in 2012/13 as regards International Classifications and WIPO IP Standards. The reform of the Nice Classification was implemented and the Committee of Experts met for the first time in its annual session and adopted amendments published in the Classification, which, from 2013 onwards, will be annual. A new publication platform for the Nice Classification, which accommodates the publication of annual new versions, was successfully put into production. In addition, this new platform will also integrate the Taxonomy, which was finalized in 2012 in cooperation with OHIM. The new seventh-edition of the Vienna Classification was published as scheduled. The Committee of

Experts for the Locarno Classification met in November 2012 and adopted the amendments for the tenth edition of the Classification, which was released in 2013.

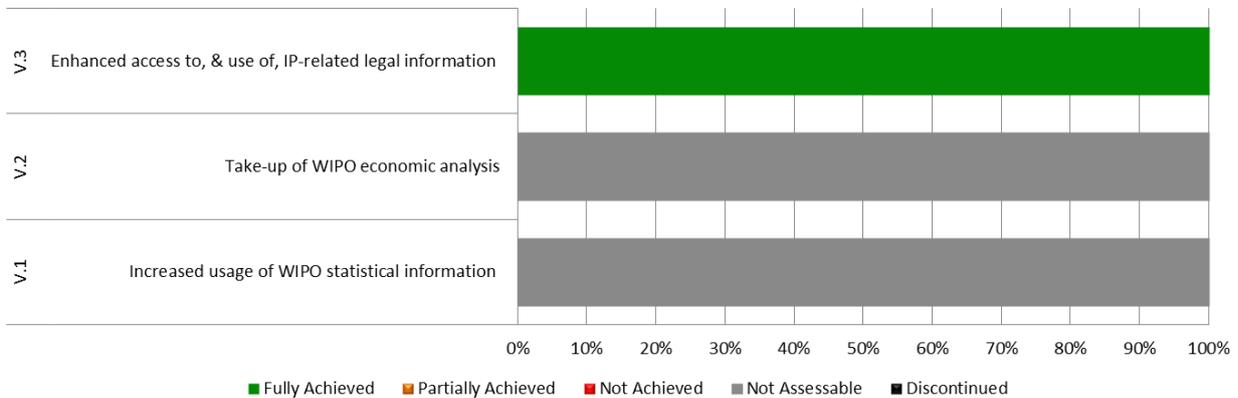
The biennium 2012/13 brought the number of Member States that have established Technology and Innovation Support Centers (TISCs) in their countries to a total of 39. The development of online networks through the “eTISC” knowledge management and social media platform, launched at the end of 2012, further encouraged the online exchange of experiences and best practices with nearly 700 users registered by the end of 2013. The first six webinars, reproducing the onsite training presentations and including live question-and-answer sessions, started in mid-2013 with the program being rapidly expanded.

The deployment and upgrades of IPAS (Industrial Property Automation System) continued in all regions. Some 61 IP Offices were using WIPO’s business tools at the end of the 2012/13 biennium (comprising IPAS, the WIPO Arab Industrial Property Management System (AIPMS), EDMS, WIPOScan and the WIPO Madrid Module). In addition, seven IP Offices were using the WIPO Centralized Access to Search and Examination (CASE) and 11 IP Offices were using DAS.

In order to manage the increased demand for WIPO systems coupled with the more complex user needs, a new support strategy was defined during the biennium, focusing on more systematic software support procedures, enhanced ownership by the users of the systems, knowledge transfer at a national and regional level and more input into the priorities for the development of the systems from the user community, always considering the specific needs and capacity of each Office. A major enhancement of IPAS was released in 2012, successfully integrating the WIPO Electronic Document Management System (EDMS). Good progress was also made on the development of the WIPO CASE (Centralized Access to Search and Examination) and DAS (Digital Access Service) platforms although the number of participating Offices and overall activity remained limited. Major upgrades were made to both systems in mid-2012.

Strategic Goal V: World Reference Source for IP Information and Analysis

Summary of Achievements by Expected Result



Biennial Performance Dashboard

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

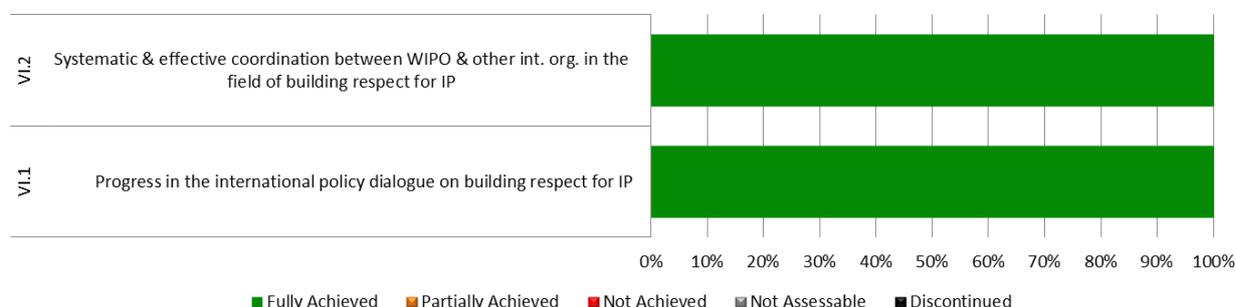
Expected Results	Performance Indicators	Responsible Program(s)	TLS
Increased usage of WIPO statistical information on the performance of the international IP system	No. of downloads of two main statistical reports	Program 16	●
	No. of data downloads	Program 16	●
Take-up of WIPO economic analysis as an input into the formulation of IP policy	No. of citations in economic publications and government policy reports	Program 16	●
	No. of developing countries which find WIPO economic studies useful and degree of usefulness	Program 16	●
Enhanced access to, and use of, IP related legal information	Enhanced coverage in WIPO Lex database of IP related legal information	Program 21	●

During the biennium, key achievements under this goal included an expanded World IP Indicators report that, for the first time, provided information on patent prosecution highways and plant variety filings; the publication of the second World IP Report on the role of brands in the global economy; and the establishment of a new IP Statistics Data Center that allows for more tailor-made access to WIPO’s IP statistics. These flagship products generated a large number of news reports and interest from policymakers and academia. In addition, new statistical reports on the Madrid and Hague Systems were developed, complementing WIPO’s long-standing statistical reporting tools – in particular, the Statistical Country Profiles, the World Intellectual Property Indicators, the IP Facts & Figures and the PCT reports. Moreover, WIPO assumed the role of co-publisher of the Global Innovation Index (GII), along with INSEAD and Cornell University. The yearly launches of the GII, in 2013 in the presence of the UN Secretary General, attracted significant media attention.

The multi-year CDIP project on IP and Socioeconomic Development made considerable progress during the biennium with national country study projects having been completed in all six countries: Brazil, Chile, China, Egypt, Thailand and Uruguay, with four studies having been presented during the biennium and two studies yet to be presented at the thirteenth Session of the CDIP. The evidence generated from this project as well as the two CDIP projects on IP and the informal economy and IP and brain drain helped strengthen WIPO’s role in fostering and facilitating empirical and scientifically rigorous economic research on IP for development.

Strategic Goal VI: International Cooperation on Building Respect for IP

Summary of Achievements by Expected Result



Biennial Performance Dashboard

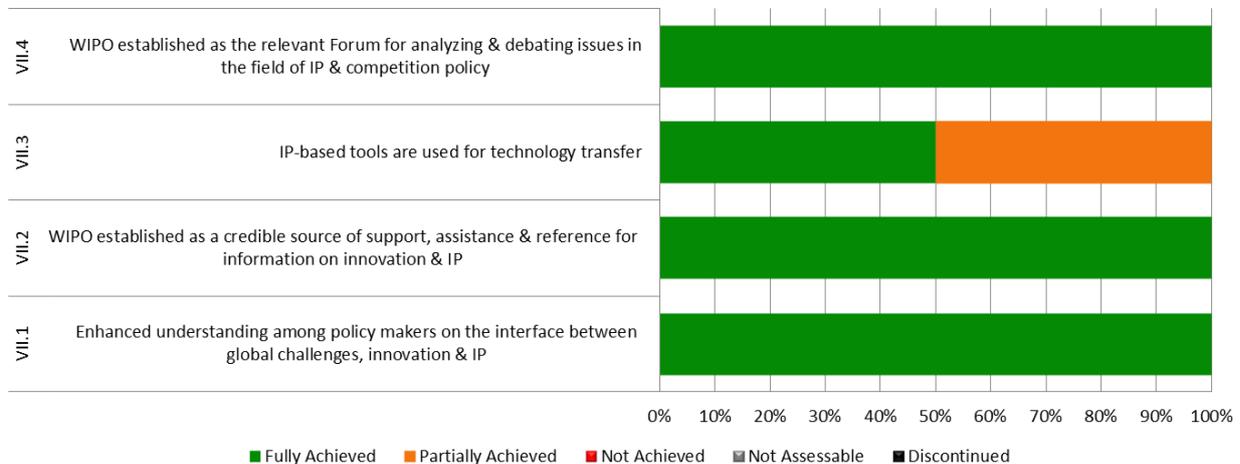
The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	Continued agreement by Member States on the substantive work of the WIPO Advisory Committee on Enforcement (ACE) in the biennium, incorporating development-oriented elements	Program 17	●
Systematic and effective cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP	No. of formal cooperation mechanisms in place	Program 17	●
	No. of joint activities	Program 17	●

Through a consultative process, steady progress continued to be made towards creating an enabling environment that promotes respect for IP in a sustainable manner. At its eighth session, the ACE worked towards identifying the motivations, including socio-economic variables, for IP infringements; developing analytical methodologies that measure the impact of counterfeiting and piracy; and analyzing alternate models to address counterfeiting and piracy. Member States agreed that the work program for the ninth session of the ACE would be dedicated to (i) alternative dispute resolution practices in the field of IP and (ii) preventive actions, measures or successful experiences to complement enforcement measures.

Strategic Goal VII: Addressing IP in Relation to Global IP Policy Issues

Summary of Achievements by Expected Result



Biennial Performance Dashboard

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Enhanced understanding among policy makers on the interface between global challenges and innovation and intellectual property as a basis for improved policy decision making	References to WIPO's work in the area of global challenges in other policy processes	Program 18	●
	Increased use of material from the Global Challenges website	Program 18	●
	Feedback from participants in policy fora	Program 18	●
WIPO established as a credible source of support, assistance, and reference for information on innovation and IP in relevant public policy processes	No. and diversity of specific requests from Member States and international organizations for WIPO contributions on IP in relation to global public policy issues	Program 18	●
IP-based tools are used for knowledge transfer from developed to developing countries, particularly least developed countries, to address global challenges	No. of participants in IP-based platforms	Program 18	●
	No. of transactions concluded using the platform(s)	Program 18	●
WIPO established as the relevant Forum for analyzing and debating issues in the field of IP and competition policy	No. of countries requesting WIPO's specific contributions on IP in relation to competition law-related issues	Program 18	●
	No. and diversity of stakeholders (IP offices, competition authorities, relevant IGOs and NGOs) engaged in dialogue with WIPO	Program 18	●

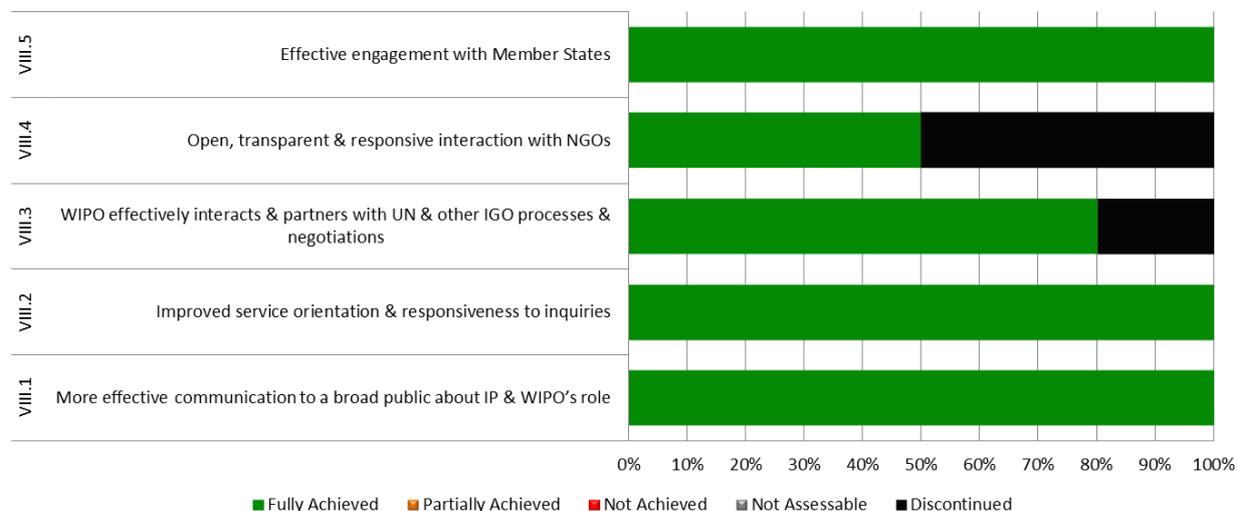
At the intersection of pressing global and interconnected issues, in particular Global Health, Climate Change and Food Security, substantive progress was made in supporting an enhanced understanding among policy makers on the interface between global challenges and innovation and IP. A major achievement during the biennium was the launch of WIPO GREEN, an interactive marketplace that promotes innovation, transfer and diffusion of green technologies by connecting technology and service providers with those seeking innovative solutions, as an operational platform in November 2013. By the end of the biennium, WIPO GREEN counted a cumulative total of 62 members (37 partners and 25 technology and needs providers) and 737 entries into the database. Another notable achievement was the publication in 2013 of the joint technical study titled *Promoting Access to Medical Technologies and Innovation – Intersections between public health, intellectual property and trade*, resulting from the trilateral cooperation between WIPO, WHO and WTO.

Providing a forum for participants to share ideas, expertise and information relating to the three core areas, three seminars were organized during the biennium as part of the WIPO Global Challenges Seminar Series, launched in March 2012.

WIPO Re:Search, a consortium of a broad range of private and public sector institutions from developed and developing countries providing royalty-free access to IP assets to stimulate new R&D for neglected tropical diseases, tuberculosis, and malaria, made significant progress during the biennium. It gained in recognition as a platform, with 30 new members and 11 collaborative research agreements in 2012, and 19 new members and 33 new research agreements in 2013. This brought the total number of members to 80 and collaborations to 44 at the end of the biennium; a 260 per cent increase in members since the launch of the platform in October 2011. Moreover, and especially important for WIPO's broader policy goals as articulated in the WIPO DA, WIPO Re:Search includes 15 members from ten African countries.

Strategic Goal VIII: A Responsive Communications Interface between WIPO, its Member States and All Stakeholders

Summary of Achievements by Expected Result



Biennial Performance Dashboard

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

Expected Results	Performance Indicators	Responsible Program(s)	TLS
More effective communication to a broad public about intellectual property and WIPO's role	No. of press articles on WIPO's work	Program 19	●
	Availability rate of WIPO core publications in all official UN languages	Program 19	●
	Number of views (on average) per WIPO video on YouTube	Program 19	●
	No. of downloads (on average) per WIPO publication	Program 19	●
	No. of countries with reported World IP Day events and activities	Program 19	●
	No. of external information requests serviced by the WIPO Library	Program 19	●
	% of stakeholders with a positive recognition of WIPO's mission, activities and organizational image	Program 19	●
Improved service orientation and responsiveness to inquiries	Customer/stakeholder satisfaction rate	Program 19	●
	Processing time of information inquiries handled through ticketing system	Program 19	●
WIPO effectively interacts and partners with UN and other IGO processes and negotiations	Use of WIPO's contributions in reports, resolutions and documents from targeted processes.	Program 20	●
	Feedback on WIPO's contribution/participation in UN and other IGO processes and fora.	Program 20	●
	% of responses to external requests for contributions from the UN, IGOs, etc, submitted on time	Program 20	●
	No. of joint activities/workplans implemented and reviewed in line with agreements with partner organizations (new and existing MoU's with IGOs)	Program 20	●
	New joint initiatives with other UN agencies	Program 21	●

Open, transparent and responsive interaction with NGOs	No. of briefing sessions and meetings/activities organized for NGOs	Program 20	●
	No. of briefing sessions/activities organized for developing country and LDC NGOs	Program 20	●
Effective engagement with Member States	% of Committee Meetings for which pre-Committee information meetings for MS are held	Program 21	●
	% of letters to the DG from Member States are responded to within 2 weeks	Program 21	●
	Member States satisfaction levels with the preparation and functioning of the Assemblies	Program 21	●
	Timeliness of publication of Assembly documents	Program 21	●

WIPO continued its progress on major strategic improvement projects on web communications, organizational identity, customer service and internal communications, which helped improve the quality, usability and delivery of WIPO's content; increase understanding of WIPO's work and organizational identity; and build an internal culture of communication and service. As a result of the new media strategies, exponential increases were achieved in 2012/13 in the number of people worldwide who accessed unique WIPO content.

A notable achievement during the biennium was the total overhaul of WIPO's website, which was launched in November 2013 and drew overwhelmingly positive feedback from users. Popular content improvements included the new WIPO Country Profile pages, which pull together dynamic content from over 190 countries from some 20 underlying WIPO databases.

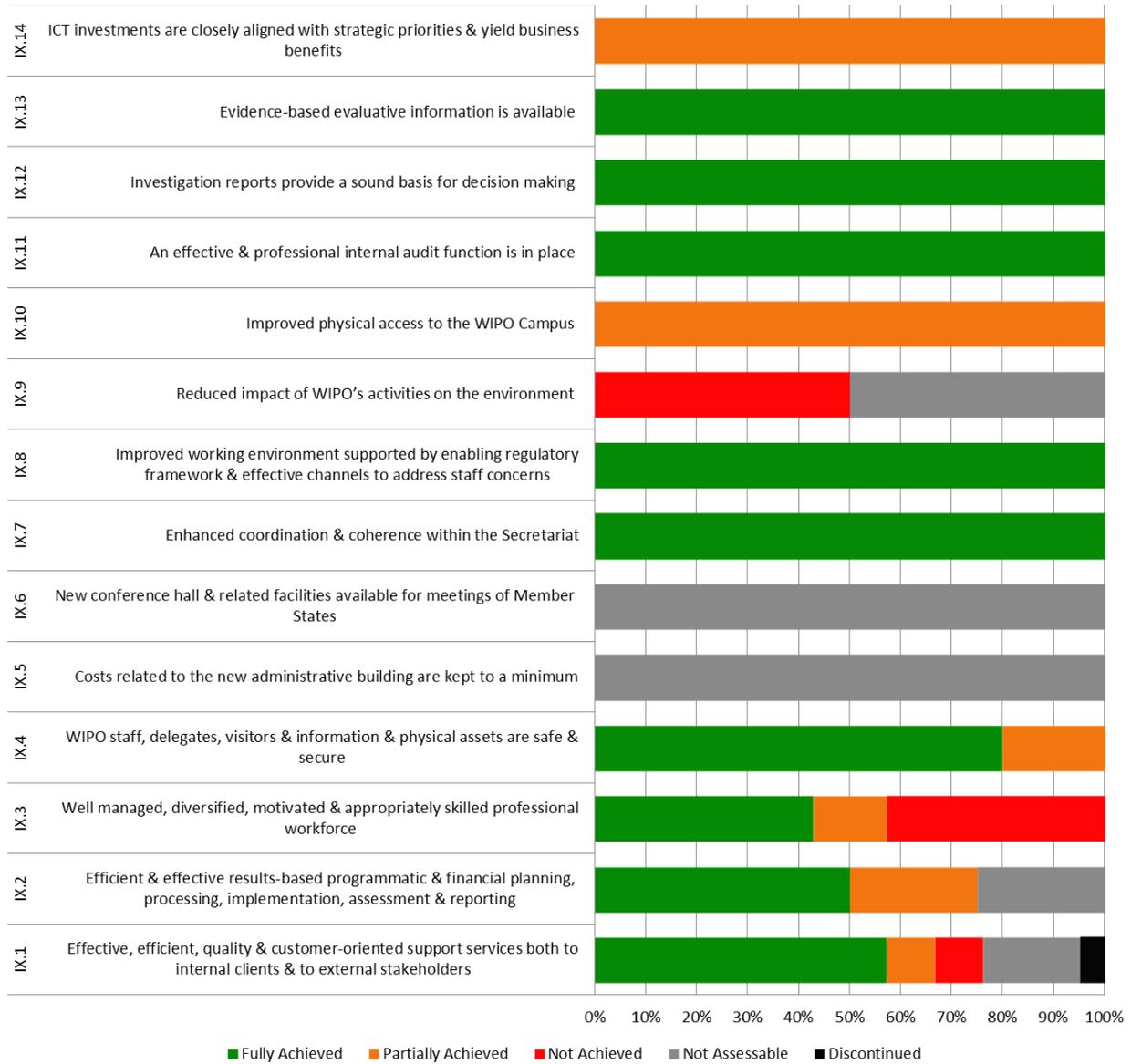
WIPO's enhanced social media strategy, launched in March 2012, has enabled direct engagement with stakeholders and improvement of delivery of WIPO content to broad and specialized audiences. Total views of WIPO's photos on Flickr rose from 150,000 at the end of 2012 to over 900,000 by the end of 2013. A total of 122 new videos were created for the WIPO YouTube Channel and website in the biennium, including more news-style content and IP stories, as well as tutorials and presentations. Viewing figures rocketed following the addition of the "Pororo" animations for children (over 3.8 million views), ending the biennium with an exponential increase in total WIPO Channel views of over 2,900 per cent compared to end 2011.

For the annual World IP Day campaign, WIPO's most high profile, annual public outreach activity, WIPO intensified its use of social media to engage a broad public and to build a broader sense of public ownership. The total reach of the World IP Day Facebook page more than doubled in 2013 (reaching 375,000) compared to 2012, with the most page "likes" coming from India, the United States of America, Mexico, Brazil and the United Kingdom. The WIPO website recorded more than twice as many visits on April 26, 2013, as on any other day in the preceding twelve months. Content on the themes included "Visionary Innovators" and "Creativity – the Next Generation", and World IP Day exhibitions on Steve Jobs' patents (2012) and 3D Printing (2013).

A more integrated approach to promoting major events, products and achievements contributed to raise public visibility and understanding of WIPO's activities. This included more consistent messaging frameworks; the creation of tailored, original content (editorial, visual and web) in six languages; cultivation of press and stakeholder relations; leveraging the use of well-known personalities as spokespeople; and dissemination via multiple channels. A concerted communications effort was devoted to significant events, products and results during the biennium, such as the two new WIPO treaty adoptions, the publication of WIPO's world-leading IP reports, the milestone expansions of the Global Brand Database and PATENTSCOPE, and the launch of the WIPO GREEN partnership initiative. The integrated approach also boosted global media coverage of the World IP Indicators (including 2.3 million potential impressions of the top tweet); the Global Innovation Index (more than 400 articles worldwide; and over 400 per cent increase in page views in both 2012 and 2013 compared to 2011).

Strategic Goal IX: Efficient Administrative and Financial Support Structure to enable WIPO to Deliver its Programs

Summary of Achievements by Expected Result



Biennial Performance Dashboard

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)	Cost savings for goods and services procured by WIPO (derived from RFPs, negotiations, or UN globalization actions)	Program 24	●
	% of internal clients satisfied with procurement services	Program 24	●
	% of spend subject to UN leverage or benchmark	Program 24	●
	Processing time of e-Travel Authorization (TA) and e-Event Request (subject to respected deadline)	Program 24	●
	Processing time for 3rd party visas	Program 24	●
	Reduction in travel costs as a result of e-conferences and video conferences	Program 24	●
	Reduced time from submission to completion of standard human resources transactions (education, grant, dependency allowances)	Program 23	●
	Ratio of employees (full time equivalent) to human resources staff	Program 23	●
	% of staff satisfied with HR services	Program 23	●
	Productivity rate for calculations, data input and collection and provision of statistics (mail delivery)	Program 27	●
	% of PCT Media batch in paper and electronic format on time	Program 27	●
	% of Madrid Notifications in paper format on time	Program 27	●
	% of Madrid Romarin in electronic format on time	Program 27	●
	% of internal and external users satisfied with WIPO's conference services	Program 27	●
	Translation productivity standards and cost per page of translation	Program 27	●
	A comprehensive language policy adopted by Member States together with related resource allocation requirements	Program 27	●
	Outsourcing in operation and provision of IT technical infrastructure	Program 25	●
	WIPO meetings are accessible real-time over the Internet or after the event	Program 25	●
	No. of communication channels seamlessly integrated	Program 25	●
	Rental of additional workplaces and related facilities (assuming same headcount as end 2011)	Program 24	●
No. of main technical installations (electrical, sanitary, heating and cooling) improved in line with applicable standards (to be defined)	Program 24	●	
ICT investments are closely aligned with strategic priorities and yield business benefits	% of projects having benefit realization assessed post project implementation	Program 25	●
	Maturity level of ITIL implementation based upon the official self-assessment on scale 5	Program 25	●
Efficient and effective results-based programmatic and financial planning, processing, implementation, assessment and reporting	% of WIPO Programs using performance data for managing Program performance	Program 22	●
	% of (WIPO) respondents who perceive that WIPO is accountable for its results	Program 22	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Well managed, diversified, motivated and appropriately skilled professional workforce	Financial operations and budget management conform to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Rules and regulations and applicable accounting standards	Program 22	●
	Satisfactory financial report from the External Auditors confirms the conformity of accounting operations with applicable regulations, rules and standards	Program 22	●
	% of staff whose performance is evaluated against their individual objectives and competencies	Program 23	●
	Recruitment lead time	Program 23	●
	% of total mass salary invested in staff development	Program 23	●
	Geographical diversity - % of Member States represented	Program 23	●
	% of women in professional and higher positions	Program 23	●
	Decreased absenteeism	Program 23	●
	Decreased appeals	Program 23	●
	WIPO staff, delegates, visitors and information and physical assets are safe and secure	% of WIPO staff, delegates and visitors reporting a work related injury or incident	Program 28
% of timely requests for safety & security assistance at conferences or events held in or outside of Geneva		Program 28	●●
Comprehensiveness and relevance of the set of information security policies, procedures and standards		Program 25	●
Up-to-date information security risk registry		Program 25	●
Costs related to the new administrative building are kept to a minimum	Use of remaining funds available under the approved consolidated budget and provisions during the construction guarantee period	Program 29	●
New conference hall and related facilities available for meetings of Member States	Construction of new conference hall and related facilities in compliance with the approved quality, budget and time framework	Program 29	●
Enhanced coordination and coherence within the Secretariat	Completion of the SRP	Program 21	●
	Achievement of SRP Value Level Outcomes	Program 21	●
	% of queries for legal advice which receive a response from the Office of the Legal Counsel	Program 21	●
	% of adherence notifications processed in a timely manner	Program 21	●
	% of users satisfied with standard of service obtained from Ombuds-Office	Program 21	●
Improved working environment supported by enabling regulatory framework and effective channels to address staff concerns	% of staff aware of WIPO ethical principles and policies	Program 21	●
Reduced impact of WIPO's activities on the environment	No. of Programs with environmental improvement indicators, baselines and targets.	Program 24	●
	% of reduction in carbon emissions in respect of energy consumption (in relation to WIPO buildings)	Program 24	●
Improved physical access to the WIPO Campus	No. of relevant Programs with physical accessibility indicators, baselines and targets	Program 24	●
An effective and professional internal audit function is in place covering all high risk work areas	No. of audits performed in high risk areas	Program 26	●
	The professional standards, code of ethics, and practice advisories of the Institute of Internal Auditors (IIA) are applied	Program 26	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
	Complete and accurate tracking of the implementation of oversight recommendations, showing all historical recommendations made, new ones added and their status	Program 26	●
Investigation reports provide a sound basis for decision making by the Director General.	Investigation activity is carried out in accordance with the Internal Oversight Charter, UN Uniform Guidelines for Investigation, the Investigation Procedures Manual and the Investigation Policy (currently in draft).	Program 26	●
Evidence-based evaluative information is available to senior management, program managers and Member States for decision making	Evaluations are produced in line with the Evaluation Policy and Evaluation Section Procedures Manual.	Program 26	●

The Administration and Management, through its Programs, enabled the Organization in delivering the results expected by Member States and stakeholders, on the one hand, while navigating through the continuing financial instability and serious uncertainties in the economic environment, on the other hand.

Despite these uncertainties, WIPO closed the biennium with a positive overall result of 34.6 million Swiss francs on an IPSAS basis, as a result of higher than expected income, the implementation of cost efficiency measures and prudent management of expenditure.

The ERP portfolio of projects, approved by the WIPO General Assemblies in 2010, as part of the Administrative and Management Sector modernization, continued to make good progress. The biennium 2012/13 saw the upgrade of PeopleSoft to its latest version (9.1) in 2012 in preparation for the implementation of the ERP portfolio of projects. By the end of 2013, the development and testing phases of the Peoplesoft HR module were completed and the system subsequently launched in January 2014, becoming the new system of record for HR matters. Under the Enterprise Performance Management (EPM) project, the 2012 and 2013 annual workplanning processes were further improved, supported by a first and second generation workplanning tool, closely aligning resources with Expected Results through the workplan activities. For the first time, this enabled the Secretariat to perform cross-organizational analysis of workplan activities on several dimensions, such as results and countries, contributing to better coordination among implementing entities. This system also allowed managers to track, for the first time, actual expenditure against their workplan during implementation. In addition, the EPM tool to support the planning process for the biennium 2014/15 was completed and rolled-out to managers at the beginning of 2013. The tool enhanced the efficiency of the planning process and considerably improved the ability to analyze Program Managers' submissions. Comprehensive briefings and trainings on the planning context, end-to-end processes and the use of the upgraded and new systems was provided to over 900 staff throughout the biennium.

One of the initiatives implemented within the context of the SRP pertained to the strengthening of risk management and internal control systems of WIPO. A number of important milestones were achieved in the biennium, carrying the Organization forward on the path established under its risk management roadmap, and on the way to having Enterprise Risk Management (ERM) fully implemented by the end of the 2016/17 biennium. These milestones include the integration of risk management into the annual work planning cycle and the identification of risks and risk mitigation measures in the 2014/15 Program and Budget. Risk assessment is currently performed across the Organization to identify risk events and estimate the likelihood of occurrence and impact on expected results, if they were to materialize. This establishes the basis for developing appropriate risk responses to adequately address these risks either through one-off mitigation measures or recurring internal controls.

The 2012/13 biennium saw the introduction of workforce planning as a key business activity in WIPO systematically integrated into the biennial and annual work planning cycles. WIPO continued to pursue efforts to ensure that the Organization's workforce is continually assessed against future workforce needs, thus ensuring that the Organization aligns its human resources to meet the needs of its Programs in the most efficient manner. The outputs from the 2012 organizational design reviews were used to inform the 2014/15 Program and Budget biennial planning, ensuring appropriate human resources for each Program required for effective delivery of results. Enhancements were also made in the EPM

system to allow for greater accuracy in the allocation of personnel to program activities and improved reporting on the use of the Organization's human resources.

The regularization process for long-serving temporary employees, which was approved by Member States in 2010, was almost completed during the biennium. Some 67 employees performing continuing functions and having five or more years of continuous and satisfactory service on January 1, 2012, have been regularized over the biennium following a competitive process. The regularization process will be completed by end 2014. In addition, the implementation of the revised Staff Regulations and Rules (SRR) on recruitment, the new Appointment Board composition introduced in 2012 and streamlined recruitment processes significantly reduced the length of the recruitment process by 57 per cent to an average of 16 weeks compared to 37.7 weeks at the end of 2011.

Following an intensive consultative process, WIPO modernized its SRR, in line with ICSC standards and best practices in the UN common system. The revised SSR entered into force on January 1, 2013, supported by a comprehensively updated Office Instruction framework. WIPO also implemented a streamlined contractual framework in 2012, in line with ICSC recommendations. The new framework accorded temporary staff the status of staff members, resulting in enhanced benefits. In addition, a review of the internal justice system, which included a comprehensive study by an external expert and intensive consultations with various stakeholders, resulted in amendments to the SRR, which entered into force on January 1, 2014.

In the area of procurement and travel, savings continued to be yielded from the tenders carried out through cooperation with other international organizations. A major highlight of the biennium was the upgrading of the ERP procurement modules and the integration of non-staff travel requests into e-Works. The regulatory framework was also updated and enhanced with a new procurement procedure for the completion of the New Conference Hall project, a code of conduct in managing supplier relationships and a new travel policy, including a change of threshold for business class travel entitlement.

As regards ICT enhancements, specific accomplishments in the biennium included: full deployment of a new internal data network architecture providing reinforced network security controls and effective handling of multimedia (voice, video and data) traffic; a new IP Telephony system; live broadcast over the Internet (via webcasting) of 40 WIPO meetings, as well as the Beijing and Marrakesh Diplomatic Conferences; the upgrade of office productivity systems to industry-standard platforms; implementation of a Web single sign-on (SSO) platform, allowing a more secure and efficient use of the new PeopleSoft and Oracle Hyperion EPM modules within the ERP portfolio; and enhancements of a number of administrative applications resulting in increased efficiency of the administrative processes. Also, in the field of Information Security, WIPO achieved certification against the ISO 27001 International Standard for Information Security Management in November 2013. WIPO is one of only three UN entities to be awarded the certification. Organizational resilience against external attacks, including Distributed Denial of Service attacks, was enhanced through the adoption of the Content Delivery Network and the deployment of enhanced technological controls.

The implementation of the WIPO Language Policy, adopted by Member States at the 2011 Assemblies and initiated in 2012, was completed by the end of the biennium with six-language coverage provided to documentation for meetings of all WIPO Committees and Main Bodies.

The worksite for the New Conference Hall Project opened in mid-August 2011, and the excavation and construction of the main structure were ongoing until end-2011. During the first half of 2012, WIPO engaged in a series of high-level discussions with the former general contractor, which resulted in a joint and amicable separation. As of August 2012, the worksite has been under the direct responsibility of WIPO. Consequently, a number of modifications to the governance and project management structure, as well as to the contractual framework, were introduced, and additional mandates were given to the architect, pilot and engineering firms so as to distribute all the elements previously included in the mandate of the general contractor. The adapted governance and project management structure brought added flexibility and agility and led to improved response times. The aforementioned arrangements also facilitated dealing with a number of project modifications and unforeseen matters identified during project execution in a proactive and timely manner. The year 2013 saw the delivery and use of part of the renovated basement of the AB Building since September and one new meeting room on the AB Building mezzanine since October 2013.

The Strategic Realignment Program (SRP)

The SRP concluded as a Program of reform initiatives in December 2012. Over the three years, it brought 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 initiatives all contributed to strengthening the Organization's four Core Values, as reflected in the results of the Core Value Survey at the end of 2012.

To strengthen *Service orientation* - staff were trained and better systems put in place and External Offices were mobilized to provide round-the-clock availability of enhanced service. External Communications were improved through increased availability of WIPO publications in more languages and by substantially expanding the Organization's footprint in social media through a presence on Twitter, Facebook, Flickr and Scribd.

Many initiatives contributed to the improvement of *Working as one* - a more strategic use of information technology, a modernized human resource regulatory framework and initiatives to increase knowledge-sharing across the Organization.

Strengthening *Accountability for results* - WIPO's results framework starts at the level of the Strategic Goals and cascades through organizational Expected Results to individual work objectives. By the end of 2012, risk management was integrated throughout biennial and annual planning processes.

To improve *Environmental, social and governance responsibility*, a Code of Ethics and a Whistleblower Protection Policy were issued and ethics training provided to every staff member. Steps have been taken to reduce the Organization's carbon footprint and improvements were made to enhance accessibility to WIPO's campus and services for all.

In 2013, the Organization moved into a phase of "continuous improvement" in order to sustain and build upon the SRP achievements. At the time of writing this report, the Secretariat is in possession of the JIU Management and Administration Review (MAR) of WIPO. The implementation of the key recommendations of the MAR will help build upon the SRP gains and will be fully integrated into the work of the current biennium.

III. CONSOLIDATED BUDGET AND ACTUAL EXPENDITURE 2012/13

Table 1: 2012/13 Summary by Program
(in thousands of Swiss francs)

	2012/13 Approved Budget	2012/13 Final Budget after Transfers ¹	2012/13 Expenditure
1 Patent Law	4,843	5,427	4,819
2 Trademarks, Industrial Designs and Geographical Indications	6,053	5,394	5,311
3 Copyright and Related Rights	18,593	19,699	18,341
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,980	6,677	6,343
5 The PCT System	178,600	179,215	174,154
6 Madrid, and Lisbon Systems	52,094	51,154	49,452
7 Arbitration, Mediation and Domain Names	10,585	10,164	9,814
8 Development Agenda Coordination	4,788	3,934	3,341
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	35,102	34,562	32,472
10 Cooperation with Certain Countries in Europe and Asia	6,439	6,532	6,181
11 The WIPO Academy	10,332	11,912	11,540
12 International Classifications and Standards	6,932	7,291	7,196
13 Global Databases	4,503	4,316	4,183
14 Services for Access to Knowledge	7,038	7,855	7,755
15 Business Solutions for IP Offices	7,813	8,269	8,042
16 Economics and Statistics	4,585	5,182	4,990
17 Building Respect for IP	2,992	2,833	2,804
18 IP and Global Challenges	6,768	7,138	7,086
19 Communications	16,599	16,576	16,108
20 External Relations, Partnerships and External Offices	10,912	10,510	9,657
21 Executive Management	18,948	18,838	18,257
22 Program and Resource Management	18,901	19,794	19,314
23 Human Resources Management and Development	21,493	21,754	21,387
24 General Support Services	46,271	40,688	38,665
25 Information and Communication Technology	50,408	50,622	50,581
26 Internal Oversight	5,050	4,792	4,687
27 Conference and Language Services	37,240	37,706	37,079
28 Safety and Security	12,159	11,385	11,026
29 Construction Projects	7,675	7,237	7,084
30 SMEs and Innovation	11,261	9,342	7,191
31 The Hague System	6,970	7,251	6,950
Unallocated	7,503	14,357	-
TOTAL	647,430	648,411	611,811

¹2012/13 Final Budget after Transfers also reflects the creation of 5 "flexibility" posts for Program 5 (The PCT system) with a resulting increase in resources of Sfr982 thousand (Regulation 5.6 of the Financial Regulations and Rules).

Table 2: 2012/13 Summary by Expected Result
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget after Transfers	2012/13 Expenditure
I.1 Enhanced cooperation / greater consensus among Member States on further developing the policy and legal framework for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs and GRs	15,256	15,509	15,229
I.2 Increased protection of State emblems and names and emblems of International Intergovernmental Organizations	556	679	867
I.3 Evidence-based decision making on copyright issues	2,754	2,405	2,687
I.4 Tailored and balanced IP legislative, regulatory and policy frameworks	10,080	10,445	8,564
II.1 Informed strategic use of the PCT by all innovators who could potentially benefit from it	7,041	6,750	6,379
II.2 Stronger relationships with PCT users and Offices	16,897	15,794	15,505
II.3 Enhancement of overall PCT system	3,225	3,261	3,061
II.4 Enhanced IB operations	152,098	154,558	150,449
II.5 Increased awareness of the Hague system	2,185	1,815	1,752
II.6 Wider and better use of the Hague system	2,153	2,806	2,784
II.7 Better administration of the Hague system	2,633	2,630	2,413
II.8 Better use of the Madrid & Lisbon systems, including by developing countries and LDCs	7,841	7,936	7,696
II.9 Better operations of the Madrid & Lisbon systems	43,445	42,436	41,109
II.10 Increased awareness of the Madrid & Lisbon systems	1,546	1,356	1,087
II.11 International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods	3,175	3,541	3,424
II.12 Effective intellectual property protection in the gTLDs and the ccTLDs	7,409	6,623	6,390
III.1 Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives	10,570	12,399	11,441
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	35,611	37,428	37,003
III.3 New or strengthened cooperation mechanisms, programs and partnerships in LDCs	1,517	1,057	941
III.4 Easier access to IP education	3,903	2,511	2,393
III.5 Upgraded IP Management skills for business	843	1,813	1,684
III.6 Development Agenda principles further mainstreamed into the Organization's programs and activities	4,199	2,686	2,394
III.7 Effective planning, implementation, monitoring, evaluation and reporting on the DA recommendations	1,220	669	637
III.8 Enhanced understanding of the Development Agenda by Member States, IGOs, civil society and other stakeholders	1,523	924	644
III.9 Recognition by Member States, communities, organizations and other stakeholders of the relevance and effectiveness of WIPO's resources, programs and tools	825	849	812
III.10 Increased extra-budgetary resources available for IP for development, either through direct contributions to WIPO or access to other external funding mechanisms	1,769	1,508	1,355
III.11 Increased understanding / capacity of SMEs to successfully use IP to support innovation and commercialization	5,253	3,724	3,171
IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	6,932	7,291	7,196
IV.2 Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain	14,974	16,790	14,994
IV.3 Increased dissemination of digitized patent collections of national/regional offices of WIPO Member States	1,210	1,346	1,272
IV.4 Timeliness of Patentscope updates regarding PCT applications	2,159	732	938
IV.5 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	16,832	16,058	14,521
V.1 Increased usage of WIPO statistical information on the performance of the international IP system	1,569	1,763	1,748
V.2 Take-up of WIPO economic analysis as an input into the formulation of IP policy	2,711	3,044	2,909
V.3 Enhanced access to, and use of, IP-related legal information	2,244	2,042	1,992
VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	635	469	349
VI.2 Systematic and effective cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP	785	741	721

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget after Transfers	2012/13 Expenditure
VII.1 Enhanced understanding among policy makers on the interface between global challenges and innovation and intellectual property as a basis for improved policy decision making	1,168	1,766	1,737
VII.2 WIPO established as a credible source of support, assistance, and reference for information on innovation and IP in relevant public policy processes	2,149	2,528	2,426
VII.3 IP-based tools are used for technology transfer from developed to developing countries, particularly least developed countries, to address global challenges	2,596	2,070	1,594
VII.4 WIPO established as the relevant Forum for analyzing and debating issues in the field of IP and competition policy	1,381	1,428	1,416
VIII.1 More effective communication to a broad public about intellectual property and WIPO's role	13,664	13,767	13,487
VIII.2 Improved service orientation and responsiveness to inquiries	2,935	2,851	2,660
VIII.3 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	3,652	3,610	3,108
VIII.4 Open, transparent and responsive interaction with NGOs	1,194	1,130	980
VIII.5 Effective engagement with Member States	5,311	4,531	4,517
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)	136,604	132,884	130,613
IX.2 Efficient and effective results-based programmatic and financial planning, processing, implementation, assessment and reporting	18,901	19,794	19,314
IX.3 Well managed, diversified, motivated and appropriately skilled professional workforce	12,703	11,812	11,417
IX.4 WIPO staff, delegates, visitors and information and physical assets are safe and secure	15,031	14,168	13,791
IX.5 Costs related to the new administrative building are kept to a minimum	7,020	6,601	6,674
IX.6 New conference hall and related facilities available for meetings of Member States	811	820	583
IX.7 Enhanced coordination and coherence within the Secretariat	10,255	11,213	10,769
IX.8 Improved working environment supported by enabling regulatory framework and effective channels to address staff concerns	1,038	962	918
IX.9 Reduced impact of WIPO's activities on the environment	299	298	195
IX.10 Improved physical access to the WIPO Campus	439	486	411
IX.11 An effective and professional internal audit function is in place covering all high risk work areas	1,364	1,553	1,834
IX.12 Investigation reports provide a sound basis for decision making by the Director General	1,364	1,641	1,497
IX.13 Evidence-based evaluative information is available to senior management, program managers and Member States for decision making	2,321	1,598	1,356
IX.14 ICT investments are closely aligned with strategic priorities and yield business benefits	2,147	2,155	2,002
UA Unallocated	7,503	14,357	-
Total by Program	647,430	648,411	611,811

IV. REPORT ON DEVELOPMENT EXPENDITURES 2012/13

The Program and Budget 2012/13 (Table 9) provided an estimate of development expenditure for the biennium 2012/13 by Program (Program and Budget 2012/13 table 9) and by expected result (Results Framework table on page 12 (English version) in the Program and Budget 2012/13). Expenditure is qualified as development expenditure, only where the beneficiary is a developing country and the equivalent expenditure is not available for developed countries. These amounts exclude foregone revenues resulting from the fee reductions accorded under the international registration systems for applicants from developing countries¹.

The purpose of this Annex is to report on actual development expenditure in the biennium 2012/13.

It is recalled that a comprehensive estimation of development expenditure was introduced for the first time in the revised Program and Budget 2008/09. During the past biennia, the Secretariat has continued to refine the development expenditure methodology and to work on establishing appropriate expenditure tracking mechanisms. The 2010/11 methodology was, as in 2008/09, based on high level estimations at the Program level, whereas the approach has been considerably refined in the Program and Budget 2012/13 based on a detailed bottom-up activity-level approach. This revised approach for 2012/13, complemented by the establishment of development expenditure tracking mechanisms through the ERP, has led to more refined reporting on development expenditure for 2012/13 compared to the high level estimations at the level of Programs applied in 2010/11. This mechanism has been further refined for the biennium 2014/15.

Tables 3 and 4 below provide an overview of the estimated development expenditure by Program and expected result, based on the Budget after Transfers, and actual expenditure in 2012/13. For further information on the development related results achieved and on budget utilization in the biennium, please refer to the individual Program performance assessments in this report.

Explanations of differences between the Approved Budget, the Budget after Transfers and actual expenditure in the biennium 2012/13 are contained within the Budget and Actual Expenditure commentaries under each Program.

¹ Consistent with past practice, countries with economies in transition are included for the purpose of the Program and Budget.

Table 3: 2012/13 Development Expenditure by Program
(in thousands of Swiss francs)

Programs (relevant shares of program resources)	2012/13 Approved Budget: Development Expenditure			2012/13 Budget after Transfers: Development Expenditure			2012/13 Expenditure: Development Expenditure		
	Excl. DA projects	DA projects	Total	Excl. DA projects	DA projects	Total	Excl. DA projects	DA projects	Total
1 Patent Law	2,953	128	3,081	3,723	50	3,773	3,318	42	3,360
2 Trademarks, Industrial Designs and Geographical Indications	2,486	-	2,486	1,899	-	1,899	1,265	-	1,265
3 Copyright and Related Rights	14,492	-	14,492	14,831	218	15,049	13,579	37	13,616
4 Traditional Know ledge, Traditional Cultural Expressions and Genetic Resources	6,322	-	6,322	5,645	-	5,645	5,324	-	5,324
5 The PCT System	5,453	-	5,453	4,967	-	4,967	4,786	-	4,786
6 Madrid, and Lisbon Systems	4,821	-	4,821	5,247	-	5,247	5,126	-	5,126
7 Arbitration, Mediation and Domain Names	303	-	303	286	-	286	262	-	262
8 Development Agenda Coordination	4,788	-	4,788	3,934	-	3,934	3,341	-	3,341
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries*	34,024	1,078	35,102	34,050	512	34,562	32,070	402	32,472
10 Cooperation with Certain Countries in Europe and Asia	6,439	-	6,439	6,532	-	6,532	6,181	-	6,181
11 The WIPO Academy	9,822	510	10,332	11,398	509	11,907	11,049	491	11,540
12 International Classifications and Standards	1,213	-	1,213	1,055	-	1,055	756	-	756
13 Global Databases	1,126	-	1,126	1,079	-	1,079	1,046	-	1,046
14 Services for Access to Know ledge	5,140	1,898	7,038	5,874	1,980	7,854	5,853	1,902	7,755
15 Business Solutions for IP Offices	5,221	-	5,221	6,609	50	6,659	6,375	48	6,423
16 Economics and Statistics	359	1,149	1,508	123	1,472	1,595	123	1,311	1,434
17 Building Respect for IP	2,437	-	2,437	2,337	-	2,337	2,382	-	2,382
18 IP and Global Challenges	4,538	-	4,538	4,569	-	4,569	4,562	-	4,562
19 Communications	7,376	-	7,376	7,696	-	7,696	7,417	-	7,417
20 External Relations, Partnerships and External Offices	4,563	-	4,563	4,104	-	4,104	3,909	-	3,909
21 Executive Management	2,102	-	2,102	2,042	-	2,042	1,992	-	1,992
22 Program and Resource Management	605	-	605	420	190	610	379	-	379
26 Internal Oversight	1,741	-	1,741	1,199	-	1,199	1,017	-	1,017
30 SMEs and Innovation	9,609	1,652	11,261	7,446	1,896	9,342	6,334	857	7,191
TOTAL	137,932	6,415	144,347	137,065	6,878	143,942	128,446	5,089	133,535
Development expenditure as % of total budget/total expenditure	21.3%			21.1%			21.0%		

*The Development Agenda project on South-South Cooperation on IP and Development among Developing Countries and LDCs, initially budgeted under the Regular Budget, has been moved for funding under the reserve appropriation from the balance available for the funding of DA projects (reference - document WO/PBC/19/8 on the Status of Utilization of Reserves). This explains the reduction in the amount shown under the DA projects for Program 9 for the 2012/13 Budget after Transfers.

Table 4: 2012/13 Development Expenditure by Expected Result*
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget: Development Expenditure	2012/13 Budget after Transfers: Development Expenditure	2012/13 Expenditure: Development Expenditure
I.1 Enhanced cooperation / greater consensus among Member States on further developing the policy and legal framework for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs and GRs	7,263	7,147	7,005
I.2 Increased protection of State emblems and names and emblems of International Intergovernmental Organizations	37	-	-
I.3 Evidence-based decision making on copyright issues	2,754	2,405	2,505
I.4 Tailored and balanced IP legislative, regulatory and policy frameworks	9,840	10,382	8,527
II.2 Stronger relationships with PCT users and Offices	5,203	4,769	4,627
II.3 Enhancement of overall PCT system	250	198	159
II.8 Better use of the Madrid & Lisbon systems, including by developing countries and LDCs	2,957	3,776	3,913
II.9 Better operations of the Madrid & Lisbon systems	730	347	320
II.10 Increased awareness of the Madrid & Lisbon systems	1,133	1,220	978
II.11 International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods	91	97	95
II.12 Effective intellectual property protection in the gTLDs and the ccTLDs	212	188	168
III.1 Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives	10,570	12,399	11,441
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	35,146	37,084	36,674
III.3 New or strengthened cooperation mechanisms, programs and partnerships in LDCs	1,517	1,057	941
III.4 Easier access to IP education	3,903	2,510	2,392
III.5 Upgraded IP Management skills for business	843	1,813	1,684
III.6 Development Agenda principles further mainstreamed into the Organization's programs and activities	4,199	2,686	2,394
III.7 Effective planning, implementation, monitoring, evaluation and reporting on the DA recommendations	1,220	669	637
III.8 Enhanced understanding of the Development Agenda by Member States, IGOs, civil society and other stakeholders	1,523	924	644
III.9 Recognition by Member States, communities, organizations and other stakeholders of the relevance and effectiveness of WIPO's resources, programs and tools	771	849	812
III.10 Increased extra-budgetary resources available for IP for development, either through direct contributions to WIPO or access to other external funding mechanisms	1,429	1,219	1,097
III.11 Increased understanding / capacity of SMEs to successfully use IP to support innovation and commercialization	5,253	3,724	3,171
IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	1,213	1,055	756
IV.2 Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain	12,478	13,932	12,261
IV.3 Increased dissemination of digitized patent collections of national/regional offices of WIPO Member States	302	336	318
IV.4 Timeliness of Patentscope updates regarding PCT applications	540	183	234
IV.5 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	13,948	14,173	12,488
V.2 Take-up of WIPO economic analysis as an input into the formulation of IP policy	1,202	1,220	1,100
V.3 Enhanced access to, and use of, IP-related legal information	2,102	2,042	1,992
VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	276	202	150
VI.2 Systematic and effective cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP	589	556	541
VII.1 Enhanced understanding among policy makers on the interface between global challenges and innovation and intellectual property as a basis for improved policy decision making	655	1,251	1,228
VII.2 WIPO established as a credible source of support, assistance, and reference for information on innovation and IP in relevant public policy processes	1,219	766	721
VII.3 IP-based tools are used for technology transfer from developed to developing countries, particularly least developed countries, to address global challenges	1,887	1,777	1,284
VII.4 WIPO established as the relevant Forum for analyzing and debating issues in the field of IP and competition policy	1,303	1,428	1,416
VIII.1 More effective communication to a broad public about intellectual property and WIPO's role	5,974	6,270	6,087
VIII.2 Improved service orientation and responsiveness to inquiries	1,402	1,426	1,329
VIII.3 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	65	54	48
IX.2 Efficient and effective results-based programmatic and financial planning, processing, implementation, assessment and reporting	605	610	379
IX.13 Evidence-based evaluative information is available to senior management, program managers and Member States for decision making	1,741	1,199	1,017
Total by Program	144,347	143,942	133,535

*Includes Development Agenda project resources

V. FINAL REPORT ON THE IMPLEMENTATION OF COST EFFICIENCY MEASURES IN THE 2012/13 BIENNIUM

The WIPO Assemblies in September 2011 approved the Program and Budget 2012/13, subject to “efforts by the Secretariat to reduce expenditure through cost efficiency measures by 10.2 million Swiss francs, from 647.4 million Swiss francs to 637.2 million Swiss francs, through, *inter alia*, travel policies for staff and third parties, premises management, policies for payments of Special Service Agreements (SSAs) and honoraria for experts and lecturers, internship programs, receptions and rental of premises and equipment during conferences and a reduction of personnel costs through improved organizational design.”

During the biennium, the Secretariat has provided regular updates to the Member States on the progress of various cost efficiency measures put in place during the biennium. Specifically, the Secretariat provided the initial progress report on the implementation of cost efficiency measures in document WO/PBC/19/9 submitted to the 19th session of the PBC in September 2012. The second update was provided in document WO/PBC/21/19 submitted to the 21st session of the PBC in September 2013.

The current report provides the final overview of cost efficiency measures implemented by the Secretariat in the course of the 2012/13 biennium. These measures have targeted a wide range of areas, reflecting the Secretariat’s commitment to vigorously pursue all possible avenues for enhancing cost efficiencies, including measures beyond those endorsed by Member States in approving the 2012/13 Program and Budget. In particular, the following key strategies were pursued:

- Targeting productivity gains where possible through automation;
- Targeting productivity gains through the use of new services and tools;
- Conducting regular contract reviews in order to maintain competitive unit costs and pricing levels, as well as focusing on joint procurement initiatives with other UN system organizations;
- Performing regular reviews of administrative services to assess their continued relevance and effectiveness in delivering the required results;
- Performing regular reviews of policies and procedures to assess where alignment with other UN system organizations or the private sector would result in cost efficiencies; and
- Applying outsourcing strategies judiciously, using non-staff resources where appropriate.

The specific areas targeted included: premises management; staff and third party travel; organization of meetings and events; procurement; information and communication technology; mail expedition services; personnel costs, Special Service Agreements (SSAs)/Individual Contractual Services (ICS) and overall business processes and spending culture. Information is also provided below on the efficiency gains under the PCT, Madrid and Hague international registrations systems.

PREMISES MANAGEMENT

In the area of premises management, the following cost efficiency measures were implemented:

- Implementation of a new office space allocation policy which resulted in the cancellation of the need for renting additional two floors of office space in a building outside the WIPO campus;
- Postponement of the establishment of a Building Maintenance Fund;
- Rationalization of storage and parking spaces; and
- Reductions in electricity and water consumption.

The Program and Budget 2012/13 included provisions to rent an additional two floors of office space and to establish a Building Maintenance Fund. The rationalization of the use of office space and the postponement of the establishment of a Building Maintenance Fund resulted in biennial savings of approximately 4.5 million Swiss francs.

The new office space allocation policy, introduced in December 2010 was fully implemented across all WIPO buildings by the end of 2012. As a result, at the end of 2013, a total of 1,627 workplaces were available in all buildings combined (WIPO-owned and rented premises), i.e. an increase of 48 additional workplaces as compared to the end of the previous biennium (1,579 workplaces in 2011). Of these, 85.6 per cent were occupied in 2013, compared to 87 per cent at the end of 2011.

As regards the rationalization of storage spaces, a certain volume of stored documents, material and equipment were disposed of in the biennium, thereby contributing to a more efficient and cost-effective use of storage areas on- and off-site. This resulted in the termination of the rental of two off-site storage areas in the course of 2012. In addition, the rental of ten parking spaces was terminated in 2013. The rationalization of off-site storage spaces and of parking spaces yielded a total savings of approximately 57,250 Swiss francs.

The Secretariat undertook various measures aimed at reducing electricity consumption including: (i) the upgrading of the electrical installation in the oldest building on the WIPO campus (GBI), which was completed in 2013; (ii) the deployment of an environmentally friendly and cost efficient cooling system in the GBI Building in 2012 and the GBII Building in 2013; (iii) the reduction by 50 per cent of the light sources on the office floors of the AB Building in 2013; and (iv) the installation of automatic switches in the corridors of the AB and GBI Buildings and of twilight sensors in the GBI Building in 2013. These measures resulted in an annual reduction in electricity consumption of approximately two per cent (140,000 kWh) between 2012 and 2013 representing annual savings of around 15,000 Swiss francs.

The costs related to water consumption were reduced by approximately 12,000 Swiss francs in 2013 as compared to 2012, following the connection of one of the AB Building Data Center cooling units to the GLN cooling system. In addition, the upgrade of the individual cooling and heating system in corner offices of the New Building was completed in mid-2013, offering a better control of room temperature in a number of offices.

In line with WIPO's strategy to progressively reduce its vehicle fleet and replace existing vehicles with environmentally-friendly alternatives, four of WIPO's eleven official vehicles were sold, and a new hybrid car was purchased in the biennium. As a result, the cost of fleet maintenance decreased from 99,225 Swiss francs in 2010/11 to 79,265 Swiss francs in 2012/13, representing a savings of approximately 20,000 Swiss francs.

The table below summarizes the savings and/or efficiency gains obtained in the area of premises management.

Description	Cost saving / Efficiency gain
Implementation of new office space policy	Cancellation of the need for renting additional office space to an amount of approximately 2 million Swiss francs 48 additional workplaces available at the end of 2013 compared to the end of 2010/11
Postponement of Building Maintenance Fund	2.5 million Swiss francs in 2012/13
Rationalization of storage and parking spaces	57,250 Swiss francs in 2012/13
Reduction in electricity consumption	Annual reduction of 2% (140,000 kWh) equivalent to savings of around 15,000 Swiss francs in 2013
Reduction in costs related to water consumption	12,000 Swiss francs in 2013
Reduction in car fleet maintenance costs	20,000 Swiss francs between 2010/11 and 2012/13

STAFF AND THIRD PARTY TRAVEL

The Secretariat undertook a concerted effort to achieve cost efficiencies in relation to staff and third party travel in the biennium. To this end, the following policy measures were either prepared and/or implemented during the biennium:

- Economy class travel was made obligatory for travel of up to nine hours including stop overs;
- Travelling by the most direct and economical routing was made compulsory;
- Air tickets were required to be purchased at least ten working days before the date of departure;
- Daily subsistence allowance (DSA) payments were reduced to 50 per cent for overnight travel by air;
- Policy on staff home leave was revised.

The revised policy on staff home leave was promulgated at the beginning of 2014. The policy includes significantly stricter travel conditions and is expected to result in significant cost savings for the Organization in the course of the 2016/17 biennium.

Savings from (i) the implementation of the nine hour economy travel, (ii) reduction of DSA payments for overnight flights and (iii) more advance ticket booking are estimated at 923,000 Swiss francs in 2012/13. The average ticket price for all classes of travel, type of travelers and vendors has decreased from 1,914 Swiss francs in 2012 to 1,728 Swiss francs in 2013. Additional internal efficiency gains were also achieved in relation to the processing of third party visas and event and travel requests.

The Organization's continued participation in the Joint Airline Negotiations, within the framework of the UN Common Procurement Activities Group (CPAG), proved important for achieving better prices and conditions from airline companies. Related estimated savings amounted to approximately 880,000 Swiss francs in 2012 and around 740,000 Swiss francs in 2013.

Further efforts by the Secretariat to achieve travel related cost efficiencies were described in document WO/PBC/21/19, including the introduction of an Online Booking Tool (OBT) aimed at improving current business processes, obtaining substantially better ticket prices due to earlier booking and reduction in the travel agency transaction fees. Work on the OBT commenced in the biennium 2012/13. The tool is expected to be launched in 2014 and is estimated to result in further travel cost savings as of 2015.

WIPO continued to enhance the efficiency of its travel processes which resulted in absorption of a 19.3 per cent increase in the number of Electronic Travel Authorizations (ETAs) processed between 2012 and 2013.

The table below summarizes the savings and/or efficiency gains obtained on staff and third party travel.

Description	Cost saving / Efficiency gain
Savings from travel policy measures	923,000 in 2012/13
Reduction in the average ticket price (considering all classes of travel type of travelers and vendors)	1,914 Swiss francs in 2012 to 1,728 Swiss francs in 2013
Savings related to an active participation to the Joint Airline Negotiations	880,000 in 2012 and 740,000 in 2013
Efficiency gains resulting from improvement of procurement processes	Absorption of higher volumes of ETAs (19.3% increase) and of purchase orders and tenders (16% increase) between 2012 and 2013.

ORGANIZATION OF MEETINGS AND EVENTS

A number of cost efficiency measures related to the organization of meetings and events were implemented during the 2012/13 biennium. These measures are described in detail in documents WO/PBC/19/9 and WO/PBC/21/19. These included the limitation on the number of WIPO staff attending a given event, guidance for use of less expensive hotels, limitation on receptions in Geneva, as well as limitation on the maximum contribution of WIPO towards events taking place abroad, reduction in the honoraria paid to speakers and lecturers, wider use of video-conferencing and webcasting for events, meetings and recruitment activities (interviews), as well as better and more focused use of WIPO's external offices to represent the Organization in meetings in a cost-effective manner.

Despite rationalization and control measures, the extension of language coverage to all six UN languages in line with the WIPO Language Policy, adopted by the WIPO Assemblies in 2011, resulted in a 35 per cent increase in workload as compared to the 2010/11 biennium. Following an increased level of outsourcing, rationalization of business processes both upstream and during the translation process and an effective use of translation-related IT tools, the average cost of translation was reduced from 213 Swiss francs in 2010/11 to 191 Swiss francs in 2012/13. The resulting cost efficiencies amounted to 2.2 million Swiss francs.

The table below summarizes the savings and/or efficiency gains obtained on the organization of meetings and events.

Description	Cost saving / Efficiency gain
Rationalization of translation volumes following the implementation of the WIPO Language Policy	35% workload increase between 2010/11 and 2012/13 mitigated by 18% workload decrease between 2012 and 2013
Reduction in the cost per page due to various cost containment measures, implementation of CAT tools and outsourcing-in-house translation mix	213 Swiss francs in 2010/11 to 191 Swiss francs in 2012/13 with a resulting cost efficiency of 2.2 million Swiss francs

OTHER MEASURES

Procurement Contracts

Achieving cost savings in the procurement of goods and services continued to be reinforced in the biennium. In this regard, various procurement contracts for goods and services were re-negotiated and/or re-tendered to achieve better prices and conditions from the suppliers. These contracts covered a wide range of areas, including premises, IT, translation services, security services, etc. Notably, a number of major contracts were re-tendered in 2012 including for PCT translation services; software licenses for the ERP project and physical security services. Contracts for the digitalization of IP records, scanning of PCT applications, and travel agency were either re-tendered or established during 2013.

As indicated in the previous two progress reports, WIPO continued to be active in the area of cooperation with other UN Organizations. As part of the Common Procurement Activities Group (CPAG), WIPO continued to benefit from the CPAG common tenders in areas such as electricity supplies, airfares, IT equipment, such as desktop and laptop computers, rental of multifunctional network machines, travel agent services, etc. Cost savings for services procured by WIPO are estimated at around 1.9 million Swiss francs for 2012/13.

WIPO continued to enhance its procurement processes in order to enhance efficiency. This included a simplification of procedures for low-value purchases resulting in the elimination of unnecessary administrative steps. The new procedures were implemented in early 2013 and resulted in the following efficiency gains:

- Absorption of a 19.3 per cent increase in the number of Electronic Travel Authorizations (ETAs) processed between 2012 and 2013;
- Absorption of a 16 per cent increase in the number of purchase orders and tenders processed between 2012 and 2013.
- Reduction by 50 per cent in the lead time for processing requisitions between 2011 and 2013;
- A decrease in the ratio of cancelled purchase orders from 14 per cent in 2010 to 6.7 per cent in 2013.

Information and Communication Technology (ICT)

Significant progress was made in 2012/13 in enhancing the service levels and cost effectiveness of ICT infrastructure services through a strategic outsourcing of operations, in particular to the UN International Computing Center (UNICC). In respect of service contracts, the use of a fixed pricing approach, complemented with clearly defined performance metrics, became more widely applied.

In response to the need for enhanced ICT service availability and resilience, a radical shift took place in the biennium towards the use of server virtualization technology with around 100 new virtual servers deployed per year since the beginning of 2012. The increased manageability and flexibility resulting from this approach led to estimated cost savings of around 150,000 Swiss francs per year. In addition, off-shoring was looked upon and utilized as an increasingly standard model for all large IT development project contracts, which resulted in more efficient use of available resources.

The mobile telecommunication contract with Swisscom was reviewed and renegotiated during the biennium with a letter of intent signed in January 2014. The total annual expenditure, which amounted to approximately 550,000 Swiss francs in the biennium 2012/13, is expected to decrease by up to 200,000 Swiss francs. The cost savings will allow the implementation of the Mobile Device Management solution with a significant decrease in the unit cost of mobile device usage.

Contracts on the network printing services were re-negotiated. A new agreement was concluded with the supplier at the end of 2012, resulting in a decrease of the annual cost of network printing from 300,000 Swiss francs in 2012 to approximately 200,000 Swiss francs in 2013.

Approximately 3,000 email accounts are operating at WIPO. The introduction of more streamlined procedures for the management of these resulted in a reduction in the related operational cost of approximately 100,000 Swiss francs per year.

In 2013, the Organization implemented a "laptop as a desktop" policy, allowing users to have either laptop or desktop computers. The annual savings from the implementation of this policy are estimated at around 50,000 Swiss francs.

Mail Expedition Service

Mail tariffs and services continued to be negotiated with external partners and business practices were improved (such as grouping of addresses) in order to reduce overall mail services costs. Lower tariffs complemented by an increased use of electronic mail services resulted in an overall decrease of mailing costs by 23 per cent in 2013 compared to 2012. In 2013, a total of 1.4 million mail items were delivered at a cost of 1.7 million Swiss francs compared to a total of 1.8 million items delivered at a total cost of 2.2 million Swiss francs in 2012. This compares with a delivery of 1.7 million items at a total cost of 2.5 million Swiss francs in 2011.

Personnel Costs

The majority of cost containment measures undertaken in the course of the current biennium have targeted non-personnel expenditures. As indicated in document WO/PBC/21/19, the scope for such measures in respect of personnel costs is limited. Nevertheless, the rationalization of the internship program undertaken in the current biennium resulted in some personnel cost savings, including a reduction of 305,000 Swiss francs in the actual expenditure on interns compared to an approved budget of 795,000 Swiss francs for the biennium. Higher income levels in the biennium enabled the partial reinstatement of the provisions for the ASHI (After Service Health Insurance), in line with the Program and Budget 2012/13 which stated that "a pick-up in the projected income levels would first and foremost be proposed to be utilized to reinstate this provision at the appropriate time." In addition, staff costs were lower than anticipated by two per cent, primarily as a result of a lower cost of regularizations and reclassifications as well as a higher vacancy rate.

Special Service Agreements (SSAs)/Individual Contractual Services (ICS)

The Program and Budget 2012/13 included an overall provision of around 24 million Swiss francs for ICS. A sizeable share of the SSA budget was related to translation, in particular in the PCT and Madrid systems. WIPO continued to strengthen the use of various automated translation tools resulting in an overall expenditure on SSAs which amounted to 22.5 million Swiss francs; a reduction by 1.5 million Swiss francs compared to the approved budget. This was achieved despite increased translation volumes.

In 2013, the External Auditor recommended that WIPO should “draw up and implement an effective cost efficient [sic] strategy in relation to expenditure on SSAs”, noting that key elements of such a strategy could be the competitive sourcing of SSAs and a certification by Program Manager that the work assignment does not include functions assigned, or intended to be assigned, to regular staff.

In response to the recommendation by the External Auditor, and with the objective of strengthening internal controls and processes for the use of individual contractual services to better achieve expected results, a new WIPO Policy on Individual Contractual Services (ICS) (Office Instruction 45/2013) was developed and promulgated at the end of 2013. The new framework replaces the previous SSAs and other non-staff contract types. The use of ICS is limited to tasks and functions of non-continuing nature. The general principles underlying the use of such contracts are: (i) competitive and effective selective procedures; (ii) effective provision of services to the Organization; (iii) best value for money; (iv) integrity, confidentiality and transparency in implementation; (v) upholding of WIPO's interests; and (vi) prudent engagement practices. The new established processes are also expected to lead to a better monitoring of the use, and the associated costs, of such resources.

Business Processes and Spending Culture

The implementation of reform initiatives under the Strategic Realignment Program (SRP) were completed at the end of 2012. The SRP aimed at streamlining the Organization's structures and systems and at making the Organization more professional with business processes based on best practices. The SRP brought a new focus to the Secretariat's culture and values, a greater efficiency to its business processes and better alignment of Programs, structure and resources to the Strategic Goals of the Organization. As of 2013, the Organization moved into a phase of “continuous improvement” in order to sustain and build upon the SRP achievements.

The 2012 and 2013 annual workplan exercises, supported by a first generation workplanning tool delivered by the ERP Enterprise Performance Management (EPM) project, focused on reducing overlaps across Programs and enhancing cost efficiencies. The workplanning tools have been further enhanced for the launch of the 2014/15 biennium.

The ERP implementation will continue to enable the Organization to standardize processes, better understand cost structures, uncover untapped efficiencies and thereby reduce costs and provide visibility to managers to inform decision making. The PeopleSoft HR module, which went live early 2014, automates many of the HR related administrative tasks and is expected to enhance the efficiency of HR processes, boost workforce productivity and reduce administrative costs.

Efficiency Gains under the International Registration Systems (PCT, Madrid and Hague)

The biennium 2012/13 saw considerable growth in registrations activities under the PCT, Madrid and Hague systems. At the same time, the International Bureau (IB) continued to deliver quality services to its users while improving productivity and cost efficiency. Various ICT initiatives leading, to increased automation, played an important role in productivity and cost efficiency improvements as contained in document WO/PBC/21/19.

Patent Cooperation Treaty (PCT) System

The IB received approximately 196,200 and 202,700 record copies in 2012 and 2013, representing an increase of nine and three per cent, respectively, compared with the previous years. The productivity of formalities examination increased by ten per cent from 2011 to 2012 and by a further eight per cent from 2012 to 2013. This was mainly due to the significant progress in the automation of certain processes relating to formalities examination which permitted the processing of much larger workloads with the

same level of staff. The productivity of formalities examination is defined as the ratio between the number of PCT publications and the number of available staff for formalities examination.

The share of fully electronic filings continued to increase in 2012/13 representing 89 per cent of total filings in 2013. The IB continued to promote the electronic exchange of documents and data between the IB and Offices with 92 and 93 per cent of documents received in 2012 and 2013, respectively, by the IB from Offices in electronic format. The ePCT system became available to Offices as well as applicants and added a wide range of new features. Use of the new services contributed towards more timely and consistent international phase processing with a reduced risk of errors. The actual timeliness of formalities examination of PCT international applications improved markedly due to automation in 2013 with 82.58 per cent completed within three weeks from receipt, compared to 69.46 per cent in 2012 and 71.37 per cent in 2011.

The Secretariat also made progress in introducing more flexibility into translation workflow management through the introduction of the Translation Management System World Server in order to semi-automate translation allocation and distribution processes. The successful expansion of the fellowship program resulted in further cost savings as a result of graduates from the Program becoming external translators at rates of less than those previously paid to translation agencies. Work on public tenders during the course of 2013 has also laid the foundation for further future savings.

The re-negotiation of the contract with an external agent for the physical archiving and transportation of PCT files to storage spaces resulted in significantly cost savings; from a total of 217,000 to 37,500 Swiss francs per year (document WO/PBC/21/19). This was achieved by considerably reducing the number of interventions by the contractor and reorganizing internal storage spaces. Future savings are also expected as a result of current plans to scan, and electronically store, old PCT applications files.

Madrid System

In the 2012/13 biennium, Madrid Operations continued to focus on increasing its overall efficiency, effectiveness and productivity. There was a sizable increase in workload, with a total of 574,761 requests received in 2013 (for acquisition and maintenance of rights; decisions by the designated Contracting Parties and modifications to the International Register), representing a 7.9 per cent increase from 2012. The increase in 2012 from 2011 amounted to three per cent.

The main efficiency gain in Madrid Operations in the biennium stemmed from automation, primarily in the translation area. Between 2012 and 2013, the decrease in the unit cost per application amounted to 7.4 per cent.

Increased use of electronic communications and changes in the postage and publication policy led to a decrease in postage costs. The share of electronic files continued to grow in the 2012/13 biennium, with 65 per cent of documents received electronically in 2012 and 67 per cent in 2013. The Organization is striving to increase this rate to further achieve increases in the levels of electronic processing.

The Hague System

Efforts continued to increase the efficiency of promotion and outreach activities under the Hague system as detailed in document WO/PBC/21/19. These included: better use of synergies between the Madrid and the Hague System activities; enhanced use of regional consultants for developing Madrid and the Hague Systems accessions plans; wider use of video conferencing tools; and replacement of paper documentation by electronic devices such as USB sticks.

The new E-Filing tool, launched in June 2013, includes dynamic safeguards enabling applicants to avoid formal mistakes and thus encouraging electronic application filing. In 2013, electronic applications represented 86 per cent of the total number of applications, compared to 85 per cent in 2012. In addition, the planned Hague Portfolio Manager will introduce further electronic interfaces. It is foreseen that all communications between the applicant/holder/representative and the IB will take place through the Hague Portfolio Manager. These initiatives are expected to result in a reduction in the number of paper applications with an associated savings in mailing costs. Finally, mid-2013, Hague operations started benefitting from some of the translation automation tools developed for the Madrid System.

The table below summarizes the savings and/or efficiency gains obtained as a result of other implemented measures, i.e. in relation to procurement contracts, ICT, mail expedition service, personnel costs, SSAs, business processes and spending culture and efficiency gains under the international registration systems (PCT, Madrid and the Hague).

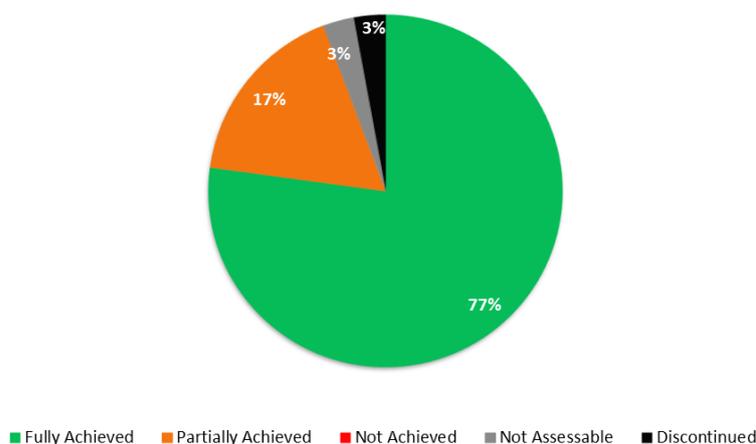
Description	Cost saving / Efficiency gain
Cost savings stemming from re-negotiating and/or re-tendering contracts as well as an active cooperation with other UN organizations in particular through the CPAG	1.9 million Swiss francs in 2012/13
Efficiency gains resulting from improvement of procurement processes	i) 50% reduction in the lead time for processing requisitions between 2011 and 2013; ii) Decrease in the ratio of cancelled purchase orders from 14% in 2010 to 6.7% in 2013.
Cost savings resulting from: (i) the use of server virtualization technology, (ii) a more streamlined procedure for management of email accounts, (iii) the implementation of a "laptop as desktop" policy	i) 150,000 Swiss francs per year ii) Approximately 100,000 Swiss francs per year iii) Approximately 50,000 Swiss francs in 2013
Reduction in annual network printing costs	Savings of 100,000 Swiss francs in 2013
Reduction in total mailing costs due to negotiations with external partners and improved business practices	23% decrease in overall mailing costs
Reduction of actual expenditure on interns due to the rationalization of the internship program	305,000 Swiss francs in 2012/13
Reduction of actual expenditure on SSAs due to the increased use of automated translation tools in particular in the PCT and Madrid Systems	1.5 million Swiss francs in 2012/13
Increased productivity of formalities examination (the ration between the number of PCT publications and the number of available staff) resulting from the automation of certain processes	ten per cent increase between 2011 and 2012 and 8% increase between 2012 and 2013
Improved timeliness of formalities examination of PCT international applications	82.58% completion rate within 3 weeks from receipt in 2013 against 69.46% in 2012
Reduction in costs following the re-negotiation of contracts for the physical archiving and transportation of PCT files	From 217,000 Swiss francs per year to 37,500 000 Swiss francs per year
Cost saving resulting from the automation of translation in Madrid Operations	7.4% decrease in unit cost per application from 2012 to 2013

VI. PROGRAM ACHIEVEMENTS BY STRATEGIC GOAL

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

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
Enhanced cooperation/ greater consensus among Member States on further developing balanced policy and normative frameworks for the international patent system, trademarks, industrial designs, geographical indications, copyright, related rights, TK, TCEs and GRs	Progress on the implementation of SCP agreed steps/plans	Program 1	●
	International agreement on a normative framework for Industrial Designs	Program 2	●
	Progress towards agreement on current issues on the SCT Agenda	Program 2	●
	Conclusions agreed by Member States in each session of the SCCR	Program 3	●
	Progress towards agreement on current issues on the SCCR agenda	Program 3	●
	Progress in the IGC's negotiations towards development of an international legal instrument(s)	Program 4	●
	Work initiated by the SCT on Geographical Indications (GIs)	Program 2	●
	No. of ratifications/accessions to the Singapore Treaty	Program 2	●
Increased protection of State emblems and names and emblems of International Intergovernmental Organizations	No. of requests for communication under Article 6ter Paris Convention dealt with	Program 2	●
	No. of signs published in Article 6ter database	Program 2	●
	Comprehensive guidelines for the application of Article 6ter	Program 2	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Evidence-based decision making on copyright issues	No. of follow-up requests for specific studies or guidance on activities contributing to policy decision	Program 3	●
	No. of countries using WIPO studies on their creative industries for developing creative industry strategies	Program 3	●
	No. of downloads, requests and distribution of WIPO tools for management of copyright in specific creative industries	Program 3	●
Tailored and balanced IP legislative, regulatory and policy frameworks	No. of countries that have initiated legislative reform in the area of copyright and related rights	Program 3	●
	No. and types of legislative advice provided to Member States related to patents, utility models, trade secrets and integrated circuits	Program 1	●
		Program 9	●
		Program 10	●
	% of countries which found WIPO's legislative advice related to patents, utility models, trade secrets and integrated circuits useful	Program 1	●
		Program 9	●
		Program 10	●
	% of countries which found the provided information concerning the legal principles and practices of the patent system, including the flexibilities existing in the system and the challenges it faces, useful	Program 1	●
		Program 9	●
		Program 10	●
	% of satisfied participants in targeted workshops/seminars held on specific patent-related questions	Program 1	●
		Program 9	●
		Program 10	●
No. of Member States having received legislative advice in the area of trademarks, industrial designs and geographical indications	Program 2	●	
	Program 9	●	
	Program 10	●	
No. of countries providing positive feedback on the usefulness of the provided legislative advice in the area of trademarks, industrial designs and geographical indications	Program 2	●	
	Program 9	●	
	Program 10	●	
No. of countries provided with technical assistance on new or updated legislative frameworks for effective enforcement, taking into account flexibilities in Part III of TRIPS	Program 17	●	
	Program 9	●	

PROGRAM 1 PATENT LAW**Program Manager Mr. J. Pooley****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

1.1. In view of enhancing cooperation among Member States on further developing balanced policy and normative frameworks for the international patent system, the eighteenth and nineteenth sessions of the Standing Committee on the Law of Patents (SCP) were held in May 2012 and February 2013, respectively. The SCP continued to examine five topics on its agenda, namely: (i) exceptions and limitations to patent rights; (ii) quality of patents, including opposition systems; (iii) patents and health; (iv) confidentiality of communication between clients and their patent advisors; and (v) transfer of technology.

1.2. The examination of substantive studies allowed the SCP to review the current international patent system in a holistic manner that took into account different needs and interests of Member States and stakeholders. A step-by-step approach broadened the common base from which the Committee could develop its discussions. Further, various methodologies employed by the Committee, including preparation of background studies and sharing information on national implementation of patent law and national experiences and challenges, contributed to advancing discussions on issues of common interest at the SCP. During the 2012/13 biennium, a number of proposals were put forward by Member States on the above topics, showing commitments by Member States in the SCP process. Through active participation of Member States, the discussions in the Committee resulted in a gradual concretization of its activities.

1.3. With respect to WIPO administered treaties in the field of patents, in 2012/13, Samoa joined the Paris Convention; Armenia, Bosnia and Herzegovina, Ireland, Saudi Arabia, Spain and the United States of America joined the Patent Law Treaty (PLT); and Bahrain, Brunei Darussalam, Panama and Qatar joined the Budapest Treaty.

1.4. WIPO's legislative and policy assistance was consistently based on the multilateral legal framework. Member States' legislative activity has grown, particularly due to their participation in regional economic integration processes and preferential trade agreements. Additionally, a number of Member States are revising their patent laws to accommodate local public policies or because of their accession to multilateral treaties on patents, namely, PCT, Budapest and PLT. Needless to say, those countries joining the WTO systematically revise their legal framework. Therefore requests for legislative advice follow the same trend.

1.5. Furthermore, during the biennium the Secretariat continued to contribute to the promotion of a greater awareness of the legal principles and practices of the patent system through the provision of relevant information to intergovernmental organizations, United Nations bodies, non-governmental organizations and other parties on issues covered by this Program.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

1.6. The design, planning and implementation of activities by Program 1 were informed and guided by the relevant DA Recommendations. Discussions on the progressive development of the international patent system within the SCP continued to be inclusive and member-driven, taking into account different levels of development, representing a participatory process and being in line with the principle of neutrality of the WIPO Secretariat (Recommendation 15). The discussions also took into account existing flexibilities in international IP agreements (Recommendation 17). The activities of the SCP were based upon open and balanced consultations (Recommendations 21 and 42), while being supportive of the UN development goals (Recommendation 22). In particular, in line with Recommendation 22, working documents of the SCP addressed issues such as: (i) patent-related transfer of technology; and (ii) potential flexibilities, exceptions and limitations for Member States.

1.7. The Program's capacity-building and legislative and policy assistance activities were development-oriented, demand-driven and carried out within the timeframe planned (Recommendations 1, 13 and 14).

1.8. In addition, in accordance with Recommendations 16 and 20, the Program was engaged in the implementation of the DA Project on Patents and the Public Domain. In this regard, a Study on Patents and the Public Domain (II) was presented to the twelfth session of the CDIP. The Program also contributed to the evaluation of the Projects on IP and the Public Domain and on Patents and the Public Domain.

1.9. The Program also presented a document on the Work Program on Flexibilities in the Intellectual Property System – New Elements Proposed at CDIP/8 (CDIP/9/11) to the ninth session of the CDIP. Documents providing information on four topics pertaining to patent-related flexibilities (CDIP10/11 and CDIP/10/11 Add.) were prepared and discussed by the CDIP at its tenth and eleventh sessions.

1.10. The Program also undertook activities aimed at raising awareness on the practical implementation of flexibilities at the national level. In this regard, in 2013, a WIPO Regional Seminar for Certain African Countries on the Implementation and Use of Several Patent-Related Flexibilities was organized in Durban, South Africa; and a Seminar for Certain Caucasian, Central Asian and Eastern European Countries and Central European, Baltic and Mediterranean Countries on the Implementation and Use of Several Patent-Related Flexibilities was organized in Astana, Kazakhstan.

PERFORMANCE DATA

Expected Result: Enhanced cooperation/ greater consensus among Member States on further developing balanced policy and normative frameworks for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs and GRs				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Progress on the implementation of SCP agreed steps/plans	<i>Updated Baseline end 2011:</i> SCP/17 agreed to continue work on five issues (December 2011) <i>Original Baseline P&B 2012/13:</i> SCP/15 agreed its future work in five areas (October 15, 2010)	Advancement on issues of common interest at the SCP	The SCP has concentrated its efforts on progressing the five topics on its agenda, and advanced its discussions through, for example, collecting information through a questionnaire, preparing studies and exchanging national practices and experiences among Member States.	Fully Achieved
Expected Result: Tailored and balanced IP legislative, regulatory and policy frameworks				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. and types of legislative advice provided to Member States related to patents, utility models, trade secrets and integrated circuits	<i>Updated Baseline end 2011:</i> In 2011, 10 written comments were provided to Member States; In addition, 8 events were organized, to discuss, revise and draft legal texts or to analyze policy options <i>Original Baseline P&B 2012/13:</i> In 2010, 12 comments were provided to Member States	25 comments on drafts prepared by Member States and 10 draft laws prepared by the Secretariat	19 written comments/drafts of patent laws were provided to Member States (Africa 3; Asia and Pacific 9; Latin America and the Caribbean 6; Other 1). Additionally, with the aim to discuss, revise and draft legal texts or to analyze policy options, an increasing number of consultations with authorities and other stakeholders were organized (Africa 4; Asia and Pacific 9; Latin America and the Caribbean 7).	Fully Achieved

Expected Result: Tailored and balanced IP legislative, regulatory and policy frameworks				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of countries which found WIPO's legislative advice, related to patents, utility models, trade secrets and integrated circuits useful	Not available	90%	A survey conducted by IAOD covering a representative number of Member States which were recipients of legislative advice provided by WIPO, as well as evaluation questionnaires received by the Secretariat showed a level of satisfaction above 90% concerning the quality of the assistance provided. A mechanism for systematic evaluation has been put in place for the biennium 2014/15.	Fully Achieved
% of Member States which found the provided information concerning the legal principles and practices of the patent system, including the flexibilities existing in the system and the challenges it faces, useful	<i>Updated Baseline end 2011: SCP and CDIP reports provide feedback from Member States (no statistics available)</i> <i>Original Baseline P&B 2012/13: Not available</i>	90%	All feedback received indicated that the provided information was useful. According to a survey conducted in conjunction with the IAOD evaluation of Program 1, more than 90% of respondents rated the quality of substantive documents prepared by the Secretariat "excellent" or "good".	Fully Achieved
% of satisfied participants in targeted workshops/seminars held on specific patent-related questions	Not available	90%	92.5% of participants in workshops/seminars organized by the Program were satisfied with the organized events.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
I.1 Enhanced cooperation/greater consensus among Member States on further developing the policy and legal framework for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs GRs	3,105	2,914	2,677
I.4 Tailored and balanced IP legislative, regulatory and policy frameworks	1,611	2,463	2,101
VII.1 Enhanced understanding among policy makers on the interface between global challenges and innovation and intellectual property as a basis for improved policy decision making	128	50	42
Total	4,843	5,427	4,819

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	3,107	3,936	3,936	100%
Non-personnel Resources	1,736	1,491	883	59%
TOTAL	4,843	5,427	4,819	89%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

1.11. The overall increase in the Budget after Transfer resulted from the allocation of additional personnel resources to Result I.4 (Legislative advice) following an increase of requests for legislative advice from Member States.

1.12. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

B. Budget Utilization 2012/13

1.13. The utilization rate of non-personnel resources was low primarily due to:

- the postponement of two sessions of the SCP out of the four sessions planned in the biennium, as reflected under Result I.1 (Development of balanced international normative frameworks for IP); and
- the postponement to 2014 of a meeting on patent policy and legislative implementation and the cancellation of a regional conference on patents and innovation and a conference/experts meeting on patents and standards, as reflected under Result I.4 (Legislative advice).

PROGRAM 2 TRADEMARKS, INDUSTRIAL DESIGNS AND GEOGRAPHICAL INDICATIONS

Program Manager Ms. B. Wang

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

2.1. During the period under consideration, the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) made progress in its work towards an international agreement on industrial design law and practice. At its session in December 2013, the WIPO General Assembly requested the SCT to finalize its work on the text of a basic proposal for a Design Law Treaty and agreed that it would make a decision on the convening of a Diplomatic Conference at its extraordinary session in May 2014. Likewise, the SCT continued its work on the protection of country names and considered a study prepared by the Secretariat, as well as a number of proposals by Member States. The SCT also held an information meeting on the role and responsibility of Internet intermediaries in the field of trademarks, but subsequently decided not to continue work on this particular topic. Furthermore, a Forum on Innovation by Design was organized in conjunction with the 29th session of the SCT, which brought together a panel of prominent representatives of the design community who shared their views on the importance of design in innovation, creativity, and stimulating economic development.

2.2. As regards increased protection of State emblems and names and emblems of international intergovernmental organizations under Article 6*ter* Paris Convention, communications and responses to requests were well on track throughout the period under review. The discrepancy between the target for requests to be dealt with and the actual number of requests is due to an overestimation of requests at the planning stage. The same applies for the actual number of signs published (i.e.123), which falls short of the target, but corresponds to the number of actual requests received and communicated.

2.3. With regard to work on tailored and balanced IP legislative, regulatory and policy frameworks, the Program delivered individual advice corresponding to 36 requests in the area of trademark, industrial design and geographical indications law emanating from 24 Member States during the period under review.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

2.4. The design, planning and implementation of activities by Program 2 were informed and guided by the relevant DA Recommendations. The Program's norm-setting activities within the SCT continued to be inclusive and member-driven (Recommendation 15). The SCT negotiations were based upon open and balanced consultations (Recommendations 21 and 42). The Program's technical assistance, capacity-building and legislative assistance activities were development-oriented, demand-driven and reported on during the biennium (Recommendations 1 and 13).

2.5. In addition, the Program contributed to the implementation and evaluation of the project on IP and Product Branding for Business Development in Developing Countries and LDCs. It also managed the preparation of a Study on Misappropriation of Signs in the context of the DA project on Intellectual Property and the Public Domain and presented the findings to the CDIP. The Program participated in the evaluation of the latter project and assisted in the drafting of the project document of the Pilot Project on Intellectual Property (IP) and Design Management for Business Development in Developing and Least Developed Countries (LDCs) (CDIP/12/6). This project was proposed by the Republic of Korea and approved by the CDIP at its twelfth session held in November 2013.

PERFORMANCE DATA

Expected Result: Enhanced cooperation/ greater consensus among Member States on further developing balanced policy and normative frameworks for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs and GRs				
Performance Indicators	Baselines	Targets	Performance Data	TLS
International agreement on a normative framework for Industrial Designs	No existing international agreement	Convening of a Diplomatic Conference for the adoption of an international treaty on the law of industrial designs subject to sufficient progress in the preparatory work	WIPO General Assembly decision "requesting the SCT to finalize its work on the text of the basic proposal for a Design Law Treaty" (WO/GA/46/6 Prov.2, paragraph 89(a)).	Partially Achieved
Progress towards agreement on current issues on the SCT agenda	<i>Updated Baseline end 2011:</i> Draft Reference Document on the Protection of Country Names Against Registration and Use as Trademarks Agreement on Information Meeting on the Role and Responsibility of Internet Intermediaries in the Field of Trademarks <i>Original Baseline P&B 2012/13:</i> Joint Recommendation Concerning Trademarks on the Internet of 2001	SCT agreed outcomes	Agreement by the SCT on a substantive number of draft Articles and Rules for a Design Law Treaty. SCT agreement on the continuation of work on the protection of country names.	Fully Achieved
No. of ratifications/ accessions to the Singapore Treaty	<i>Updated Baseline end 2011:</i> Total Number of Contracting Parties at the end of 2011: 24 ² <i>Original Baseline P&B 2012/13:</i> No. of ratifications/ accessions at the end of 2011	At least 10 additional ratifications/ accessions to the Singapore Treaty	Seven ratifications in 2012/13, i.e., Armenia, Germany, Iceland, Kazakhstan, Lithuania, New Zealand and the United Kingdom, which brings the total number of Contracting Parties to 31 at the end of 2013.	Partially Achieved
Work initiated by the SCT on Geographical Indications (GIs)	<i>Updated Baseline end 2011:</i> No work on GIs by the SCT at the end of 2011 <i>Original Baseline P&B 2012/13:</i> Status of SCT work on GIs by end 2011	SCT to provide feed-back on an issues paper on GIs	Initiation of work on geographical indications in the SCT.	Partially Achieved

² Corrigendum: Due to a clerical error, the total number of Contracting Parties at the end of 2011 reported in the Program Performance Report 2012 was 25, as opposed to the correct number of 24, The updated baseline has therefore been amended accordingly.

Expected Result: Increased protection of State emblems and names and emblems of International Intergovernmental Organizations				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of requests for communication under Article 6ter Paris Convention dealt with	<i>Updated Baseline end 2011:</i> 65 requests received in 2010/11 of which 52 were accepted for communication <i>Original Baseline P&B 2012/13:</i> No. of requests for communication received in 2010/11	Response to 160 requests from States/IGOs concerning communications under Article 6ter	126 requests received for communication, out of which 25 resulted in publication.	Fully Achieved
No. of signs published in Article 6ter database	<i>Updated Baseline end 2011:</i> 411 signs published in Article 6ter database in 2010/11 <i>Original Baseline P&B 2012/13:</i> No. of signs published in Article 6ter database in 2010/11	300 signs published (cumulative)	A total of 132 signs published during the biennium (84 individual signs published in 2012 and 48 individual signs published in 2013) (543 cumulative).	Fully Achieved
Comprehensive guidelines for the application of Article 6ter	Guidelines for the application of Article 6ter(1)(b) and (3)(b) of 1992	Adoption of comprehensive guidelines by the Paris Union Assembly	Due to the full work program of the SCT and the absence of a concrete Member State proposal, the activity was not pursued.	Discontinued
Expected Result: Tailored and balanced IP legislative, regulatory and policy frameworks				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of Member States having received legislative advice in the area of trademarks, industrial designs and geographical indications	19 (2010) 20 (2011)	Legislative advice provided to 40 Member States and/or Regional Groups of Member States	2012: Advice was provided to 11 Member States on 18 individual pieces of draft legislation (Africa 2; Arab 1; Asia and the Pacific 1; Latin America and the Caribbean 7). 2013: Advice was provided to 13 Member States on 18 individual pieces of draft legislation (Africa 2; Asia and Pacific 8; and Latin America and Caribbean 3).	Partially Achieved
No. of countries providing positive feedback on the usefulness of the provided legislative advice in the area of trademarks, industrial designs and geographical indications	Data not available	70%	Positive feedback received from nine out of 13 countries. Four countries did not reply.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
I.1 Enhanced cooperation/greater consensus among Member States on further developing the policy and legal framework for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs GRs	3,753	3,054	3,501
I.2 Increased protection of State emblems and names and emblems of International Intergovernmental Organizations	556	679	867
I.4 Tailored and balanced IP legislative, regulatory and policy frameworks	1,744	1,660	944
Total	6,053	5,394	5,311

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	3,934	3,995	3,995	100%
Non-personnel Resources	2,119	1,399	1,316	94%
TOTAL	6,053	5,394	5,311	98%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

2.6. The Budget after Transfer reflects a downward adjustment under Result I.1 (Development of balanced international normative frameworks for IP) due to the transfer of resources initially budgeted for the possible Diplomatic Conference for the Adoption of a Design Law Treaty to Program 3 for the holding of the Diplomatic Conference on the Protection of Audiovisual Performances.

2.7. The increase in resources allocated to Result I.2 (Increased protection of State emblems) is primarily due to the assignment of additional personnel resources to this Result.

B. Budget Utilization 2012/13

2.8. The non-personnel budget utilization rate for the Program amounted to 94 per cent of the Budget after Transfers. The under-utilization of non-personnel resources resulted primarily from cost savings due to a reduction in staff missions under Result I.4 (Legislative advice).

2.9. The increased expenditure as compared to the Budget after Transfer under Result I.1 (Development of balanced international normative frameworks for IP) was due to the holding of the following unforeseen events during the biennium:

- two additional SCTs as a result of the postponement of a Diplomatic Conference; and
- the Worldwide Symposium on Geographical Indications in Bangkok, Thailand, from March 27 to 29.

PROGRAM 3 COPYRIGHT AND RELATED RIGHTS

Program Manager Mr. T. Clarke

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

3.1. The work of this Program in 2012/13 focused on achieving the Expected Results in three broad areas: advancing the normative work in the Standing Committee on Copyright and Related Rights (SCCR), strengthening the development of copyright infrastructure, as well as enhancing the institutional and human capacity in developing countries and LDCs, with a view to using the copyright system to exploit the economic potential in their culture. Significant progress has been made in each of these areas, as demonstrated by the performance indicators discussed below.

Normative and Policy Related Work

3.2. The most notable normative achievement in the biennium was the adoption of text for two new copyright treaties: the Beijing Treaty on Audiovisual Performances (Beijing Treaty) and the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled (Marrakesh VIP Treaty). The Diplomatic Conference for the Beijing Treaty was convened in Beijing, China, from June 20 to 26, 2012, and the Diplomatic Conference for the Marrakesh VIP Treaty was held in Marrakesh, Morocco, from June 17 to 28, 2013.

3.3. Further progress was made on the other items on the agenda of the SCCR during the three meetings held in July 2012, November 2012, and December 2013. The SCCR also adopted and submitted to the 2012 General Assemblies an updated work plan to address another proposed treaty and possible instruments on several other limitations and exceptions topics: a treaty for broadcasting organizations and limitations and exceptions related to libraries and archives, educational and research institutions, and persons with other disabilities. Work progressed on developing working texts on these issues during each session of the SCCR.

3.4. Legislative advice on copyright and related rights issues was provided to twenty-four Member States based on their requests. Requests for such advice were increasing, in part due to the interest of Member States in ratifying the Beijing Treaty and the Marrakesh VIP Treaty.

3.5. Moreover, good progress was also made on a variety of projects aimed at enhancing WIPO's role in copyright in the digital environment. The Program conducted two studies in an attempt to find commonalities in the way that responsibility of internet intermediaries is addressed in different jurisdictions. A modified Creative Commons license, aimed at enabling a more flexible approach to licensing the materials of intergovernmental organizations, was agreed by the participating multilateral agencies, while the work on audio-visual contracts was completed. A study on the treatment of videogames within various copyright law systems was also released.

Copyright Infrastructure

3.6. Significant progress was made towards the development of a new, voluntary, international quality assurance standard for collective management organizations (CMOs). The standard will be known as the "TAG of Excellence" (i.e. excellence in transparency, accountability and governance). This work has already attracted considerable support. A Reference Group of key stakeholders was formed and met on several occasions to develop the principles on which TAG will be based.

3.7. Progress was also made towards strengthening WIPO's support for the data management systems of CMOs. An independent and confidential user survey conducted in 2013 revealed an average satisfaction rating of over 75 per cent for WIPOCOS (WIPO's current data management system for CMOs). WIPO's commitment is to maintain the current WIPOCOS while an enhanced system is being developed.

3.8. Other noteworthy projects aimed at improving the functioning of CMOs included the development of a pilot, interactive online collective management handbook containing key facts and figures on CMOs around the world; an international survey of private copying remuneration systems; a pilot, 100-hour Distance Learning program on CMOs; and a collective management training video. During 2013, a

Mentoring Program was started linking CMOs in developed countries with CMOs in developing and least developed countries. Such programs (ten of which have already been launched) entail expert CMO advisers from an established CMO providing on-site and at-distance counselling.

3.9. Work continued towards expanding the geographical scope of the WIPO studies on the economic contribution of the creative industries. These studies have become one of the most globally quoted and authoritative sources on the economic contribution of copyright. Studies have been completed in 42 countries, with 15 added in this biennium. WIPO's publications for creators on managing their copyright in creative industries were downloaded over 53,000 times.

3.10. In collaboration with various partners, the TIGAR project progressed from the pilot phase to the operational phase. TIGAR is a centralized database containing the titles of works available in accessible formats around the world. The project is aimed at improving the knowledge of, and access to, information by visually impaired persons by expanding access to copyright works such as books. Over 218,000 titles in 45 languages were in the TIGAR database by the end of 2013 and approximately 600 books had been downloaded. WIPO also initiated a capacity building program aimed at improving the capabilities of authorized entities in developing countries and LDCs to create and distribute accessible-format works for the benefit of persons who are blind, visually impaired, or otherwise print disabled.

3.11. Finally, support continued for WIPO's GDA, an information system for the public registration and documentation of copyright works which assists copyright Offices to improve efficiency in copyright registration processes. GDA has now been deployed in 18 copyright Offices in Latin America and the Caribbean and Africa.

Technical Assistance to Developing Countries and LDCs

3.12. Technical assistance and capacity building programs in copyright and related rights were guided by the four development pillars: development of national IP policies and strategies, improvement of legal and regulatory frameworks, infrastructure enhancement, and the development of local technical expertise.

3.13. During the biennium, a total of 105 training programs were organized at national, regional and interregional level. Over 3,300 government officials, copyright professionals and representatives from stakeholders' organizations from 118 developing countries and LDCs and four regional inter-governmental organizations participated in the programs.

3.14. The information and knowledge shared through the programs contributed to the enhancement of the institutional and human capacity of copyright offices and other related organizations and enabled government officials, managers and other key professionals to deal more efficiently with the broad range of requirements necessary for the effective management and use of the copyright and related rights system. This work also included the very important objective of raising public awareness of the economic and cultural relevance and importance of copyright and related rights in the digital environment.

3.15. Efforts were made to better prioritize technical assistance programs, improve internal collaboration thus reducing costs, monitor and follow-up on assistance to encourage action at the national level, and increase the use of external experts.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

3.16. The design, planning and implementation of activities by Program 3 were informed and guided by the relevant DA Recommendations. The Program's norm-setting activities within the SCCR 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).

3.17. The SCCR negotiations were based upon open and balanced consultations (Recommendations 21 and 42) while being supportive of the UN development goals (Recommendation 22). Moreover, in 2013, the Committee dedicated significant time to limitations and exceptions for persons who are blind, visually impaired, and print disabled. The Diplomatic Conference convened in Marrakesh, Morocco, between June 17 and June 28, 2013, concluded its work with the adoption of the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled.

3.18. The Program's technical assistance and capacity-building activities were development-oriented, demand-driven and reported on in the normal course (Recommendations 1 and 13). Also, the legislative assistance provided to Member States, at their request, was development-oriented, balanced and tailored to unique Member State situations, in accordance with Development Agenda principles (Recommendation 13), and bearing in mind the applicable flexibilities relevant to countries at differing levels of development (Recommendations 14 and 17).

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

- A new re-orientation of the Project on 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, enlarging its scope for creating more efficient IP institutions and for promoting a fair balance between IP protection and the public.
- Preparation of the Comparative Analysis of National Approaches on Voluntary Copyright Relinquishment following the Terms of Reference approved by the CDIP as part of the implementation of Recommendations 1c, 1f and 2a of the Scoping Study on Copyright and Related Rights and the Public Domain.
- The Project on IP, Information and Communication Technologies (ICTs), the Digital Divide and Access to Knowledge was completed and evaluated. Under this project a Study on Using Copyright to Promote Access to Information and Creative Content was prepared by a group of external experts and presented to the ninth session of the CDIP. As a follow-up activity to this project, a Feasibility Assessment on Possible New WIPO Activities Related to Using Copyright to Promote Access to Information and Creative Content (CDIP/11/6) was presented to the eleventh session of the CDIP. Further, an Implementation Proposal on Possible New WIPO Activities Related to Using Copyright to Promote Access to Information and Creative Content (CDIP/12/9), based on the document CDIP/11/6, was presented to the twelfth session of the CDIP. Based on that discussion, a revised version of the implementation plan, taking into account comments by Member States, was prepared for consideration at the thirteenth session.
- Implementation of the Project on Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries presented by the Delegation of Burkina Faso was approved by the ninth session of the CDIP.

PERFORMANCE DATA

Expected Result: Enhanced cooperation/ greater consensus among Member States on further developing balanced policy and normative frameworks for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs and GRs				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Conclusions agreed by Member States in each session of the SCCR	<i>Updated Baseline end 2011: Conclusions reached in SCCR sessions</i> <i>Original Baseline P&B 2012/13: Conclusions reached in SCCR sessions during 2010-11 biennium (3) (March 2011)</i>	Conclusions reached in all SCCR sessions during 2012/13 biennium	Conclusions were reached in three SCCR sessions ³ to advance work on all substantive agenda items including limitations and exceptions for persons who are visually impaired/print disabled; protection for broadcasting organizations; limitations and exceptions for libraries and archives; and limitations and exceptions for education and research institutions.	Fully Achieved

³ SCCR 24: http://www.wipo.int/meetings/en/details.jsp?meeting_id=25014;
 SCCR 25: http://www.wipo.int/meetings/en/details.jsp?meeting_id=25024 ; and,
 SCCR 26: http://www.wipo.int/meetings/en/details.jsp?meeting_id=29944.

Progress towards agreement on current issues on the SCCR agenda	<i>Updated Baseline end 2011: Progress made in the SCCR Agenda</i> <i>Original Baseline P&B 2012/13: WCT, WPPT (1996), Rome Convention (1961) (March 2011)</i>	International instruments concluded on exceptions and limitations, broadcasting and audiovisual performances	Beijing Treaty text adopted in June 2012. Marrakesh VIP Treaty text adopted in June 2013. Progress consistent with SCCR work plan on all issues on the agenda.	Fully Achieved
Expected Result: Evidence-based decision making on copyright issues				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of follow-up requests for specific studies or guidance on activities contributing to policy decision	<i>Updated Baseline end 2011: Six requests</i> <i>Original Baseline P&B 2012/13: Six by February 2011</i>	15 (in 2012/13)	16 requests in 2012/13 on economic performance of specific creative industries: Africa (2), Arab (1), Asia and Pacific (7), Latin America and the Caribbean (4) and Other (2).	Fully Achieved
No. of countries using WIPO studies on their creative industries for developing creative industry strategies	Three countries	10 countries (cumulative)	10 countries in 2012/13: Bulgaria, China, Colombia, Croatia, Jamaica, Kenya, Malaysia, the United Republic of Tanzania, Thailand and Trinidad and Tobago.	Fully Achieved
No. of downloads, requests and distribution of WIPO tools for management of copyright in specific creative industries	Tbd	Increase in downloads, 10 requests, over 500 copies distributed (in 2012/13)	53,185 downloads of WIPO tools on creative industries. 13 requests for publications received. 1,800 copies of WIPO tools for creators distributed.	Fully Achieved
Expected Result: Tailored and balanced IP legislative, regulatory and policy frameworks				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of countries that have initiated legislative reform in the area of copyright and related rights	<i>Updated Baseline end 2011: 19 countries</i> <i>Original Baseline P&B 2012/13: 19 countries received WIPO legislative advice in 2010/11 (March 2011)</i>	18 countries	24 countries from the following regions received legislative advice in 2012/13: Africa (10), Arab (6), Asia and Pacific (6), Certain Countries in Europe and Asia (2).	Fully Achieved
Expected Result: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of participants' positive rating of the usefulness of copyright related capacity building workshops	<i>Updated Baseline end 2011: About 70%</i> <i>Original Baseline P&B 2012/13: N/A</i>	70% agree or strongly agree	Over 80% of the participants in the copyright and related rights capacity building programs rated the received training as being useful.	Fully Achieved
% of participants' rating of usefulness of copyright related workshops and practical use of knowledge six months after the workshop	<i>Updated Baseline end 2011: About 70%</i> <i>Original Baseline P&B 2012/13: N/A</i>	70%	Over 70% of the participants in the copyright and related rights workshops rated the obtained knowledge as of practical use six month after the workshops.	Fully Achieved

<p>No. of national copyright and related rights initiatives started directly related to the themes of workshops</p>	<p><i>Updated Baseline end 2011: At least 50%</i> <i>Original Baseline P&B 2012/13: N/A</i></p>	<p>70%</p>	<p>Over 60% of national initiatives in copyright and related rights started initiatives directly related to the themes of workshops or other capacity building programs.</p>	<p>Fully Achieved</p>
<p>Expected Result: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain</p>				
<p>Performance Indicators</p>	<p>Baselines</p>	<p>Targets</p>	<p>Performance Data</p>	<p>TLS</p>
<p>No. of trusted intermediaries (TIs) and rights holders (RHs) having joined the TIGAR system network, including from developing countries and LDCs</p>	<p><i>Updated Baseline end 2011: 4 TIs and 3 RHs</i> <i>Original Baseline P&B 2012/13: Four TIs and three RHs</i></p>	<p>10 new TIs and four new RHs (in 2012/13)</p>	<p>By the end of 2013, 25 TIs and 45 RHs had signed the TIGAR Memorandum of Understanding, including TIs from developing and least developed countries. Eleven TIs had uploaded their accessible format titles to the TIGAR database by the end of 2013.</p>	<p>Fully Achieved</p>
<p>No. of copyright protected works distributed among TIs and made accessible to VIPs across borders through the TIGAR system network</p>	<p><i>Updated Baseline end 2011: 300 books in accessible formats downloaded from the TIGAR</i> <i>Original Baseline P&B 2012/13: Not yet started</i></p>	<p>The availability of at least 300 books or titles (cumulative)</p>	<p>By the end of 2013, approximately 600 books in accessible formats had been downloaded from the TIGAR database in various countries.</p>	<p>Fully Achieved</p>
<p>Expected Result: Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders</p>				
<p>Performance Indicators</p>	<p>Baselines</p>	<p>Targets</p>	<p>Performance Data</p>	<p>TLS</p>
<p>No. of Institutions using WIPO copyright infrastructure systems (WIPOCOS and GDA)</p>	<p><i>Updated Baseline end 2011: 20 CMOs equipped with WIPOCOS. 8 Copyright Offices using GDA</i> <i>Original Baseline P&B 2012/13: 20 CMOs equipped with WIPOCOS (end 2011) 8 Copyright Offices using GDA (end 2011)</i></p>	<p>40 CMOs equipped with WIPOCOS (cumulative) 15 Copyright Offices using GDA (cumulative)</p>	<p>26 CMOs equipped with WIPOCOS. 18 Copyright Offices using GDA.</p>	<p>Discontinued Fully Achieved</p>
<p>% of Governments that report positively on the effectiveness and governance of copyright institutions in the country</p>	<p><i>Updated Baseline end 2011: At least 70%</i> <i>Original Baseline P&B 2012/13: N/A</i></p>	<p>80% of countries that requested and received technical assistance in this area</p>	<p>Over 70% of Governments that received assistance reported positively on the improved effectiveness and governance of related institutions in the country after training.</p>	<p>Fully Achieved</p>

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
I.1 Enhanced cooperation/greater consensus among Member States on further developing the policy and legal framework for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs GRs	3,364	5,621	5,179
I.3 Evidence-based decision making on copyright issues	2,754	2,405	2,687
I.4 Tailored and balanced IP legislative, regulatory and policy frameworks	1,733	1,095	938
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	3,475	3,644	3,683
IV.2 Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain	3,595	2,770	2,343
IV.5 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	3,673	4,165	3,511
Total	18,593	19,699	18,341

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	10,866	10,811	10,811	100%
Non-personnel Resources	7,727	8,888	7,530	85%
TOTAL	18,593	19,699	18,341	93%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

3.20. The net increase in the resources allocated to the Program was due to the allocation of approximately 1.8 million Swiss francs for the holding of the Diplomatic Conferences in Beijing in 2012 and Marrakesh in 2013, reflected under Result I.1 (Development of balanced international normative frameworks for IP).

3.21. A net reduction of approximately 1.0 million Swiss francs under the remaining Results is due primarily to: (i) downward adjustments to non-personnel resources made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium; and (ii) the re-distribution of personnel resources assigned to the implementation of activities under the various Results.

B. Budget Utilization 2012/13

3.22. The non-personnel budget utilization rate for the Program amounted to 85 per cent of the Budget after Transfers. The under-utilization of non-personnel resources resulted primarily from:

- cost-savings as a result of the pooling of resources within the Sector as well as with Divisions outside of the Sector with respect to the provision of technical assistance;
- significant cost savings in relation to the organization of the two Diplomatic Conferences as compared to the original cost estimates.

PROGRAM 4 TRADITIONAL KNOWLEDGE, TRADITIONAL CULTURAL EXPRESSIONS AND GENETIC RESOURCES

Program Manager Mr. J. C. Wichard

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

4.1. The biennium under review saw steady progress in the text-based negotiations of the WIPO Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (the IGC). The IGC met six times (IGCs 20 to 25). The IGC established a clearly defined work program and sound working methods. By the end of the sixth session of the biennium (IGC 25), the IGC had further improved single, consolidated negotiating texts on each of the three themes of the IGC (namely, genetic resources (GRs), traditional knowledge (TK) and traditional cultural expressions (TCEs)). Member State-organized inter-sessional meetings held outside Geneva bolstered the process. The WIPO General Assembly in October 2013 agreed on a renewed mandate of the IGC for 2014/15 and a work program for 2014. The IGC is a Member State-led process, and the Secretariat's role is to play a responsive, supportive and facilitatory role in a professional, efficient and neutral manner. An evaluation conducted by WIPO's Internal Audit and Oversight Division in 2013 found a high rate of satisfaction among IGC participants with the services provided to the IGC by the Secretariat.

4.2. In 2012/13, the Secretariat further strengthened its outreach to indigenous peoples and local communities with a view to facilitating their effective participation in the IGC process, through organization of an indigenous expert workshop in advance of IGC 24 and a practical workshop for indigenous peoples at the end of 2013. The IGC discussed and supported proposals for enhancing the positive contribution of observers to the IGC process. The Secretariat created an "Indigenous Portal" on the WIPO website and appointed a WIPO Indigenous Fellow for 2012 and 2013. The Secretariat also consolidated its good working relationship with the UN Permanent Forum on Indigenous Issues. However, despite a fund-raising drive by the WIPO Secretariat and two valuable contributions for purposes of IGC 25, the resources of the WIPO Voluntary Fund for Accredited Indigenous and Local Communities continued to be depleted, and by the end of the biennium, the Fund had almost run out of resources.

4.3. Program 4 also aimed to create greater awareness and capacity among States, indigenous peoples and local communities and other stakeholders as to the relationship between IP and GRs, TK and TCEs. These activities supported, upon request, the development of national and regional legislation and policies and the forging of practical solutions at the regional, national and community levels, and, through increasing understanding of the issues and options, these activities complemented the IGC's text-based negotiations. In 2012/13, the Secretariat responded positively to around 80 requests from Member States, NGOs, indigenous peoples and local communities, industry associations and universities for briefings and other presentations on IP and TK, TCEs and GRs, whether in Geneva or abroad. The Secretariat organized and/or participated in, upon request, a number of significant capacity-building and technical assistance projects or events in Africa, the Arab region, Asia, Latin America, the Pacific and in countries in transition. A number of countries and regional organizations requested and received legislative and policy assistance. WIPO continued contributing as a technical partner to regional projects, such as a regional framework on TK, TCEs and GRs for the Caribbean, the TK Action Plan in the Pacific and a UNEP and Global Environment Facility-funded project in certain Latin American and Caribbean countries on the implementation of access to GRs and benefit-sharing regimes. WIPO made available a series of short, accessible publications on the key issues, and published, for consultation, a draft WIPO TK Documentation Toolkit. The TK website was also redesigned.

4.4. Regarding coordination with developments in other fora, the WIPO Secretariat followed closely work concerning the Convention on Biological Diversity (CBD), the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization and the FAO's International Treaty on Plant Genetic Resources for Food and Agriculture, and participated in activities organized by UNESCO, WHO, WTO and the Office of the High Commissioner for Human Rights (OHCHR). These activities served to enhance coordination and complementarity, pursuant to the IGC's mandate, which stipulates that the negotiations of the IGC should be without prejudice to the work pursued in other fora.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

4.5. The design, planning and implementation of activities under this Program 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 considered the boundaries, role and contours of the “public domain” (Recommendations 16 and 20) and took into account flexibilities in international IP agreements (Recommendation 17). The IGC’s negotiations were based upon open and balanced consultations (Recommendations 21 and 42), which took into consideration the interests and priorities of all Member States as well as the viewpoints of other stakeholders, including accredited intergovernmental organizations and NGOs (Recommendation 42), while being supportive of the UN development goals (Recommendation 22). The conclusion of the IGC’s negotiations is the subject of DA Recommendation 18, which urges the Committee “to accelerate the process on the protection of GRs, TK and folklore, without prejudice to any outcome, including the possible development of an international instrument or instruments”. The Program’s technical assistance, capacity-building and legislative assistance activities were development-oriented, demand-driven and reported on in the normal course of the biennium (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).

4.6. In September 2013, the General Assembly agreed to renew the IGC’s mandate for the 2014/15 biennium. The renewed mandate will enable the IGC to: (i) continue to expedite its work with open and full engagement, on text-based negotiations with the objective of reaching an agreement on a text(s) of an international legal instrument(s), which will ensure the effective protection of GRs, TK and TCEs; (ii) follow a clearly defined work program, based on sound working methods; (iii) build on the existing work carried out by the IGC and use all WIPO working documents, as well as any other textual contributions by members; and (iv) submit the text(s) of an international legal instrument(s) to the 2014 General Assembly.

PERFORMANCE DATA

Expected Result: Enhanced cooperation/ greater consensus among Member States on further developing balanced policy and normative frameworks for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs and GRs				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Progress in the IGC’s negotiations towards development of an international legal instrument(s)	<p><i>Updated Baseline end 2011:</i> The 2012/13 P&B, as complemented by the mandate of the IGC for 2012/13 as established by the WIPO General Assembly in October 2011, and the 2013 work program of the IGC as determined by the WIPO General Assembly in September 2012</p> <p><i>Original Baseline P&B 2012/13:</i> Negotiations underway under IGC mandate for 2010/11</p>	Adoption of an international legal instrument(s)	Continued progress in negotiations.	Partially Achieved

Expected Result: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of participants in WIPO capacity-building activities which report enhanced capacity to understand and use IP principles, systems and tools or the protection of TK and TCEs, and for management of the relationship between IP and GRs	First time this Performance Indicator has been used in this Program	75%	95% (feedback questionnaire used in five activities organized by the TK Division).	Fully Achieved
Expected Result: Recognition by Member States, communities, organizations and other stakeholders of the relevance and effectiveness of WIPO's resources, programs and tools				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of requests received for WIPO's assistance	60 (2010/11)	60 (in 2012/13)	90 (comprising about 80 requests for general briefings and presentations, and 10 requests for substantial capacity-building/technical assistance). These figures do not include IGC-related briefings, nor participation in UN and other intergovernmental meetings.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
I.1 Enhanced cooperation/greater consensus among Member States on further developing the policy and legal framework for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs GRs	5,034	3,919	3,873
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	2,121	1,909	1,658
III.9 Recognition by Member States, communities, organizations and other stakeholders of the relevance and effectiveness of WIPO's resources, programs and tools	825	849	812
Total	7,980	6,677	6,343

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	4,000	3,990	3,990	100%
Non-personnel Resources	3,980	2,687	2,352	88%
TOTAL	7,980	6,677	6,343	95%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

4.7. The Budget after Transfer reflects a reduction under Result I.1 (Development of balanced international normative frameworks for IP) due to the transfer of resources initially budgeted for the possible Diplomatic Conference in the area of IP and Genetic Resources, Traditional Knowledge and Traditional Cultural Expressions/Folklore (ICG) to Program 3 for the holding of the Diplomatic Conference to Conclude a Treaty to Facilitate Access to Published Works by Visually Impaired Persons and Persons with Print Disabilities.

4.8. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

B: Budget Utilization 2012/13

4.9. The non-personnel budget utilization rate for the Program amounted to 88 per cent of the Budget after Transfers. The under-utilization of non-personnel resources resulted primarily from:

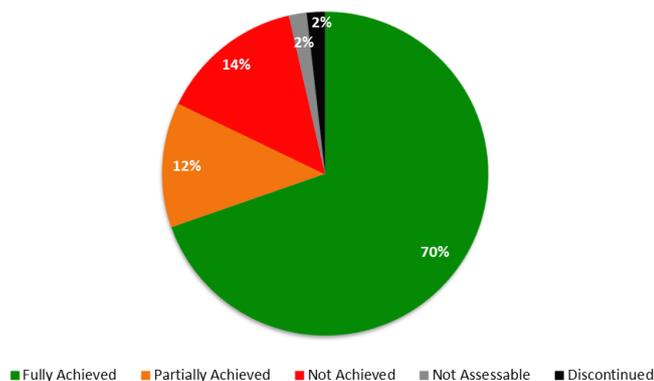
- the postponement of the Diplomatic Conference and cost savings due to a reduction in travel costs for the ICG sessions under Result I.4 (Legislative advice);
- cost savings due to a reduction in staff missions under Result III.2 (Enhanced human resource capacities); and
- the postponement of several activities during the biennium under Result III.2 (Enhanced human resource capacities) and Result III.9 (Recognition by Member States).

STRATEGIC GOAL II

PROVISION OF PREMIER GLOBAL IP SERVICES

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
Informed strategic use of the PCT by all innovators who could benefit from it	PCT filings	Program 5	●
	Share of PCT national phase entries in total international patent filings	Program 5	●
Stronger relationships with PCT users and Offices	Satisfaction of Offices and International Authorities with PCT cooperative activities	Program 5	●
	Meaningful contact with PCT users	Program 5	●
	Increased feedback from PCT users on overall system performance	Program 5	●
Enhancement of overall PCT System	Further progress towards implementation of the recommendations endorsed by the PCT Working Group in 2010 on how to improve the functioning of the PCT, relating to the following six groups of issues: (i) backlogs; improving quality of granted patents; (ii) timeliness in the international phase; (iii) quality of international search and preliminary examination; (iv) incentives for applicants to use the system efficiently; skills and manpower shortages; (v) cost and other accessibility issues; consistency and availability of safeguards; (vi) technical assistance; PCT information and technology transfer.	Program 5	●
Enhanced IB operations	Unit cost of processing an application	Program 5	●
	Productivity of formality examination	Program 5	●
	Quality of formality examination	Program 5	●
	Timeliness of formality examination (% accomplished within 3 weeks from receipt)	Program 5	●
	Timeliness of publication (% published within 18 months + three weeks from priority date)	Program 5	●
	Quality of translation (% that pass quality check)	Program 5	●
	Filings at the IB as Receiving Office	Program 5	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Better use of the Madrid and Lisbon Systems, including by developing countries and LDCs	No of new registrations (Madrid System)	Program 6	●
	No of renewals (Madrid System)	Program 6	●
	% of irregularity letters compared to total number of applications received (Madrid System)	Program 6	●
	% of international applications from developing countries and LDCs (Madrid System)	Program 6	●
	No. of Contracting Parties to the Madrid Protocol	Program 6	●
	No. of Contracting Parties to the Lisbon Agreement	Program 6	●
Better operations of the Madrid and Lisbon Systems	No. of international registrations in force under the Lisbon System concerning appellations of origin from developing countries and LDCs	Program 6	●
	Average processing time of new applications without irregularities (Madrid System)	Program 6	●
	No. of Offices sending applications in XLM format and receiving designations in XLM format (Madrid System)	Program 6	●
	% of documents received electronically (Madrid System)	Program 6	●
	No. of clients receiving email notifications (Madrid System)	Program 6	●
	No. of clients using Portfolio manager (Madrid System)	Program 6	●
	No. of fully automated processes (Madrid System)	Program 6	●
	% of corrections inscribed compared to the total of operations inscribed (with the exception of refusals and final decisions) (Madrid System)	Program 6	●
	Establishment of an automated International Register (Lisbon System)	Program 6	●
	Increased number of competent authorities using electronic means of communication under Lisbon procedures	Program 6	●
	Adoption of provisions streamlining or modernizing the Lisbon System legal framework	Program 6	●
Increased awareness of the Madrid and Lisbon Systems	% of participants in Madrid System related events who are satisfied and report enhanced awareness post training event	Program 6	●
	% of participants in Lisbon System related events who are satisfied and report enhanced awareness post seminars/workshops	Program 6	●
Increased awareness of the Hague System	No. of first-time applicants	Program 31	●
	No. of languages in which general information is available	Program 31	●
	No. of national or regional offices providing adequate information on the Hague System	Program 31	●
Wider and better use of the Hague System	No. of registrations, designs contained in registrations, renewals and other recordings	Program 31	●●●●
	No. of applications from, and designations of, developing countries and LDCs	Program 31	●
	% of irregular applications	Program 31	●
Better administration of the Hague System	Predominance of the Geneva Act in the system as a whole system	Program 31	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
	Pendency for a regular non-deferred application, until publication	Program 31	●
	No. of fully automated processes	Program 31	●
	% of requests filed through electronic interfaces	Program 31	●
	% of users satisfied with the services provided by the International Bureau	Program 31	●
International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods	Increased consideration of the use of alternative dispute resolution services in intellectual property transactions, including through the use of WIPO procedures	Program 7	●●●●●●●●
	Alternative dispute resolution policies to the development and implementation of which policies the Center has contributed	Program 7	●
Effective intellectual property protection in the gTLDs and the ccTLDs	No. of gTLD UDRP cases administered	Program 7	●
	No. of ccTLD UDRP-based cases administered	Program 7	●
	Dispute resolution policies in the Domain Name System to the development and implementation of which policies the Center has contributed	Program 7	●
	No. of ccTLD administrators with WIPO-assisted design or administration of intellectual property protection mechanisms in accordance with international standards	Program 7	●

PROGRAM 5 THE PCT SYSTEM**Program Manager Mr. J. Pooley****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

5.1. The International Bureau (IB) received approximately 202,700 record copies in 2013, representing an increase of 3 per cent compared to 2012. The share of fully electronic filings continued to increase in 2013 and now represents 89 per cent of total filings. While English remains by far the most important language of filing, its importance has diminished relative to Japanese, Chinese and Korean. The share of the PCT applications filed in Japanese, Chinese and Korean has increased from 29 per cent in 2010 to 35 per cent in 2013. The quality of the formalities examination improved markedly in the second half of 2013 due to the faster re-publication of PCT applications and the more rapid notification of receipt of PCT applications.

5.2. The IB has made significant progress in the automation of certain processes relating to formalities examination of PCT international applications. This has enabled the IB to increase efficiency in processing new applications filed electronically in XML and PDF format from China, Japan and the Republic of Korea. Although the performance target of 80 per cent, which is defined using the average figures of the last three years, has not yet been met, the actual timeliness of formalities examination of PCT international applications has markedly improved in 2013 with 83 per cent completed within three weeks from receipt, compared to 69 per cent in 2012 and 71 per cent in 2011.

5.3. The IB has also made progress in introducing more flexibility into translation workflow management. This was achieved through the introduction into production of the Translation Management System World Server in order to semi-automate translation allocation and distribution procedures.

5.4. The IB conducted 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 on technical, legal, operational and administrative issues for better implementing the PCT and promoting PCT use, both nationally and regionally. In 2012/13, a total of 89 seminars and workshops took place in 51 countries with the participation of offices and authorities as well as universities, research institutions and other interested parties from 106 countries and regional organizations. These seminars and workshops focused, in particular, on Offices in developing countries and LDCs. Assistance in technological areas continued to promote the electronic exchange of documents and data between the IB and Offices, resulting in 93 per cent of the IB's incoming documents from Offices being received in electronic form in 2013 (up from 92 per cent in 2012). Information on technical assistance activities relating to the PCT over the 2012/13 biennium was submitted to the PCT Working Group in 2012 and 2013. The IB continues to collect feedback systematically from PCT Member States, Offices and International Authorities to improve these cooperation activities.

5.5. Awareness of the PCT among users and potential users was enhanced during the biennium through a variety of training and outreach activities (122 seminars, 60 presentations, 40 webinars and 55 user visits). The IB created and published 29 PCT training video segments ("Learn the PCT" series) on the WIPO YouTube channel, useful to all applicants, and particularly useful to developing and least developed countries, and SMEs. Amendments to the PCT Regulations were implemented on-time, along with the PCT legal framework for the Third Party Observation system. The PCT Receiving Office Guidelines were modified to incorporate the IB's practice on restoration of the right of priority, after consideration by the PCT Working Group and consultation with Member States. A new online information resource was launched aimed at managers and lawyers (*PCT Brief*). In addition, the IB responded to 24,198 PCT-related inquiries from PCT users and potential users (an average of 48 inquiries per day) and resolved 2,721 "special handling" cases during the biennium.

5.6. In 2010, the PCT Working Group endorsed recommendations for improving the PCT ("PCT Roadmap"). Although the PCT Roadmap included some specific steps, the general goal was to review how the Treaty was delivering benefits to all interested parties: applicants, national Offices, and the public; and to encourage users to better deploy the system to improve its results. This would require administrative and technical actions, not necessarily changes to the Regulations. Significant progress has been made during the 2012/13 biennium, in accordance with the PCT Roadmap, in the following respects: (a) the PCT agenda now prominently features the issue of quality of work products (including

international search reports and written opinions, as well as administration at the IB and Offices); (b) discussions among stakeholders at the national level recognize the utility of high-quality PCT work products and the importance of appropriate integration of those PCT work products into the national patent granting procedures and, more generally, the importance of the PCT to the operation of the international patent system as a whole; (c) interested parties better understand the role of the PCT in the effective dissemination of technical information; and (d) there is greater understanding of the needs of Contracting States for high-quality international applications and PCT work products, of the capacity of Contracting States to perform their own effective search and examination, and of the needs for continued technical assistance for developing and least developed countries in that regard.

5.7. The ePCT system became available to Offices as well as applicants and added a wide range of new features. Use of the new services contributed towards more timely and consistent international phase processing with a reduced risk of errors. The Office services associated with ePCT-filing provide the possibility for small Offices to offer electronic filing to their local applicants without the cost and difficulty of maintaining the relevant infrastructure themselves. While not in live use by the end of the biennium, the service was being assessed by the Offices of several developing countries.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

5.8. An important part of the work of the Program involved the promotion of the PCT System and technical cooperation and assistance to developing countries and LDCs. Training and capacity building activities were conducted with the goal of assisting Member States to strengthen national capacity for protection of national creativity and innovation in accordance with the Development Agenda (Recommendation 11). The activities were demand-driven, development-oriented and transparent (Recommendation 1). They were developed in coordination with the local organizers taking into account the level of PCT awareness or technical knowledge and PCT-related skills of the participants. These activities contributed to strengthen the capacity of PCT Member States, to protect inventions through the PCT by enhancing local knowledge and skills to utilize the PCT system.

5.9. In addition, in 2012/13, the PCT Working Group held its fifth and sixth sessions. It continued its discussions on a number of proposals aimed at improving the functioning of the PCT System, in line with the recommendations which had been endorsed by the Working Group at its third session. These recommendations endorsed by the Working Group included recommendations as to how the future development of the PCT can be matched with applicable DA recommendations, notably from Clusters A and C. At its fifth session (May 29 to June 1, 2012), the PCT Working Group noted a progress report by the IB on the implementation of those recommendations. The focus of these improvements, to be carried out by the WIPO Secretariat, applicants, Contracting States and national Offices (acting in both their national and international capacities), was to make the PCT System more effective both for processing patent applications and for supporting technology transfer and technical assistance to developing countries.

5.10. The Working Group also took note of a study prepared by the IB on the coordination of technical assistance and financing of technical assistance projects for developing countries under Article 51 of the PCT. The Working Group further noted the contents of a study evaluating how the PCT System has functioned in terms of realizing its aim of disseminating technical information and facilitating access to technology as well as organizing technical assistance to developing countries.

5.11. At its sixth session (May 21 to 24, 2013), the PCT Working Group, *inter alia*, took note of a discussion paper prepared by the IB on the issue of PCT fee reductions, addressing both the issue of fee reductions for SMEs, universities and not-for-profit research institutes, especially but not limited to those from developing countries and LDCs, as well as the issue of eligibility criteria for fee reductions for certain applicants from developing and least developed countries.

5.12. The Working Group further noted a report by the IB on the technical assistance projects related to the PCT, carried out for the benefit of developing countries and LDCs, from 2012 up to March 2013, along with technical assistance activities planned for the remainder of 2013.

PERFORMANCE DATA

Expected Result: Informed strategic use of the PCT by all innovators who could benefit from it				
Performance Indicators	Baselines	Targets	Performance Data	TLS
PCT filings	<i>Updated Baseline end 2011:</i> 181,900 <i>Original Baseline P&B 2012/13:</i> PCT filings (2011)	PCT filings for the current year as forecast	195,312 (2012) ⁴ 205,300 (2013)	Fully Achieved
Share of PCT national phase entries in total international patent filings	<i>Updated Baseline end 2011:</i> 54.9%(2011) ⁵ <i>Original Baseline P&B 2012/13:</i> Share of PCT national phase entries in international patent filings (end 2011)	Increased share of PCT national phase entries in international patent filings	55.2% (2012)	Fully Achieved
Expected Result: Stronger relationships with PCT users and Offices				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Satisfaction of Offices and International Authorities with PCT cooperative activities	<i>Updated Baseline end 2011:</i> 59 (95% out of 62 beneficiaries of PCT cooperative activities; 86% out of the 69 survey respondents) <i>Original Baseline P&B 2012/13:</i> 30 Offices and International Authorities expressed satisfaction with PCT cooperative activities (2010) (i.e. 91% out of 33 who benefitted from PCT cooperative activities and 46% out of the total 65 respondents)	Maintain the 2010 level of satisfaction of Offices and International Authorities	56 (95 % out of 59 beneficiaries of PCT cooperative activities; 85% out of the 66 survey respondents) (2012 survey) The satisfaction survey is conducted once every biennium.	Fully Achieved
Meaningful contact with PCT users	<i>Updated Baseline end 2011:</i> 70 <i>Original Baseline P&B 2012/13:</i> Tbd by the end of 2011	Regular contacts with high-volume PCT users	85 instances of meaningful user contact.	Fully Achieved
Increased feedback from PCT users on overall system performance	<i>Updated Baseline end 2011:</i> 116 requests for feedback <i>Original Baseline P&B 2012/13:</i> Tbd by the end of 2011	Informal requests for feedback in every user contact	237 requests for PCT user feedback.	Fully Achieved

⁴ Source: WIPO Statistics Database, March 2014

⁵ Please note that the national phase entries data are supplied to WIPO by national and regional patent Offices several months after the end of each year. Therefore, at the beginning of 2012, the latest available data of national phase entries refer to 2011.

Expected Result: Enhancement of overall PCT System					
Performance Indicators	Baselines	Targets	Performance Data	TLS	
Further progress towards implementation of the recommendations endorsed by the PCT Working Group in 2010 on how to improve the functioning of the PCT, relating to the following six groups of issues: (i) backlogs; improving quality of granted patents; (ii) timeliness in the international phase; (iii) quality of international search and preliminary examination; (iv) incentives for applicants to use the system efficiently; skills and manpower shortages; (v) cost and other accessibility issues; consistency and availability of safeguards; (vi) technical assistance; PCT information and technology transfer	Decisions by appropriate PCT bodies in 2011	Decisions by appropriate PCT bodies in 2013	<p>Significant progress has been made during the 2012/13 biennium, according to the PCT Roadmap, in the following respects: (a) the PCT agenda now prominently features the issue of quality of work products (including international search reports and written opinions, as well as administration at the IB and Offices); (b) discussions among stakeholders at the national level recognize the utility of high-quality PCT work products and the importance of appropriate integration of those PCT work products into the national patent granting procedures and, more generally, the importance of the PCT to the operation of the international patent system as a whole; (c) interested parties better understand the role of the PCT in the effective dissemination of technical information; and (d) there is greater understanding of the needs of Contracting States for high-quality international applications and PCT work products, of the capacity of Contracting States to perform their own effective search and examination, and of the needs for continued technical assistance for developing and least developed countries in that regard.</p> <p>The ePCT system became available to Offices as well as applicants and added a wide range of new features and services that will contribute towards more timely and consistent international phase processing with a reduced risk of errors.</p>	Fully Achieved	
Expected Result: Enhanced IB operations (see Annex VI)					
Performance Indicators	Baselines	Targets	Performance Data	TLS	
Unit cost of processing an application	<p><i>Updated Baseline end 2011:</i> 747 Swiss francs</p> <p><i>Original Baseline P&B 2012/13:</i> Unit cost in 2011</p>	Improvement over the Biennium	712 Swiss francs (2012)/ 722 Swiss francs (2013) ⁶	Fully Achieved	
Productivity of formality examination	<p><i>Updated Baseline end 2011:</i> 7%</p> <p><i>Original Baseline P&B 2012/13:</i> Productivity in 2011</p>	Improvement over the Biennium	ten per cent (2012) 8% (2013)	Fully Achieved	
Quality of formality examination	<p><i>Updated Baseline end 2011:</i> 90.56%</p> <p><i>Original Baseline P&B 2012/13:</i> Average of last three years</p>	90% (average of last three years)	90.06% (average 2010-12) 88.74% (average 2011-13)	Fully Achieved	
Timeliness of formality examination (% accomplished within 3 weeks from receipt)	<p><i>Updated Baseline end 2011:</i> 77.02%</p> <p><i>Original Baseline P&B 2012/13:</i> Average of last three years</p>	80% (average over last three years)	74.56% (average 2010-12) 74.47% (average 2011-13)	Fully Achieved	

⁶The unit cost for both 2012 and 2013 are calculated based on the revised unit cost methodology. The methodology was revised in 2013 to ensure consistency with the union costing.

Timeliness of publication (% published within 18 months + three weeks from priority date)	<i>Updated Baseline end 2011: 97.04%</i> <i>Original Baseline P&B 2012/13: Average of last three years</i>	96% (average over last three years)	97.98% (average 2010-12) 98.50% (average 2011-13)	Fully Achieved
Quality of translation (% that pass quality check)	<i>Updated Baseline end 2011: 84.4%</i> <i>Original Baseline P&B 2012/13: Quality level in 2011</i>	87%	87.2% (2012) 87.1% (2013)	Fully Achieved
Filings at the IB as Receiving Office	<i>Updated Baseline end 2011: 8,753</i> <i>Original Baseline P&B 2012/13: Filings in 2011</i>	9,700 (2012) 10,100 (2013)	9,711 (2012) 10,313 (2013)	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
II.1 Informed strategic use of the PCT by all innovators who could potentially benefit from it	6,380	5,602	5,139
II.2 Stronger relationships with PCT users and Offices	16,897	15,794	15,505
II.3 Enhancement of overall PCT System	3,225	3,261	3,061
II.4 Enhanced IB operations	152,098	154,558	150,449
Total	178,600	179,215	174,154

Budget and Actual Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	118,705	117,580	117,580	100%
Non-personnel Resources	59,895	61,635	56,575	92%
TOTAL	178,600	179,215	174,154	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

5.13. The decrease in personnel resources, reflected across all Results, was primarily due to a number of vacancies in the Program during the biennium. The increase in non-personnel resources is the net result of additional allocations to the Program required for the outsourcing of translation services and for the extraordinary session of the PCT Union Assembly. This resulted in an overall increase in the 2012/13 Budget after Transfers.

5.14. Under Result II.1 (Informed strategic use of the PCT), the decrease in non-personnel resources was primarily due to anticipated travel-related cost efficiency savings for the PCT Assembly meetings. These non-personnel resources were re-allocated within the Program during the biennium to support increased needs in translation services. These adjustments are reflected in a reduction of resources under Results II.2 (Stronger relationships with PCT users and Offices) and II.3 (Enhancement of overall PCT System).

B. Budget Utilization 2012/13

5.15. In respect of Result II.4 (Enhanced IB operations), the increases in productivity resulted in efficiency gains and lower overall costs for the processing of international applications. In addition, the overall expenditure on translation was lower than the Budget after Transfers.

Annex: Indicators for PCT Operations

Performance Indicators for the Expected Result “Enhanced IB Operations”

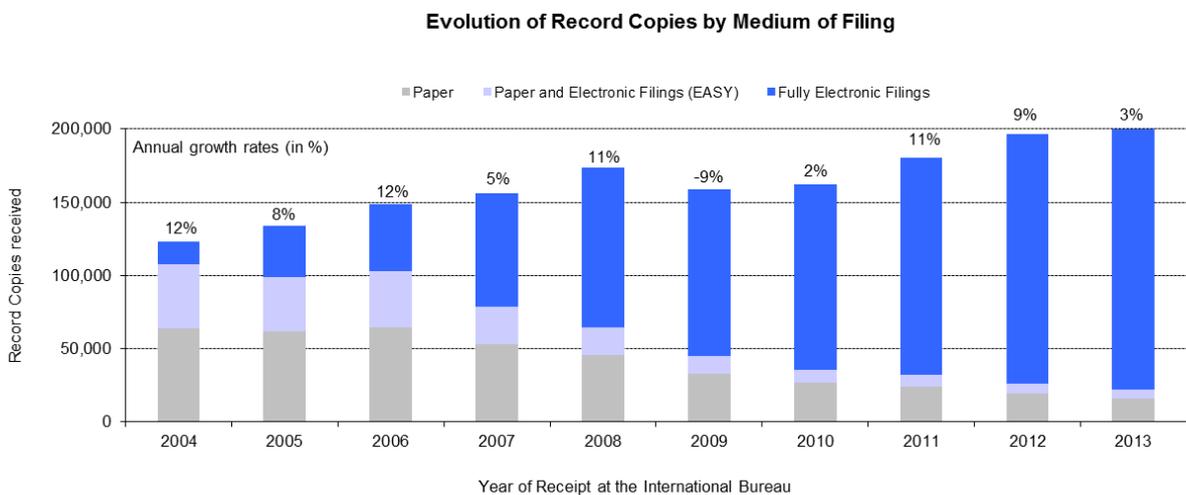
Background

As background for the performance indicators for the expected result “Enhanced IB Operations”, it is useful to consider the evolution of:

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

Workloads

The workloads are tracked on the basis of the yearly number of record copies received by the IB⁷.



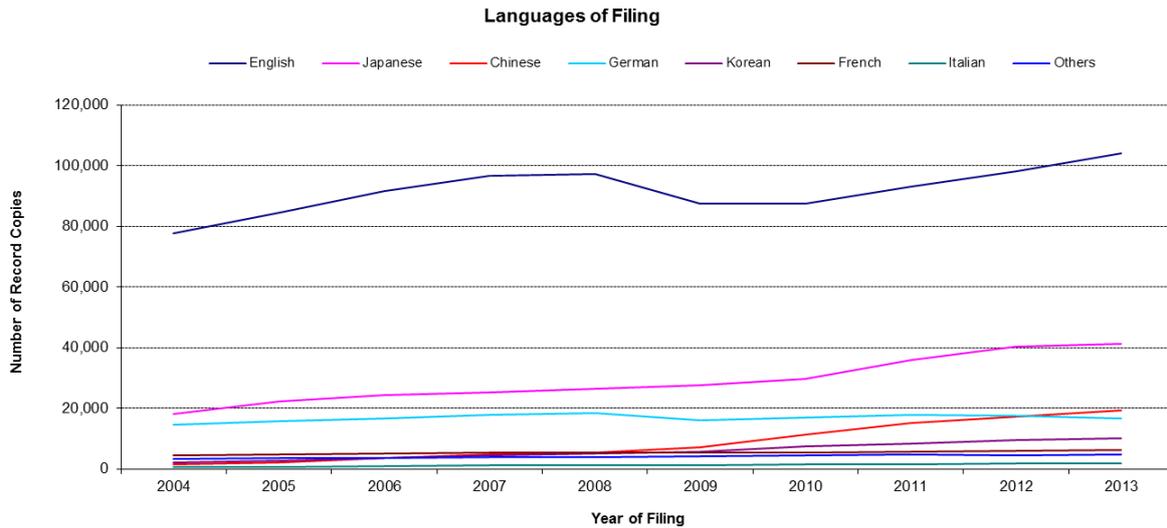
Source: WIPO Statistics Database, March 2014.

- The IB received approximately 202,700 record copies in 2013, representing an increase of 3% compared to 2012.
- The share of fully electronic filing methods kept increasing in 2013 and now represents 89% of total filings.

Language distribution

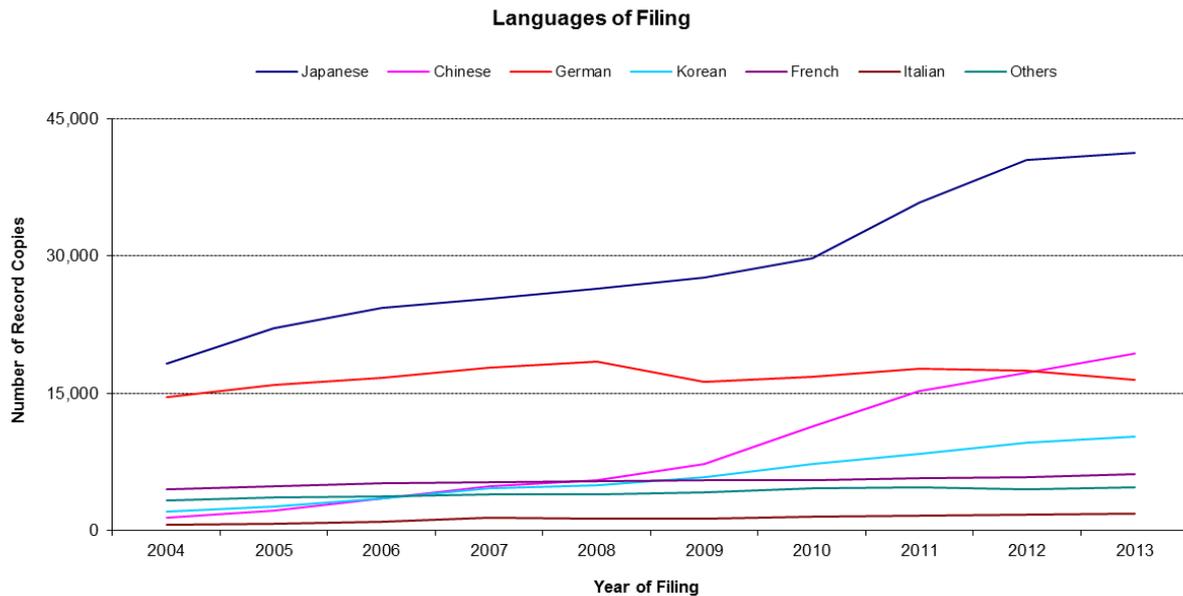
One fundamental development driving change in the IB is the increasing language diversity of filings, resulting, in particular, from increased usage of the PCT System in East Asian countries.

⁷ 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.



Source: WIPO Statistics Database, March 2014
 Note: 2013 data are provisional and incomplete.

As can be observed, while English remains by far the most important language of filing, its importance has diminished relative to Japanese, Chinese and Korean. The combined share of the PCT applications filed in Japanese, Chinese and Korean has increased from 29% in 2010 to 35% in 2013. Zooming in on languages other than English provides the following picture:

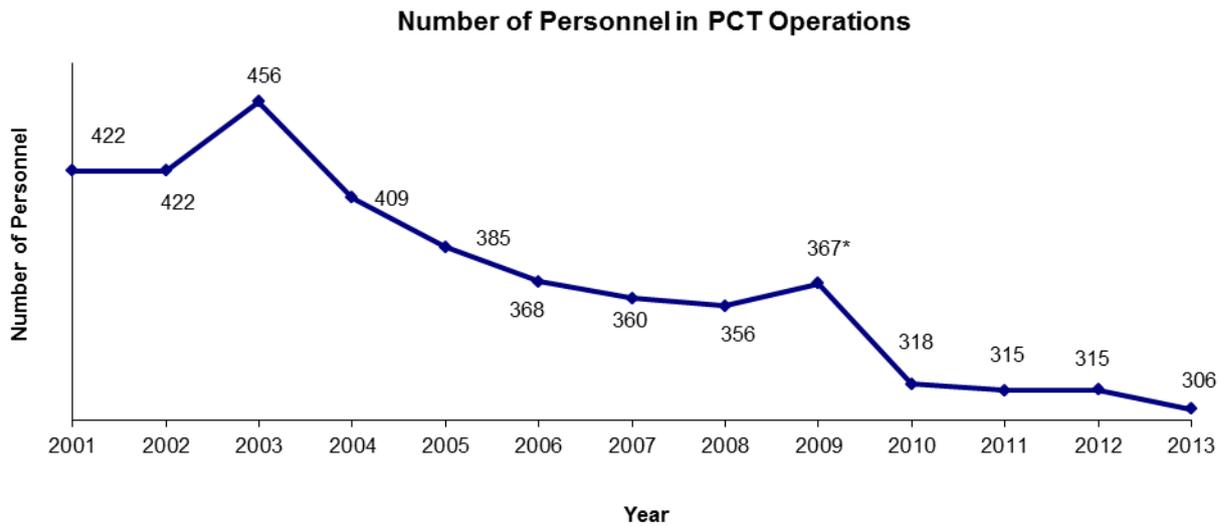


Source: WIPO Statistics Database, March 2014
 Note: 2013 data are provisional and incomplete.

These evolutions put a considerable strain on the IB because it takes many years to adjust the language composition of the PCT Operations staff.

Staff

The chart below shows the number of PCT Operations staff since 2001, in Full Time Staff Equivalent (FTSE - total number of full-time staff plus the full-time equivalent of the part-time staff).



Source: WIPO Statistics Database, March 2014

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

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

- The PCT Operations staff decreased by almost 3% in 2013 compared to 2012.

Unit cost of processing an application

The IB's productivity in processing PCT applications can be measured by the unit cost of processing, defined as the average total cost of publishing a PCT application. Average total cost is determined by total PCT System expenditure, plus a proportion of expenditure on support and management activities. The unit cost thus includes the cost of all PCT activities, including translation, communication, management and others.

Costs consist of two components: direct and indirect costs. Direct costs reflect expenditure incurred by the IB in the administration of the PCT System and related Programs. Indirect costs reflect expenditure for supporting activities (e.g., buildings and information technology, among others). Indirect costs are weighted to take into account only the share attributable to the PCT System.

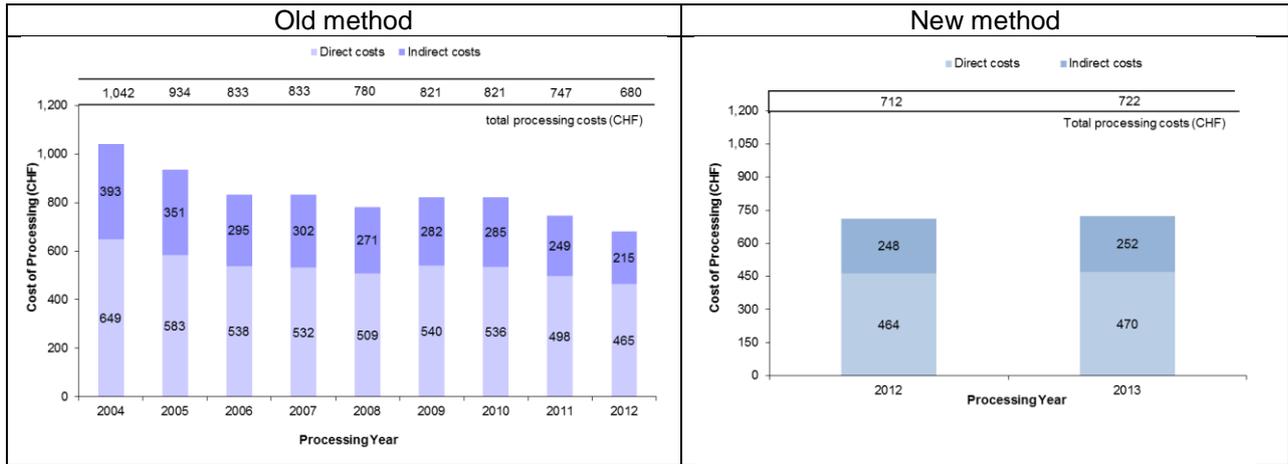
The methodology to compute the unit cost was revised in 2013 in order to align it with other WIPO unit/union cost calculations and to better capture a fast changing environment. For example, the old method, which was designed in 2007, included a cost of storage (over 30 years) in warehouses, whereas paper filings (including PCT EASY filings) accounted for less than ten per cent of filings in 2013. The 2012 PCT unit cost has been calculated using both methods. The 2012 unit cost amounted to 680 Swiss francs using the old method and to 712 Swiss francs using the new method. The 32 Swiss francs difference is due to the new method for allocating indirect costs.

Formally, unit cost is defined as:

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

Figure B.1.9 depicts the evolution of the unit cost of processing from 2004 to 2012 by old method and from 2012 to 2013 by new method, including a breakdown of the contribution of direct and indirect costs.

Figure B.1.9: Unit cost of processing a published PCT application



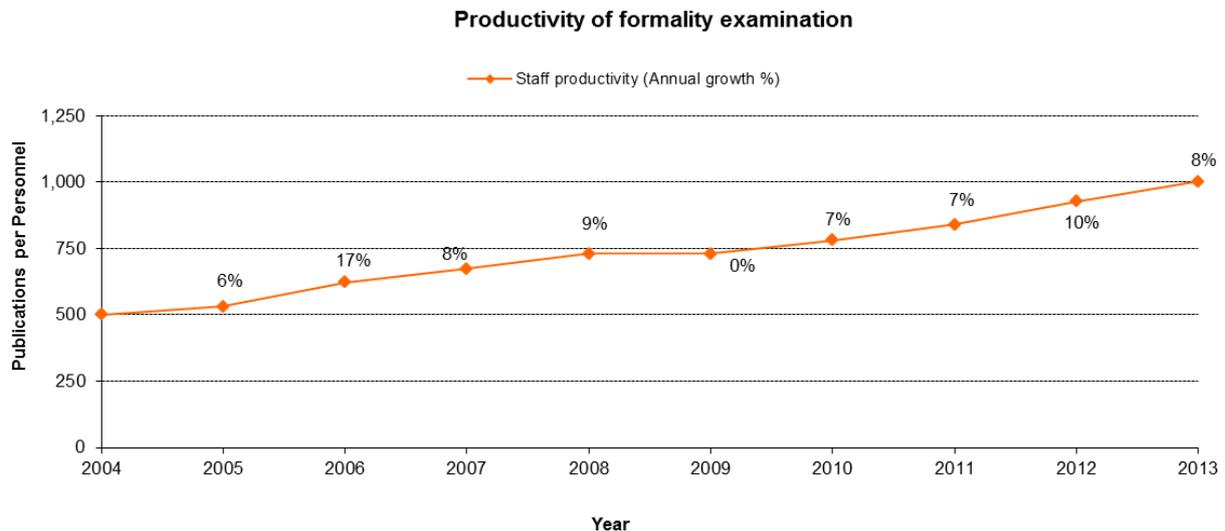
Source: WIPO Statistics Database, March 2014

Note: The average cost of published PCT application is an estimation which is calculated by dividing the total processing cost by the number of published PCT applications. Historical data have been revised and may differ from previous reported data.

- The average cost of processing a published PCT application calculated by the old method has decreased by average 5% per year from 1,042 Swiss francs in 2004 to 680 Swiss francs in 2012.
- The average cost of processing a published PCT application calculated by the new method has increased by 1.4% in 2013 compared to 2012, and reached 722 Swiss francs. This slight increase was due to an increase in both direct and indirect costs in 2013 which was the second year of the 2012/13 biennium.

Productivity of formalities examination

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



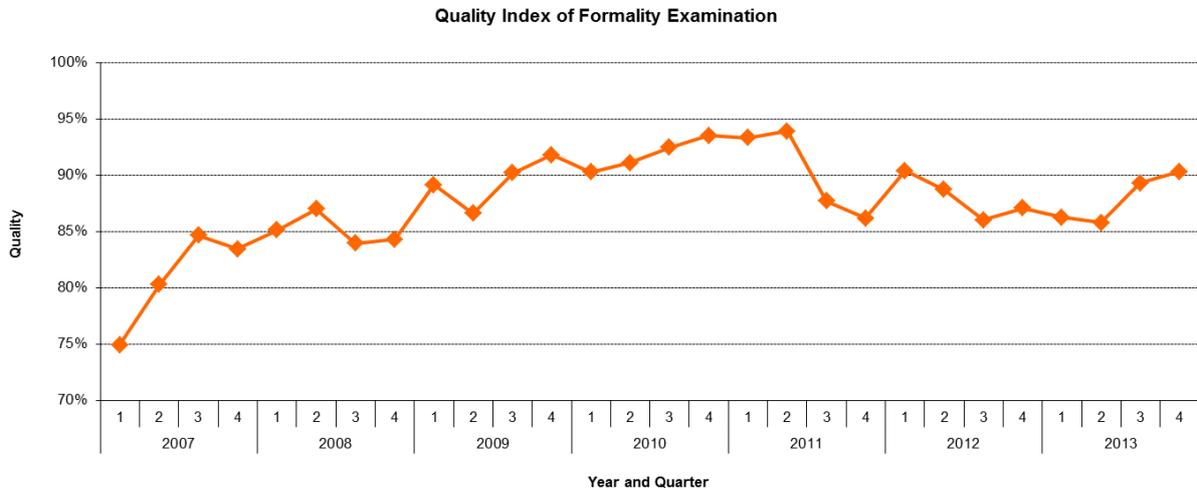
Source: WIPO Statistics Database, March 2014

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

- Historically, productivity of formalities examination has increased, mainly due to automation which has permitted the processing of much larger workloads with less staff.

Aggregate quality of formalities examination

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



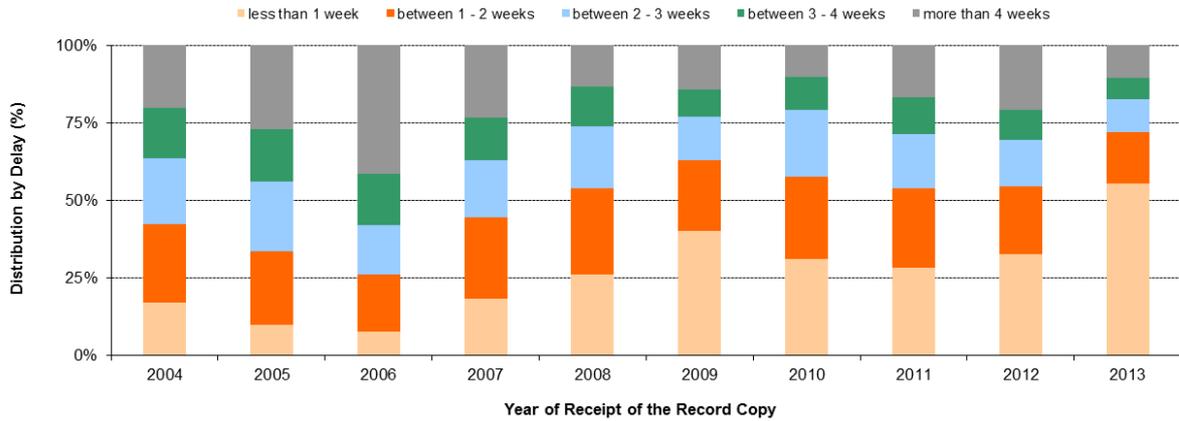
Source: WIPO Statistics Database, March 2014
 Note: 2011 data are provisional and incomplete.

- Quality, as measured by the aggregate index, improved markedly from 2007 to the second quarter of 2011. Increased delays in the republication of PCT applications with the ISR were the main cause of the drop observed in the second half of 2011.
- Quality improved markedly in the first quarter of 2012 but decreased again during the next two quarters. The main reason for this decrease was deterioration in the share of notifications of receipt of a PCT application sent to applicants within five weeks, which dropped from 90.8% in the first quarter to 76.3% in the third quarter of 2012.
- The index markedly improved in the second half of 2013 due to faster republications of PCT applications with their ISRs and as a result of automation of part of the examination process for applications received in XML, enabling the IB to send notifications of receipt of a PCT application within days from receipt of the application.

Timeliness of formalities examination

This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to issue Form 301. This form is issued after the formalities examination of the application has been completed. Applicants appreciate receiving this Form as soon as possible because it allows them to know whether their application has any formal defects.

Timeliness of Formality Examination

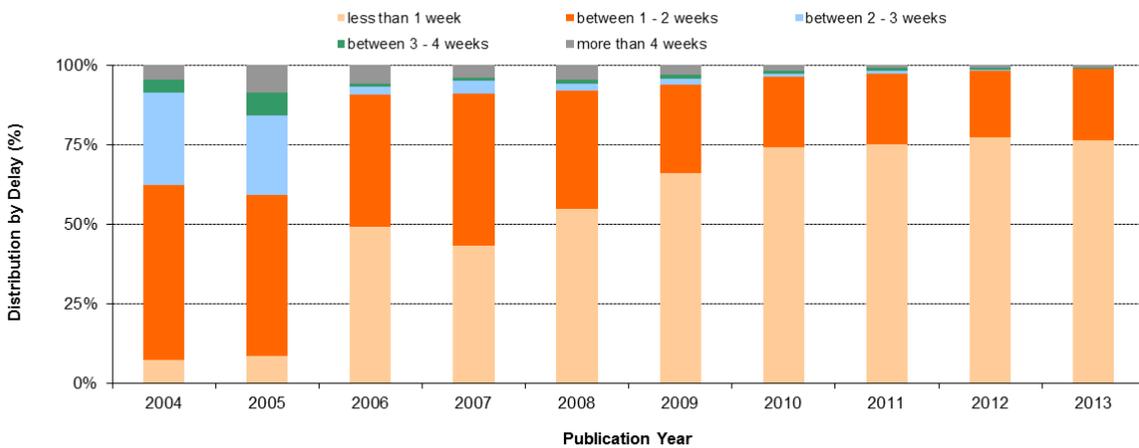


Source: WIPO Statistics Database, March 2014

Timeliness of publication

This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to publish the application. Article 21 (2) (a) of the PCT states that the “... international publication of the international application shall be effected promptly after the expiration of 18 months from the priority date of that application.”

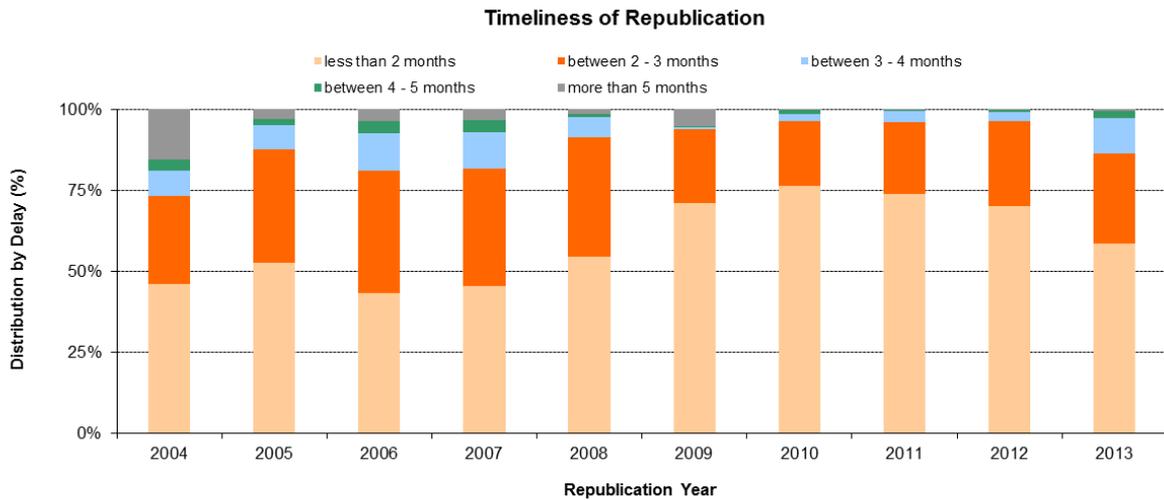
Timeliness of Publication



Source: WIPO Statistics Database, March 2014

Timeliness of republication

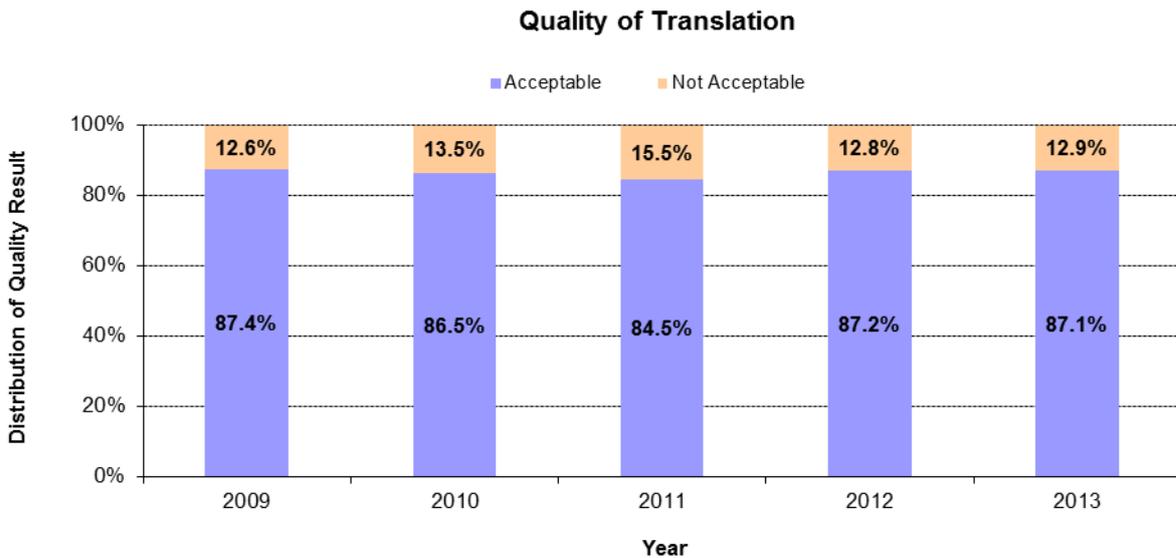
This indicator reflects in more detail one of the components of the aggregate quality indicator, namely the time required by the IB to republish the application with the ISR. Due to delays in the communication of ISRs by ISAs, a number of international applications are published without the ISR. When the ISR becomes available, the international application needs to be republished with the ISR as soon as possible, so as to complete the international publication.



Source: WIPO Statistics Database, March 2014

Quality of translation

Translations of abstracts and reports prepared under the responsibility of the IB are subjected to a quality control process based on a sample. The results are classified in two categories: translations that are deemed acceptable and those that are deemed not acceptable. This performance indicator tracks the quality of the translations as reflected in the samples.



Source: WIPO Statistics Database, March 2014

Filings at the IB as Receiving Office (RO/IB)

This table presents PCT filings by the top ten receiving offices over the past five years to 2013. In principle, a PCT application is filed at the national patent office of the applicant's home country or at a regional patent office acting for the applicant's home jurisdiction. The IB is a competent receiving office for applicants from all PCT contracting states. The evolution of the filings at the RO/IB, its ranking in terms of the number of filings among other receiving offices, as well as its market share can be observed in this table.

Receiving Offices	International Filing Year					2013 Share (%)	Changed compared to 2012 (%)
	2009	2010	2011	2012	2013		
United States of America	46,055	45,228	49,366	51,995	57,793	28.2	11.2
Japan	29,291	31,523	37,972	42,787	43,075	21.0	0.7
European Patent Office	27,360	28,900	30,893	32,429	32,038	15.6	-1.2
China	8,000	12,917	17,471	19,924	22,942	11.2	15.1
Republic of Korea	8,025	9,639	10,413	11,869	12,442	6.1	4.8
International Bureau	8,684	8,679	8,772	9,778	10,313	5.0	5.5
United Kingdom	4,627	4,411	4,226	4,128	3,893	1.9	-5.7
France	3,771	3,441	3,498	3,266	3,312	1.6	1.4
Canada	1,895	2,058	2,193	2,135	2,097	1.0	-1.8
Sweden	2,046	1,775	1,845	1,713	1,819	0.9	6.2
All others	15,648	15,769	15,785	15,288	15,576	7.6	1.9
Total	155,402	164,340	182,434	195,312	205,300	100	5.1

Source: WIPO Statistics Database, March 2014

Note: 2013 data are estimated

[end of Annex]

PROGRAM 6 MADRID AND LISBON SYSTEMS**Program Manager Ms. B. Wang****ACHIEVEMENTS IN THE 2012/13 BIENNIUM****THE MADRID SYSTEM**

6.1. The Madrid System experienced significant growth, both in terms of members to the Madrid Protocol and regarding the use of the System.

6.2. In 2012, the accessions by Colombia, Mexico, New Zealand and the Philippines represented an important milestone in the further geographical expansion of the Madrid System, in particular with the entry of two countries from Latin America. The geographical coverage of the Madrid System was further increased in 2013 by the accessions of India, Rwanda and Tunisia. At the end of 2013, the Madrid System had 92 members offering trademark holders the possibility to obtain protection for their branded products and services in the territories covered by its 91 member countries and one intergovernmental organization member (the EU). Of these 92 members, 91 are members of the Madrid Protocol and one country remains in the Agreement only.

6.3. The promotion of the Madrid System was intensified to current as well as potential members with an increased focus on countries where the Madrid System is deemed under-utilized. Particular efforts to encourage better use of the System by existing or potential users focused on China, Japan, the Russian Federation, the United States of America, as well as the ASEAN and European regions. As a way to further engage stakeholders with the most up-to-date information and developments about the Madrid System, The Madrid Highlights, a quarterly newsletter about the Madrid System, was introduced in 2012, and as of 2013, is available in the six official UN languages.

6.4. The IB assisted a number of States, as well as intergovernmental organizations, in their preparatory work towards a future potential accession to the Madrid Protocol, in particular Algeria, Barbados, Brunei Darussalam, Cambodia, Colombia, Costa Rica, the Dominican Republic, the Gambia, India, Indonesia, Jamaica, Malaysia, Mexico, New Zealand, Nigeria, the Philippines, South Africa, Sri Lanka, Pakistan, Thailand, Trinidad and Tobago, Tunisia, Zimbabwe and two intergovernmental organizations - the African Regional Intellectual Property Organisation (ARIPO) and the *Organisation Africaine de la Propriété Intellectuelle* (OAPI). These potential future accessions will further enhance the geographical scope of the Madrid System and make the System more attractive for users, providing a simple, efficient and cost-effective option for trademark holders to obtain and maintain protection for their trademarks in an expanded geographical area.

6.5. In addition, the IB organized four workshops for IP Offices, mainly focusing on developing countries and LDCs, providing training on operational procedures in the Madrid System.

6.6. The year 2013 saw the third consecutive year of continued growth of the Madrid System, in terms of filings of international applications, subsequent designations and renewals. In 2013, the International Bureau received 46,829 international applications, which represented a 6.4 per cent increase compared to 2012. The International Bureau recorded 44,414 applications, which represented a 5.9 per cent increase compared to 2012. The increased use of the System was also confirmed by the number of decisions by Offices of the Contracting Parties, which increased by 4.5 per cent in 2013 (456,877) compared to 2012 (437,082). In addition, renewals of international registrations, increased by 5.3 per cent compared to 2012.

6.7. Of the total applications received in 2012 and 2013, respectively 7 and 6.8 per cent originated from developing countries and LDCs.

6.8. The average processing time for new applications amounted to 24 working days in 2013. Irregularities amounted to 32.4 per cent of the total number of applications, of which 25.9 per cent pertained to classification issues. The length of applications, and in particular the lists of goods and services, continued to grow in the biennium. The number of words to classify and translate increased from 5.5 million words in 2010 to 9.4 million words in 2013. The average number of words in a list of goods and services increased from 70 in 1999 to 170 in 2011 to over 202 words in 2013.

6.9. Phase II of the IT Modernization Program involves the migration of all Madrid and Hague business functions from their legacy technology to a modern Internet ready and eBusiness enabled, technical architecture. Phase II execution progressed to an advanced stage during the biennium. Following deployment, a subsequent Phase III of the IT Modernization Program will enhance the end-user interface, optimize workflows and streamline internal procedures.

6.10. The suite of Internet-based IT tools, *Madrid Electronic Alert (MEA)*, *Madrid Real-time Status (MRS)* and *Madrid Portfolio Manager (MPM)* enjoyed increased usage and improved functionality. The *Madrid Goods and Services Manager (MGS)* continued to be further enhanced in line with operational requirements including full compliance with the Nice Classification.

6.11. As regards the legal development of the Madrid System, the discussions in the Working Group continued throughout the biennium, exploring possibilities for making the System more efficient, flexible and user-friendly

THE LISBON SYSTEM

6.12. The Membership of the Lisbon Agreement increased to 28, following the accession of Bosnia and Herzegovina in April 2013.

6.13. The Assembly of the Lisbon Union mandated the Working Group on the Development of the Lisbon System, in 2009, to engage in a full review of the Lisbon System aimed at making the system more attractive for users and prospective new Members, while preserving its principles and objectives. Under this mandate, the Working Group, which is open to all WIPO members and observers, is to explore what changes to the Lisbon System would be necessary to make an increase of its membership likely. In view of the considerable progress made at the sessions of the Working Group in December 2012 and April/May 2013 on a draft Revised Lisbon Agreement and draft Regulations under such a Revised Lisbon Agreement, the Assembly approved the convening of a Diplomatic Conference for the Adoption of a Revised Lisbon Agreement on Appellations of Origin and Geographical Indications in 2015. In accordance with the roadmap agreed by the Assembly, a further session of the Working Group took place in December 2013 and two more sessions are scheduled for June and October 2014, respectively. The latter will be combined with the meeting of the Preparatory Committee for the Diplomatic Conference. In conjunction with the session of the Working Group in December 2014, a half-day conference was held on the issue of dispute settlement within the Lisbon System, for the purpose of exploring in which situations and in what form dispute settlement within the Lisbon System might be appropriate.

6.14. The IB regularly updated the information on, and the planned revision of, the Lisbon System on the WIPO website. In addition, it also organized and participated in events in the various regions with a view to promoting the on-going review of the Lisbon System.

6.15. As from January 1, 2012, the amendments to the Regulations under the Lisbon Agreement, adopted by the Lisbon Union Assembly in September 2011, took effect. These amendments are aimed at serving transparency as regards the contents of the International Register and, as a result, also of the Lisbon Express database on the WIPO website. The amendment of Rule 5(3) of the Regulations provides the country of origin the option to indicate factual information that had permitted the grant of protection in respect of the appellation of origin in question. The amendment of Rule 16(1) of the Regulations requires the competent authority of a Lisbon Member State that submits a notification of invalidation of the effects of an international registration in its territory to indicate in that notification the ground(s) on which the invalidation decision was based. Data provided under these new provisions will be recorded in the International Register in the three working languages of the Lisbon System.

6.16. Since January 2012, the official publication of the Lisbon System, the WIPO Bulletin "Appellations of Origin", is only available in electronic format, on the WIPO website. By the end of 2012, the number of competent authorities that had given their consent to the use of electronic means for communications under the procedures of the Lisbon System had increased to 23. Considerable progress was also made towards the creation of an electronic International Register with the development of an IT program for that purpose. The paper-based contents of the International Register were transformed into an electronic format and the procedure for updating the Lisbon Express database on the WIPO website was streamlined. The Lisbon pages on the WIPO website were adapted both in 2012 and 2013 so as to further increase their user-friendliness.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

6.17. The design, planning and implementation of activities by Program 6 were informed and guided by the relevant DA Recommendations, in particular Recommendations 1 and 6. In addition, the legislative assistance provided to Member States was development-oriented, balanced and tailored to unique Member State requests, in accordance with the DA principles (Recommendation 13), and bearing in mind the applicable flexibilities relevant to countries at differing levels of development (Recommendations 14 and 17). Further, the development of the Madrid Office Portal (MOP) internet based tool, enabled all Member States full access to the electronic register of international marks online, using minimal ICT infrastructure, namely an internet connection and a web browser. The MOP also enabled Offices to fulfill their basic obligations as Offices of Origin and Designated Contracting Party by undertaking interactions with the international register over the Internet.

PERFORMANCE DATA

Expected Result: Better use of the Madrid and Lisbon Systems, including by developing countries and LDCs				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of new registrations (Madrid System)	<i>Updated Baseline end 2011:</i> 40,711 (2011) <i>Original Baseline P&B 2012/13:</i> 37,533 (2010); 40,900 (2011)	42,100 (2012); 43,500 (2013)	41,954 (2012) 44,414 (2013)	Fully Achieved
No. of renewals (Madrid System)	<i>Updated Baseline end 2011:</i> 21,754 (2011) <i>Original Baseline P&B 2012/13:</i> 21,949 (2010); 21,900 (2011)	21,300 (2012); 22,000 (2013)	21,859 (2012) 23,014 (2013)	Fully Achieved
% of irregularity letters compared to total number of applications received (Madrid System)	<i>Updated Baseline end 2011:</i> 23% (end 2011) ⁸ <i>Original Baseline P&B 2012/13:</i> 19.3% (end 2010) ⁹	15%	2012: 32.1 per cent, of which 22.9 per cent pertained to classification issues. 2013: 32.4 per cent, of which 25.9 per cent pertained to classification issues.	Not Achieved
% of international applications from developing countries and LDCs (Madrid System)	<i>Updated Baseline end 2011:</i> 7.4% (2011) <i>Original Baseline P&B 2012/13:</i> 7% international applications	At least ten per cent international applications	7% (2012) 6.8%(2013)	Not Achieved
No. of Contracting Parties to the Madrid Protocol	85 contracting parties to the Madrid System	93	92 contracting parties to the Madrid System (7 additional contracting parties: Colombia, Mexico, New Zealand and the Philippines in 2012; India, Rwanda and Tunisia in 2013).	Fully Achieved
No. of Contracting Parties to the Lisbon Agreement	27 (March 2011)	30	28 contracting parties (1 additional contracting party: Bosnia and Herzegovina)	Partially Achieved

⁸ Idem

⁹ Per cent of irregularities related to classifications

No. of international registrations in force under the Lisbon System concerning appellations of origin from developing countries and LDCs	<i>Updated Baseline end 2011: 75</i> <i>Original Baseline P&B 2012/13: 58 (out of 795)</i>	75	67 (out of 816)	Fully Achieved
Expected Result: Better operations of the Madrid and Lisbon Systems				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Average processing time of new applications without irregularities (Madrid System)	<i>Updated Baseline end 2011: 25 days (end 2011)</i> <i>Original Baseline: 24 days (end 2010)</i>	20 days	34 working days (2012) 24 working days(2013)	Partially Achieved
No. of Offices sending applications in XML format and receiving designations in XML format (Madrid System)	Five Offices	Eight Offices	10 Offices (2012) 16 Offices (2013)	Fully Achieved
% of documents received electronically (Madrid System)	46%	60%	65% (2012) 67% (2013)	Fully Achieved
No. of clients receiving email notifications (Madrid System)	23,800	26,000	No. of marks which subscribed to email notifications: 50,000 (2012); 158,717 (2013)	Fully Achieved
No. of clients using Portfolio manager (Madrid System)	nil	400	400 (2012) 714 (2013)	Fully Achieved
No. of fully automated processes (Madrid System)	<i>Updated Baseline end 2011: Decisions by Offices: 53 % automated (2011)</i> <i>Original Baseline: Provisional refusals, renewals, Automatic translation (Final Decision, Grant of protection)</i>	Provisional refusals, renewals, Automatic translation (Final Decision, Grant of Protection), limitations, subsequent designations	Decisions by offices: 2012: 55% ¹⁰ of transactions processed through fully automated processes (2012); 2013: 61% of transactions processed through fully automated processes. Renewals: 54% of transactions processed through fully automated processes (2012); 59% of transactions processed through fully automated processes (2013).	Fully Achieved
% of corrections inscribed compared to the total of operations inscribed (with the exception of refusals and final decisions) (Madrid System)	<i>Updated Baseline end 2011: 4.7% (2011)</i> <i>Original Baseline: 5.30%</i>	less than 4%	3.6% (2012) 4.1% (2013)	Partially Achieved
Establishment of an automated International Register (Lisbon System)	Status of the automation exercise at the end of 2011	Fully automated notification and registration procedures	IT application for an electronic International Register in use since the summer of 2013	Fully Achieved

¹⁰ *Corrigendum:* Due to a discrepancy in the data criteria used to calculate the performance data for the Program Performance Report 2012, the published figure of 68 per cent was incorrect.

Increased number of competent authorities using electronic means of communication under Lisbon procedures	<i>Updated Baseline end 2011:</i> 16 (end 2011) <i>Original Baseline:</i> 14 (March 2011)	All	The competent authorities of 23 Lisbon Member States have given their consent to the use of electronic means.	Fully Achieved
Adoption of provisions streamlining or modernizing the Lisbon System legal framework	<i>Updated Baseline end 2011:</i> The procedures of the Lisbon System following the amendments that entered into force on January 1, 2012 <i>Original Baseline:</i> The procedures of the Lisbon System end 2011	Recommendations for modifications of the procedures under the Lisbon Agreement and/or the Lisbon Regulations	A revision of the Lisbon Agreement and amendments to the Lisbon Regulations are in preparation in the Working Group on the Development of the Lisbon System.	Partially Achieved
Expected Result: Increased awareness of the Madrid and Lisbon Systems				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of participants in Madrid System related events who are satisfied and report enhanced awareness post training event	data not available	At least 85%	Four in-house seminars on Madrid System were held in Geneva. Evaluation questionnaires showed a satisfaction rate of more than 90%. For outreach activities – Data not available	Fully Achieved
% of participants in Lisbon System related events who are satisfied and report enhanced awareness post seminars/ workshops	data not available	At least 85%	Evaluation questionnaires showed a satisfaction rate of more than 90%.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
II.8 Better use of the Madrid & Lisbon Systems, including by developing countries and LDCs	7,103	7,362	7,256
II.9 Better operations of the Madrid & Lisbon Systems	43,445	42,436	41,109
II.10 Increased awareness of the Madrid & Lisbon Systems	1,546	1,356	1,087
Total	52,094	51,154	49,452

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	38,617	39,160	39,160	100%
Non-personnel Resources	13,477	11,994	10,292	86%
TOTAL	52,094	51,154	49,452	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

6.18. The personnel allocation for 2012/13 Budget after Transfers reflects an upward adjustment primarily due to the regularization of several long serving temporary employees in line with the decision taken at the Assemblies in 2010.

6.19. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

B. Budget Utilization 2012/13

6.20. The non-personnel budget utilization rate for the Program amounted to 86 per cent of the Budget after Transfers. The under-utilization of non-personnel resources resulted primarily from:

- a reduction in the staff missions and cost savings due to early booking for travel under Results II.8 (Better use of the Madrid & Lisbon Systems) and II.10 (Increased awareness of the Madrid & Lisbon Systems); and
- cost savings on (i) interpretation costs due to a shorter Madrid Working Group, i.e. three days instead of five days, and an increase in the use of World Server and external translation services; and (ii) a reduction in postage under II.9 (Better operations of the Madrid & Lisbon Systems) due to an increased use of electronic means.

PROGRAM 31 THE HAGUE SYSTEM**Program Manager Ms. B. Wang****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

31.1. During the 2012/13 biennium, Brunei Darussalam, Montenegro, Tajikistan and Tunisia became party to the Geneva (1999) Act of the Hague Agreement Concerning the International Registration of Industrial Designs (hereinafter referred to as “the 1999 Act”), with the accession by Tunisia representing an important step towards the objective of establishing a predominance of the 1999 Act in the system since, as a result of this accession, there remains no Contracting State bound only by the 1934 Act. Further progress towards terminating this latter treaty was achieved as four consents to that effect were received. By the end of the biennium, three consents were still required before formal termination can be pronounced.

31.2. A number of amendments to the Common Regulations and to the Administrative Instructions came into effect or were adopted during the biennium, leading to a general updating of the legal framework. The Working Group, at its second and third sessions held in Geneva in November 2012 and October 2013, favorably considered the legislative implications of the introduction of new information-technology-based innovations, such as the Hague Portfolio Manager, in the administration of the Hague System, which is expected to lead to further amendments. In addition, as from January 2012, the International Designs Bulletin was published on a weekly basis, reducing the average pendency time from filing to publication for a regular non-deferred application from nine to four weeks. Furthermore, about 80 per cent of applications and renewals were filed through the respective electronic interfaces. Finally, in 2012, an independently-conducted survey revealed a 95 per cent satisfaction rate amongst users of the Hague System.

31.3. Regarding raising awareness of the Hague System, the number of publications available in more than just the three working languages of the System continued to increase during the biennium. The number of concerned Offices providing adequate public information about the Hague System also increased.

31.4. In spite of a general growth in filings and recording activity, with notably more filings made for and from developing countries and LDCs, and in spite of exceeding the objective in terms of renewals, the volumes remained far below the anticipated growth levels. This is explained by lower results than expected in the biennium 2010/11, the latter forming the basis for the 2012/13 forecast. The lower than anticipated results for the 2010/11 biennium were due to a combination of two external factors: (i) the enduring global economic crisis; and (ii) the fact that the membership to the 1999 Act did not grow as expected. As regards the lower-than-expected decrease in irregular applications, the development of a new e-filing interface that would have led to a reduction in formal mistakes in applications was delayed and eventually not completed until mid-2013.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

31.5. The design, planning and implementation of activities by Program 31 were informed and guided by the relevant Recommendations, in particular Recommendations 1 and 6.

PERFORMANCE DATA

Expected Result: Increased awareness of the Hague System				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of first-time applicants	Not available	tbd in the course of 2011	Not available	Discontinued
No. of languages in which general information is available	The three working languages of the system	All official languages	80% of the general information is available in the six official languages.	Fully Achieved

No. of national or regional offices providing adequate information on the Hague System	About 2/3 of the offices concerned	All offices concerned	42 national or regional Offices were providing adequate information on the Hague System. Nine Offices have no web site.	Partially Achieved
Expected Result: Wider and better use of the Hague System				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of registrations, designs contained in registrations, renewals and other recordings	<i>Updated Baseline end 2011:</i> New Registrations 2,363 Designs contained 11,077 Renewals 2,821 Other recordings 4,326 <i>Original Baseline P&B 2012/13:</i> New Registrations 2,216 (2010) 2,900 (2011) Designs contained 11,238 (2010) 15,000 (2011) Renewals 2,793 (2010) 2,700 (2011) Other recordings 4,244 (2010) 5,100 (2011)	New Registrations 5,000 (2012) 7,500 (2013) Designs contained 20,000 (2012) 25,000 (2013) Renewals 2,800 (2012) 2,500 (2013) Other recordings 8,000 (2012) 12,000 (2013)	New Registrations 2,440 (2012) 2,734 (2013) Designs contained 11,971 (2012) 12,806 (2013) Renewals 3,120 (2012) 2,859 (2013) Other recordings 3,643 (2012) 3,631 (2013)	Not Achieved Not Achieved Fully Achieved Not Achieved
No. of applications from, and designations of, developing countries and LDCs	<i>Updated Baseline end 2011:</i> 20 applications from and 2,059 designations of developing countries and LDCs <i>Original Baseline P&B 2012/13:</i> 12 applications from and 2,065 designations of developing countries and LDCs (2010)	80 applications from and 7,500 designations of developing countries and LDCs	16 applications from and 2,216 ¹¹ Designations of developing countries and LDCs (2012) 22 applications from and 2,877 designations of developing countries and LDCs (2013)	Not Achieved
% of irregular applications	<i>Updated Baseline end 2011:</i> 60% <i>Original Baseline P&B 2012/13:</i> 57% (in 2010)	40% (in 2013)	62% (2012) 61.85% (2013)	Not Achieved

¹¹ Corrigendum: The number of designations of developing countries and LDCs reported in the Program Performance Report 2012 (2,211) has been amended to include the figures for Niger, which were accidentally omitted in 2012 due to a clerical error.

Expected Result: Better administration of the Hague System				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Predominance of the Geneva Act in the system as a whole system	<p><i>Updated Baseline end 2011:</i> 43 Contracting Parties to the Geneva Act and 17 Contracting Parties bound by other Acts only in 2011</p> <p><i>Original Baseline P&B 2012/13:</i> 39 Contracting Parties to the Geneva Act and 18 Contracting Parties bound by other Acts only in 2010</p>	55 Contracting Parties to the Geneva Act , 1934 Act terminated and no countries bound only by the 1960 Act outside the EU or OAPI	<p>46 Contracting Parties to the Geneva Act (Montenegro, Tajikistan and Tunisia in 2012; Brunei Darussalam in 2013).</p> <p>As at December 31, 2013, three consents were still required for the termination of the 1934 Act, and four Contracting Parties outside the EU and OAPI remained bound by the 1960 Act.</p>	Partially Achieved
Pendency for a regular non-deferred application, until publication	<p><i>Updated Baseline end 2011:</i> Four weeks</p> <p><i>Original Baseline P&B 2012/13:</i> Nine weeks</p>	Three weeks	<p>Four weeks (2012)</p> <p>Two weeks (2013)</p>	Fully Achieved
No. of fully automated processes	<p><i>Updated Baseline end 2011:</i> one</p> <p><i>Original Baseline P&B 2012/13:</i> Zero</p>	Two	Two (renewal and grant of protection)	Fully Achieved
% of requests filed through electronic interfaces	<p><i>Updated Baseline end 2011:</i> 80% of applications 60% of renewals</p> <p><i>Original Baseline P&B 2012/13:</i> 64% of international applications filed through electronic interfaces in 2010, no other requests going through electronic processes</p>	80% of applications and renewal requests filed electronically	<p>83% of applications (2012)</p> <p>86% of applications (2013)</p> <p>54% of renewals (2012)</p> <p>65% of renewals (2013)</p>	Fully Achieved
% of users satisfied with the services provided by the International Bureau	Tbd end 2011	Tbd end 2011	<p>ten per cent of the users were extremely satisfied; 42% were very satisfied; 42% were satisfied and 5% were moderately satisfied (survey carried out in May 22, 2012).</p> <p>There was no survey carried out in 2013.</p>	Not Assessable

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
II.5 Increased awareness of the Hague System	2,185	1,815	1,752
II.6 Wider and better use of the Hague System	2,153	2,806	2,784
II.7 Better administration of the Hague System	2,633	2,630	2,413
Total	6,970	7,251	6,950

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	5,373	5,814	5,814	100%
Non-personnel Resources	1,597	1,437	1,136	79%
TOTAL	6,970	7,251	6,950	96%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

31.6. The Budget after Transfer reflects an overall upward adjustment due to: (i) an increase in personnel resources deployed to information and promotion activities in relation to the Hague System. This is reflected under Result II.6 (Wider and better use of the Hague System; and (ii) the Organization's commitment, in the event of a pick-up in projected income levels, to reinstate the provisions for after service employee benefits that were initially budgeted at a lower level than in the previous biennia.

31.7. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

B. Budget Utilization 2012/13

31.8. The non-personnel budget utilization rate for the Program amounted to 79 per cent of the Budget after Transfers. This resulted primarily from savings on postage costs and a delay in IT-related work due to the postponement in the accessions of certain Contracting Parties under Result II.7 (Better administration of the Hague System).

PROGRAM 7 ARBITRATION, MEDIATION AND DOMAIN NAMES**Program Manager Mr. J. C. Wichard****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

7.1. The WIPO Arbitration and Mediation Center (WIPO Center) is recognized as the principal international resource for timely and cost effective alternatives to court litigation of IP disputes, acting as a provider of legal and organizational expertise and as an administrator of cases. This also includes the provision of services for Internet domain name disputes.

7.2. In 2012/13, the WIPO Center worked to optimize the potential of its procedures to meet the needs of IP right holders and users. In this context, the WIPO Center in 2013 published a report entitled Results of the WIPO Arbitration and Mediation Center International Survey on Dispute Resolution in International Technology Transactions¹². The Report provides data on and analysis of user expectations and experience. The WIPO Center also held arbitration and mediation workshops, and actively managed WIPO cases using up-to-date case administration infrastructure, in particular the WIPO Electronic Case Facility (ECAF).

7.3. The WIPO Center assisted IP stakeholders in establishing alternative dispute resolution (ADR) procedures adapted to the features of recurrent disputes in their areas of activity. The year 2012 saw the first cases successfully settled under a procedure for the mediation of trademark oppositions at the Intellectual Property Office of Singapore (IPOS). The WIPO Center helped develop a similar mediation option for trademark proceedings before the National Institute of Industrial Property of Brazil (INPI-BR), which became available to parties in July 2013.

7.4. In the area of film and media dispute resolution, Memoranda of Understanding were signed in 2012 between WIPO and the Korea Creative Content Agency (KOCCA) and the Ministry of Culture, Sports and Tourism (MCST) of the Republic of Korea, aiming to promote ADR services in the sectors covered by their respective activities.

7.5. In collaboration with the Secretariat of the European Telecommunication Standards Institute (ETSI), the WIPO Center in December 2013 made available tailored model agreements that companies involved in the telecom industry may use to refer a dispute concerning fair, reasonable and non-discriminatory (FRAND) licensing terms for the use of patents involved in an industry standard to WIPO Mediation and (Expedited) Arbitration, with the aim of facilitating cost- and time-effective FRAND adjudication.

7.6. In the context of the WIPO Center's policy collaboration in the area of Research & Development disputes, the Austrian Intellectual Property Agreement Guide (IPAG) in 2013 launched a set of model agreements including WIPO ADR clauses.

7.7. In the area of domain names, the WIPO Center in 2012/13 administered 5,469 cybersquatting cases covering 11,271 names under procedures based on the Uniform Domain Name Dispute Resolution Policy (UDRP). The WIPO Center developed and launched in 2012 the Domain Name Electronic Case Access Facility (DECAF), a secure WIPO panel platform for dispute pleadings. The total number of domain names in UDRP-based cases received by WIPO since 1999 surpassed 50,000.

7.8. Focusing on new Rights Protection Mechanisms adopted by the Internet Corporation for Assigned Names and Numbers (ICANN), WIPO engaged in significant IP-related policy activity in relation to the introduction by ICANN of up to 1,400 new Top Level Domains. The WIPO Center administered 69 cases as the provider of dispute resolution services under a WIPO-developed trademark-based "pre-delegation" Legal Rights Objections (LRO) procedure, capped by a WIPO Report published in December 2013¹³.

¹² <http://www.wipo.int/export/sites/www/amc/en/docs/surveyresults.pdf>

¹³ <http://www.wipo.int/export/sites/www/amc/en/docs/lroreport.pdf>

7.9. The WIPO Center liaised with the administrators of country code Top-Level Domains (ccTLDs) in different regions in relation to dispute resolution policies. In 2012/13, the WIPO Center became a provider for the .FM (Micronesia (Federated States of)), .GD (Grenada), .ML (Mali) .PW (Palau) and .TZ (United Republic of Tanzania) domains, bringing the total of ccTLDs for which WIPO provides such services to 70.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

7.10. The design, planning and implementation of activities by Program 7 were informed and guided by the relevant DA Recommendations, in particular Recommendations 1, 6 and 10. In this regard, the Center organized tailor-made arbitration and mediation programs for IP officials and practitioners, assisted IP Offices in establishing optional ADR frameworks for disputes pending before them, 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.

PERFORMANCE DATA

Expected Result: International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Increased consideration of the use of alternative dispute resolution services in intellectual property transactions, including through the use of WIPO procedures	<i>Updated Baseline end 2011:</i> 269 disputes and 65 bons offices (end 2011)	20 additional disputes and bons offices	375 disputes and 95 bons offices (cumulative per end 2013) 136 additional disputes (mediations, arbitrations and expert determinations) and bons offices	Fully Achieved
	<i>Original Baseline P&B 2012/13:</i> 225 disputes and 50 bons offices (end 2010)			
	Center Survey Results	Center Survey Results	Published Report: Results of the WIPO Arbitration and Mediation Center International Survey on Dispute Resolution in International Technology Transactions ¹⁴	Fully Achieved
	<i>Updated Baseline end 2011:</i> 4,000 incoming queries (2010/11)	4,000 additional queries	4,000 additional incoming queries	Fully Achieved
	<i>Original Baseline P&B 2012/13:</i> 2,000 incoming queries (2010)			
	<i>Updated Baseline end 2011:</i> Web visits 30 million (2010/11)	30 million	3.5 million additional visits	Not Achieved
	<i>Original Baseline P&B 2012/13:</i> Web visits 15 million (2010)			
	<i>Updated Baseline end 2011:</i> 276 participants at Center annual events (2010/11); 3,000 participants at Center external events (2010/11)	250 participants at Center annual events; 6,000 participants at Center external events	408 participants at WIPO Center annual events 4,000 participants at WIPO Center external events	Partially Achieved

¹⁴ <http://www.wipo.int/export/sites/www/amc/en/docs/surveyresults.pdf>

<p>Alternative dispute resolution policies to the development and implementation of which policies the Center has contributed</p>	<p><i>Original Baseline P&B 2012/13:</i> 125 participants at Center annual events (2010); 3,000 participants at Center external events (2010)</p>	<p>One to three additional schemes</p>	<p>Four schemes adopted (ETSI, INPI-BR, IPAG, IPOS)</p>	<p>Fully Achieved</p>
<p>Expected Result: Effective intellectual property protection in the gTLDs and the ccTLDs</p>				
<p>Performance Indicators</p>	<p>Baselines</p>	<p>Targets</p>	<p>Performance Data</p>	<p>TLS</p>
<p>Number of gTLD UDRP cases administered</p>	<p><i>Updated Baseline end 2011:</i> 20,095 gTLD cases (end 2011) <i>Original Baseline P&B 2012/13:</i> 17,772 gTLD cases (end 2010)</p>	<p>3,500 additional cases</p>	<p>24,901 gTLD cases (cumulative per end 2013) 4,806 additional gTLD cases</p>	<p>Fully Achieved</p>
<p>Number of ccTLD UDRP-based cases administered</p>	<p><i>Updated Baseline end 2011:</i> 2,135 ccTLD-only cases administered by the Center (end 2011) <i>Original Baseline P&B 2012/13:</i> 1,694 ccTLD-only cases administered by the Center (end 2010)</p>	<p>350 additional cases</p>	<p>2,788 ccTLD-only cases (cumulative per end 2013) 663 additional ccTLD-only cases</p>	<p>Fully Achieved</p>
<p>Dispute resolution policies in the Domain Name System to the development and implementation of which policies the Center has contributed</p>	<p><i>Updated Baseline end 2011:</i> UDRP (at the end of 2011, only the UDRP had been adopted, for a number of years already) <i>Original Baseline P&B 2012/13:</i> UDRP (at the end of 2010, only the UDRP had been adopted, for a number of years already)</p>	<p>Implementation in the Domain Name System of WIPO policy and process recommendations</p>	<p>Accreditation of WIPO Center for ICANN Pre-Delegation Legal Rights Objections Procedure (LRO) Accreditation of WIPO Center for ICANN Trademark Post-Delegation Dispute Resolution Procedure (TMDDRP)</p>	<p>Fully Achieved</p>
<p>Number of ccTLD administrators with WIPO-assisted design or administration of intellectual property protection mechanisms in accordance with international standards</p>	<p><i>Updated Baseline end 2011:</i> 65 ccTLD administrators (end 2011) <i>Original Baseline P&B 2012/13:</i> 65 ccTLD administrators (end 2010)</p>	<p>Six additional administrators</p>	<p>70 ccTLD administrators (cumulative per end 2013) Five additional ccTLD administrators</p>	<p>Fully Achieved</p>

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
II.11 International and domestic intellectual property disputes are increasingly prevented or resolved through mediation, arbitration and other alternative dispute resolution methods	3,175	3,541	3,424
II.12 Effective intellectual property protection in the gTLDs and the ccTLDs	7,409	6,623	6,390
Total	10,585	10,164	9,814

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	9,634	8,686	8,686	100%
Non-personnel Resources	951	1,478	1,128	76%
TOTAL	10,585	10,164	9,814	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

7.11. The Budget after Transfers reflects the reallocation of personnel to non-personnel resources, as a result of the implementation of the WIPO contract reforms in January 2013. In the Approved Budget for 2012/13, the costs of Short Term Labor contracts (SLCs) were considered as part of personnel costs. Within the context of the contract reform, a WIPO Fellowship program was created in the Arbitration and Mediation Center in 2013, to recognize the arrangement through which the Organization provides young professionals with case management experience to strengthen their knowledge and professional competence in the areas under the Arbitration and Mediation Center's responsibility. Accordingly, the budget for these fellowships was moved to non-personnel costs in 2013.

7.12. The upward adjustment under Result II.11 (International and domestic IP disputes) reflects a shift in the Center's personnel resources to better manage the demand for WIPO's ADR Services.

B. Budget Utilization 2012/13

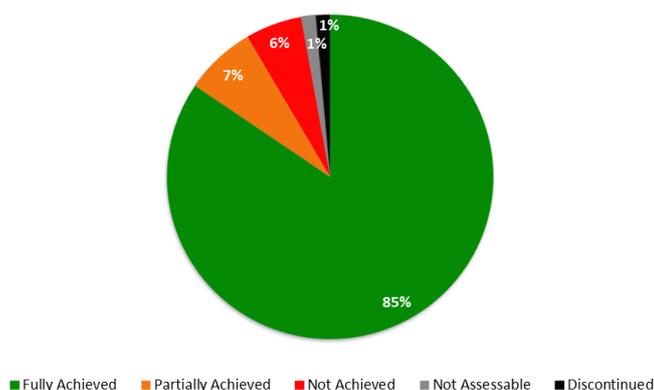
7.13. The slightly lower than expected budget utilization for non-personnel resources reflects cost savings due to: (i) a more strategic approach to the recruitment of fellows (domain name case managers); and (ii) a reduction in staff missions and travel costs due to the postponement or cancellation of certain planned events as a result of shifting priorities at the national level.

STRATEGIC GOAL III

FACILITATING THE USE OF IP FOR DEVELOPMENT

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives	No. of countries that have formulated and/or are engaged in implementation of their IP Policies, Strategies and/or Plans each year (Africa)	Program 9	●●●●
	No. of countries with appropriate mechanisms for the development and implementation of IP strategies (Arab region)	Program 9	●
	No. of countries with initiatives linked to the national IP plans (Arab region)	Program 9	●
	No. of countries with IP policies and strategies in their national approval processes (Asia and the Pacific)	Program 9	●
	No. of countries having adopted IP policies and strategies (Asia and the Pacific)	Program 9	●
	No. of countries in which activities/projects have been carried out that contribute to the formulation of IP strategies/policies (Latin America and the Caribbean)	Program 9	●
	No. of countries in which activities/projects have been carried out that contribute to the implementation of IP strategies/policies (Latin America and the Caribbean)	Program 9	●
	No. of LDCs that have included LDC-specific IP considerations in their national IP strategies and/or policies (LDCs)	Program 9	●
	No. of countries having developed national IP strategies or plans, dovetailed with national development goals	Program 10	●
	Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	No. of national IP strategies which includes an innovation and technology component	Program 30
% of policy makers, government officials, IP practitioners and examiners, enforcement agents and IP users with a better understanding of IP issues and its use for development		Program 9	●
No. of countries with available IP training programs and IP related career opportunities (Arab region)		Program 9	●
% of trained examiners using upgraded skills in their professional work (Asia and the Pacific)		Program 9	●
% of policy makers, government officials, and IP practitioners with enhanced understanding of IP issues, including how to effectively use IP for development (Asia and the Pacific)		Program 9	●
No. of national IP trainers/national experts (Latin America and the Caribbean)		Program 9	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
New or strengthened cooperation mechanisms, programs and partnerships in LDCs	No. of structured national training programs (Latin America and the Caribbean)	Program 9	●
	No. of countries in which the needs for technical assistance and capacity building have been assessed (LDCs)	Program 9	●
	No. of trainees/participants per year and geographical distribution (LDCs)	Program 9	●
	% of participants in WIPO capacity-building activities which report enhanced capacity to understand and use IP principles, systems and tools or the protection of TK and TCEs, and for management of the relationship between IP and GRs	Program 9	●
		Program 4	●
	% of trained IP office officials using upgraded skills in their work	Program 10	●
	% IP professionals attesting to an enhanced understanding of IP issues	Program 10	●
	Inclusion of development-related issues in WIPO enforcement training programs	Program 17	●
	% of trained enforcement officials that report satisfaction with the training provided, including guidance on strategic cooperation, and its usefulness for their professional life	Program 9	●
		Program 17	●
	% of participants satisfied with the quality of workshops and seminars on innovation and its commercialization	Program 9	●
		Program 10	●
		Program 30	●
		Program 3	●
	% of participants' positive rating of the usefulness of copyright related capacity building workshops	Program 3	●
	% of participants' rating of usefulness of copyright related workshops and practical use of knowledge 6 months after the workshop	Program 3	●
	No. of national copyright and related rights initiatives started directly related to the themes of workshops	Program 3	●
	No. of users from developing countries of WIPO-developed tools, models and materials on innovation and its commercialization	Program 30	●
	No. of partnerships established in LDCs among governmental organizations, private sector, NGOs, and other development partners (LDCs)	Program 9	●
	No. of IP programs implemented jointly with other UN bodies and other IGOs (LDCs)	Program 9	●
	% of IP office trainees that report satisfaction with the training provided	Program 11	●
	% of trainees that report actual use of the acquired skills in their job	Program 11	●
	% of supervisors attesting to satisfactory application of acquired skills after one year of training	Program 11	●
	No. of graduates from WIPO academy and partner academic institutions (joint offering)	Program 11	●
	No. of participants trained under the WIPO Summer Schools annually	Program 11	●
	No. of IP teachers trained by the Academy	Program 11	●
	No. of start-up academies established	Program 11	●
No. of new inter-institutional cooperation agreements	Program 11	●	
Easier access to IP education	No. of online registrations to DL courses	Program 11	●
	Completion rate of DL courses	Program 11	●
	% of DL course participants having passed the exam	Program 11	●
	No. of Academy courses incorporated in educational institutions curricula	Program 11	●
	No. of new online courses / at different levels of specialization	Program 11	●
	No. of languages in which courses are offered	Program 11	●
	No. of scholarships for developing countries, LDCs and countries with economies in transition	Program 11	●
Upgraded IP Management skills for business	% of participants that report satisfaction with the training provided	Program 11	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Increased understanding/ capacity of SMEs and SMEs support institutions to successfully use IP to support innovation and commercialization	% of trainees that report actual use of the acquired skills in their job	Program 11	●
	No. of requests for courses	Program 11	●
	% of assisted support institutions who provide information, support and advisory/consulting services on IP asset management	Program 30	●
	No. of national/regional training programs on IP asset management	Program 30	●
Development Agenda principles further mainstreamed into the Organization's programs and activities	% of SMEs support institutions satisfied with the training provided on IP asset management	Program 30	●
	No. of DA recommendations linked to Expected Results in the 2010/11 P&B	Program 8	●
	No. of DA recommendations that are linked to Performance Indicators in the 2010/11 P&B	Program 8	●
Effective planning, implementation, monitoring, evaluation and reporting on the DA recommendations	Implementation of the coordination mechanism as approved by Member States	Program 8	●
	No. of DA recommendations that have been addressed by the CDIP through projects, activities and studies	Program 8	●
	No. of projects approved by the CDIP	Program 8	●
	No. of projects proposed by Member States that are tabled for consideration by the CDIP	Program 8	●
	% of projects which are monitored on a systematic basis	Program 8	●
	% of projects which have been evaluated during the biennium	Program 8	●
	Feedback on the quality of the reports presented to the CDIP on the implementation of the DA recommendations	Program 8	●
Enhanced understanding of the Development Agenda by Member States, IGOs, civil society and other stakeholders	No. of countries requesting technical assistance through DA projects and expressing interest in DA related activities	Program 8	●
Recognition by Member States, communities, organizations and other stakeholders of the relevance and effectiveness of WIPO's resources, programs and tools	No. of requests received for WIPO's assistance	Program 4	●
Increased extrabudgetary resources available for IP for development, either through direct contributions to WIPO or access to other external funding mechanisms	An increase in fund available through Funds-in Trust arrangements	Program 20	●
	Number and financial value of WIPO implemented projects funded by existing external donor funded mechanisms	Program 20	●
	Establishment of WIPO Guidelines for Partnership with the Private Sector	Program 20	●

PROGRAM 8 DEVELOPMENT AGENDA COORDINATION**Program Manager Mr. G. Onyeama****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

8.1. The Program continued to coordinate the WIPO Development Agenda implementation, notably through the project-based implementation of the DA recommendations and an effective mainstreaming of the DA principles into the work of the Organization. In addition, the Program undertook a number of activities to support Member States in deriving benefits from the implementation of the DA. As a principal activity, the Program facilitated the work of the Committee on Development and Intellectual Property (CDIP) at four sessions of the Committee held in 2012/13.

8.2. Significant progress in the implementation of the DA recommendations was achieved in the 2012/13 biennium. The CDIP approved two new projects proposed by Burkina Faso and the Republic of Korea, considered two annual Director General's Reports on Implementation of the Development Agenda, two annual Progress Reports on the Implementation of Recommendations for Immediate Implementation and DA Projects and fourteen independent project evaluation reports. In addition, the Committee approved second phases for four completed and evaluated projects. The Committee discussed two documents forwarded by the General Assembly, namely a Description of the Contribution of the Relevant WIPO Bodies on the implementation of respective Development Agenda Recommendations, and a decision on CDIP related matters. The Committee also discussed a Report on Assessing WIPO's Contribution to the Achievement of the United Nations Millennium Development Goals (MDGs), and took note of: (i) a report on the Feasibility of Integration of the MDGs Related Needs/Outcomes into WIPO's Biennial Results Framework; and (ii) a document on the Measurement of the MDGs in other United Nations Agencies and the Contribution of WIPO to the MDGs. Furthermore, the Committee discussed a Feasibility Assessment on Possible New WIPO Activities Related to Using Copyright to Promote Access to Information and Creative Content and considered an Implementation Proposal on those Possible New WIPO Activities. The Committee continued to discuss documents on Patent-Related Flexibilities in the Multilateral Legal Framework and their Legislative Implementation at the National and Regional Levels and agreed on a Future Work Program on Flexibilities in the Intellectual Property System. The Committee continued to consider the External Review of WIPO Technical Assistance in the Area of Cooperation for Development, as it discussed the Management Response to the Review and a Joint Proposal by the Development Agenda Group (DAG) and the Africa Group. Further on this matter, it took note of a Manual on the Delivery of WIPO Technical Assistance and presentations on the restructuring of the WIPO Technical Assistance Database (TAD). As requested under the Coordination Mechanism and Monitoring, Assessing and Reporting Modalities, the Committee started discussions on the Independent Review of the Implementation of the Development Agenda Recommendations. Regarding outputs from DA projects, the Committee discussed and took note of fourteen studies undertaken in the context of the projects on IP and Public Domain, Patents and the Public Domain, IP and Competition Policy and IP, Information and Communication Technologies (ICTs), the Digital Divide and Access to Knowledge, IP and Socio-Economic Development, IP and Brain Drain and the Project on Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries. By the end of the biennium, 72 observers had participated in the work of the Committee.

8.3. The Program continued to ensure that DA related activities and projects were properly implemented, monitored, evaluated and reported upon. This included efforts to ensure an effective implementation of the 19 Recommendations for immediate implementation.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

8.4. Program 8 is responsible for the coordination of the implementation of all 45 WIPO DA Recommendations.

PERFORMANCE DATA

Expected Result: Development Agenda principles further mainstreamed into the Organization's programs and activities				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of DA recommendations linked to Expected Results in the 2010/11 Program and Budget (P&B)	26 DA recommendations are linked to at least one Expected Result	45 DA recommendations to be linked to at least one expected results in the 2014/15 P&B	45 DA recommendations are linked to at least one Expected Result.	Fully Achieved
No of DA recommendations that are linked to Performance Indicators in the 2010/11 P&B	16 DA recommendations	45 DA recommendations linked to Performance Indicators in the 2014/15 P&B	45 DA recommendations.	Fully Achieved
Implementation of the coordination mechanism as approved by Member States	Coordination Mechanisms and Monitoring, Assessing and Reporting Modalities approved by the CDIP in April 2010	Coordination Mechanisms implemented in accordance with the decision of Member States	Two Annual reports to the Assemblies on the description of the contribution of WIPO Bodies to the implementation of the respective Development Agenda Recommendations discussed by the CDIP (WO/GA/41/12 and WO/GA/43/10). ¹⁵	Fully Achieved
Expected Result: Effective planning, implementation, monitoring, evaluation and reporting on the DA recommendations				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of DA recommendations that have been addressed by the CDIP through projects, activities and studies	<i>Updated Baseline end 2011:</i> 42 recommendations (though not fully exhausted) (Dec 2011) <i>Original Baseline P&B 2012/13:</i> 42 recommendations (though not fully exhausted) (Dec 2010)	45 recommendations	45 DA recommendations.	Fully Achieved
No. of projects approved by the CDIP	<i>Updated Baseline end 2011:</i> 23 projects (end 2011) <i>Original Baseline P&B 2012/13:</i> 19 projects (end 2010)	n/a	6 additional projects (cumulative 29 projects, implementing 33 DA Recommendations approved by the CDIP).	Fully Achieved
No. of projects proposed, by Member States, that are tabled for consideration by the CDIP	<i>Updated Baseline end 2011:</i> 1 project (end 2011) <i>Original Baseline P&B 2012/13:</i> Tbd	At least one project/region (in 2012/13)	2 projects proposed by Burkina Faso and the Republic of Korea.	Fully Achieved

¹⁵ http://www.wipo.int/meetings/en/doc_details.jsp?doc_id=208882 and http://www.wipo.int/meetings/en/doc_details.jsp?doc_id=239806

% of projects which are monitored on a systematic basis	<i>Updated Baseline end 2011:</i> 100% (23 projects) <i>Original Baseline P&B 2012/13:</i> <i>Baseline:</i> 100% (17 projects)	100%	100% of the 29 projects are monitored. Progress reports prepared and submitted to the CDIP.	Fully Achieved
% of projects which have been evaluated during the biennium	<i>Updated Baseline end 2011:</i> 100% (12 projects) <i>Original Baseline P&B 2012/13:</i> 100% (14 projects)	100%	100%; 14 evaluation reports discussed by the CDIP.	Fully Achieved
Feedback on the quality of the reports presented to the CDIP on the implementation of the DA recommendations	<i>Updated Baseline end 2011:</i> Positive feedback received from the CDIP. Specific request for more analytical information in the reports <i>Original Baseline P&B 2012/13:</i> Not available	Positive feedback from the CDIP	Positive feedback received from the CDIP. Specific requests continued to be made for more analytical information in the reports.	Fully Achieved
Expected Result: Enhanced understanding of the Development Agenda by Member States, IGOs, civil society and other stakeholders				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of countries requesting technical assistance through DA projects and expressing interest in DA related activities	<i>Updated Baseline end 2011:</i> Projects and DA related activities in 50 countries <i>Baseline:</i> Projects and DA related activities in 50 countries	Projects and DA related activities in 50 countries	Projects and DA related activities in 50 countries.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
III.6 Development Agenda principles further mainstreamed into the Organization's programs and activities	2,505	2,341	2,060
III.7 Effective planning, implementation, monitoring, evaluation and reporting on the DA recommendations	759	669	637
III.8 Enhanced understanding of the Development Agenda by Member States, IGOs, civil society and other stakeholders	1,523	924	644
Total	4,788	3,934	3,341

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	2,813	2,273	2,273	100%
Non-personnel Resources	1,975	1,662	1,068	64%
TOTAL	4,788	3,934	3,341	85%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

8.5. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium. In addition, the Conference on IP and Development, scheduled to take place during the biennium, was postponed upon request of the Chair of the CDIP, due to a lack of agreement among Member States on the speakers for the Conference.

8.6. The decrease in the allocation of personnel resources was primarily due to the delay in the recruitment on several vacant posts in the Program.

B. Budget Utilization 2012/13

8.7. The budget utilization of 64 per cent was primarily due to lower than expected expenditure on: (i) CDIP sessions due to cost savings on third party travel (Result III.6); (ii) Development Agenda promotion and communication due to the organization of fewer national and regional seminars than originally expected (Result III.8); and (iii) savings on contractual services for the evaluations of completed DA projects (Result III.7).

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

Program Manager Mr. G. Onyeama

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

9.1. Facilitating the use of IP for development and empowering developing countries and LDCs to harness IP for enhancing national innovation potential and capacities continued to drive the work of the Program throughout the biennium. Serving as the primary interface between these Member States, on the one hand, and the various Programs of WIPO, on the other hand, the Program was critical in ensuring country-specific, needs-based, coherent and well-coordinated delivery of technical assistance.

9.2. During the biennium, the use of various tools such as needs assessments and programming missions to inform country plans has resulted in the strengthening of the program of technical cooperation and improvement of the delivery of development oriented activities to developing countries and LDCs, while taking into account the diversity of the growing needs of all beneficiary countries. Overall, there has been an enhanced mainstreaming of development across various specialized Programs of the Organization in line with the DA Recommendations.

9.3. In addition to continuing to strengthen existing partnerships, new partnerships were established during the biennium with other regional economic communities and Intergovernmental Institutions, namely the Cooperation Council for the Arab States of the Gulf (GCC), the *Union économique et monétaire ouest-africaine* (UEMOA), the *Organisation internationale de la francophonie* (OIF), and the *Agence universitaire de la Francophonie* (AUF), with the aim of creating and/or enhancing synergies for greater development results.

9.4. In addition, the Program continued its focus on the four pillars identified in the Medium Term Strategic Plan (MTSP) 2010-2015, being primary responsible for national IP strategies and policies and human resources capacity building, and coordinating activities related to institutional and technical infrastructure and legislative and regulatory frameworks.

9.5. During the biennium, WIPO continued to assist developing countries and LDCs in the design, development and implementation of National IP Strategies that are both consistent with their overall development plans and able to foster innovation and creativity. Through the project on *Improvement of National, Sub-Regional and Regional IP Institutional and User Capacity*, which was completed in May 2012, a standardized, though flexible, methodology and a set of practical tools for the formulation of national IP strategies and plans were developed. The methodology and tools were mainstreamed in 2013 for use in national IP strategy formulation processes in developing countries and LDC's. During the biennium, IP strategy/plans were adopted in 10 countries (three in Africa, one in the Arab region, three in the Asia and the Pacific region, and three in the Latin America and Caribbean region). IP strategy formulation and implementation were initiated or progressed in 33 countries (13 in Africa, four in the Arab region, eight in the Asia and the Pacific region and eight in the Latin America and the Caribbean region). Two LDCs (Bangladesh and Ethiopia) have included LDC-specific IP considerations in their national IP strategies and/or policies during the biennium, bringing the total number of LDCs which have included such considerations to six, and two LDCs (Madagascar and Nepal) are in the final stages. Activities/projects that contribute to the implementation of IP strategies/policies have been carried out in 21 countries (five in Africa; four in the Arab region; 12 in the Latin America and Caribbean region).

9.6. The Program continued to focus extensively on enhancing human resources capabilities to deal with the broad range of requirements for the effective use of IP for development and fostering innovation and creativity. The implemented activities have led to an increase in the number of trainers at the national level and widened their diversity. The scope and structure of training and capacity building activities in 2012/13 ranged from awareness-building to focused capacity building programs for specific targets groups such as policy-makers, IP professionals, researchers and academics, entrepreneurs and industrialists at the national, sub-regional and regional levels.

9.7. Facilitating access to global technology information databases remained a high priority throughout the biennium. Technology Innovation Support Centers (TISCs) were established in 19 additional countries during 2012/13.

9.8. During the biennium, WIPO continued to strengthen its assistance to IP Offices in developing countries and LDCs to enable them to provide more cost-effective and higher-quality services to their stakeholders. The introduction of tools such as IP Automation System (IPAS) and WIPOScan along with enhancements to existing systems such as the WIPO Electronic Document Management System (EDMS) and the WIPO Digital Access Service (DAS) has produced significant results. (See Program 15).

9.9. During this biennium, the Program facilitated and internally coordinated the accession of many countries to treaties and conventions administered by WIPO: two countries in Africa (Botswana and Rwanda); six countries in the Arab region (Algeria, Bahrain, Qatar, Saudi Arabia, Syrian Arab Republic, Tunisia); three countries in the Asia and the Pacific region (Brunei Darussalam, India, Islamic Republic of Iran); and three countries in the Latin America and Caribbean region (Colombia, Mexico, Panama). Two countries in the Arab region, namely Egypt and Tunisia, have included IP provisions in their new Constitutions.

9.10. WIPO continued to provide technical assistance to developing countries and LDCs in formulating and modernizing legislation in the field of IP, taking into account specific national requirements and international flexibilities. To better articulate WIPO's priority areas, the Manual on the Delivery of WIPO Technical Assistance¹⁶ was finalized in 2013, with an anticipated publication date in 2014. The Manual seeks to serve as a portal to technical assistance activities and services offered by WIPO and is addressed to Member States, institutions and individuals interested in WIPO technical assistance programs in developing countries, LDCs and countries in transition. In addition, the special attention to LDCs also included targeted cooperation activities in the areas of innovation, creativity and development. The WIPO Deliverables adopted in 2011 on the occasion of the Fourth United Nations Conference on the Least Developed Countries (UN - LDC IV) continued to instill greater cohesion and focus in the delivery of technical assistance to LDCs throughout the biennium.

9.11. The Special Projects Division, created in May 2012 for the purpose of developing innovative IP and development projects in coordination with concerned specialized Sectors, Divisions and Regional Bureaus, focused on the implementation of methodologies to identify, protect and brand origin-based products in selected developing countries; raising awareness of IP considerations in the African fashion design business; protecting cultural heritage and cultural expressions in the Caribbean; and the development of practical tools for IP valuation. In the context of such projects, and wherever possible, training materials were developed with a view to capture valuable content and lessons learned in recurring capacity-building programs carried out by the Development Sector.

9.12. Benefits continued to be garnered from the ongoing deployment and improvement of specialized databases. In addition to the three existing and expanded databases on IP Technical Assistance (IP-TAD), IP Development Matchmaking (IP-DMD) and the Roster of Consultants (IP-ROC), which were mainstreamed in 2012, two new tailor-made databases were developed and implemented to support the mainstreaming of DA Recommendations in WIPO technical assistance and substantive work, i.e. a database to capture baseline data to be used in national processes for the formulation of national IP strategies (NIPS-D); and an interface for the South-South DA Project enabling the sharing of information contained in the IP-TAD and IP-ROC with countries from the Southern hemisphere.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

9.13. Program 9 remained one of the major implementers of the WIPO DA. The design, planning and implementation of activities by this Program were informed and guided by the relevant DA Recommendations, in particular Recommendations under Cluster A on WIPO's technical assistance and capacity building.

9.14. Under the DA Project DA_05_01 the Intellectual Property Technical Assistance Database (IP-TAD)¹⁷ was established and fully integrated with the Roster of Consultants (ROC)¹⁸. The project was independently evaluated and an evaluation report presented to, and discussed in, the CDIP. In addition,

¹⁷ <http://www.wipo.int/tad/en/>

¹⁸ <http://www.wipo.int/roc/en/>

the IP Development Matchmaking Database (IP-DMD)¹⁹ was launched. The project was evaluated and the evaluation discussed by the CDIP.

9.15. The DA Project on Improvement of National, Sub-regional and Regional IP Institutional and User Capacity was completed and independently evaluated. Six pilot countries (Algeria, the Dominican Republic, Mali, Moldova, Mongolia and the United Republic of Tanzania) completed the formulation of draft national IP strategies and action plans using the proposed WIPO methodology and submitted the strategy documents to their respective Governments for approval. In addition, a pool of experienced national and international experts was created, providing a valuable resource for assisting other potential interested countries in the IP strategy formulation process.

9.16. The DA project on IP and Product Branding for Business Development in Developing and Least Developed Countries continued to be implemented in the three selected pilot countries, namely Panama, Thailand and Uganda and was completed at the end of 2013. Product-specific IP and branding strategies were developed with a view to adding value to the products' unique characteristics and strong branding potential.

9.17. The DA Project on Capacity-Building in the Use of Appropriate Technology-specific Technical and Scientific Information as a Solution for Identified Development Challenges was completed and independently evaluated. Its implementation was conducted in three pilot LDCs, namely Bangladesh, Nepal and Zambia. National expert groups in each of these countries identified national priority needs. Based on these needs, WIPO, in cooperation with the European Patent Office (EPO), United States Patent and Trademarks Office (USPTO), Japan Patent Office (JPO), and experts from Germany and India, identified the relevant technological solutions to the identified problem areas in order to prepare technical patent landscape reports. Following the identification of the most appropriate technologies by the national experts, business plans were prepared for each of the need areas for the implementation of the projects. This process was then subject to national consultations and multi-stakeholder fora to critically examine and endorse the approach. The CDIP agreed that a Phase II of this project, extending its scope to additional LDCs, should be prepared and presented to the Committee in 2014.

9.18. The Project on Enhancing South-South Cooperation on IP and Development among Developing Countries and LDCs was completed at the end of 2013. Two WIPO Inter-Regional Meetings on South-South Cooperation were organized in Brasilia in August 2012 and Cairo in May 2013, and two Annual Conferences on Intellectual Property and Development were held in Geneva. Moreover, significant progress was made on the implementation of the project's web-based activities, namely the introduction of South-South functionalities in the WIPO IP Technical Assistance Database (IP-TAD), the IP Development Matchmaking Database (IP-DMD) and the WIPO Roster of Consultants (ROC), and the creation of a WIPO web page and virtual network on South-South cooperation. A project-bound Focal Point on South-South Cooperation in the WIPO Secretariat was also appointed in 2013 to strengthen WIPO's coordination with UN system-wide activities on South-South cooperation.

9.19. The Program was also a main partner in the DA Project on Enhancement of WIPO's Results Based Management (RBM) Framework to Support the Monitoring and Evaluation of Development Activities, which was completed and independently evaluated in 2013.

¹⁹ www.wipo.int/dmd

PERFORMANCE DATA

Expected Result: Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of countries that have formulated and/or are engaged in implementation of their IP Policies, Strategies and/or Plans each year (Africa)	Two countries have adopted IP policies	At least four countries have adopted IP policies	<ul style="list-style-type: none"> – Ethiopia (adopted) – Ghana (adopted and endorsed by Parliament) – Senegal (MoU signed in 2011; under implementation) – Formulation completed and adoption pending in Chad, the Gambia, Kenya, Malawi, Mauritius, Seychelles, Sierra Leone and the United Republic of Tanzania 	Partially Achieved
	Four countries have adopted national IP development plans	At least eight countries have adopted national IP development plans	Comoros (IPDP validated) Process stalled in the following countries: Burundi, the Gambia, Lesotho, and Mauritius.	Not Achieved
	Three countries have completed formulation of national IP policies and strategies	At least six countries have completed formulation of national IP policies and strategies	Eight countries: <ul style="list-style-type: none"> – Botswana (IP Strategy) – Chad (IP Policy) – the Congo (IP Strategy) – the Gambia (IP Strategy and Policy) – Kenya (IP Policy) – Mauritius (IP Policy) – Seychelles (IP Strategy and Policy) – the United Republic of Tanzania (IP Strategy and Policy) 	Fully Achieved
No. of countries with appropriate mechanisms for the development and implementation of IP strategies (Arab region)	Five countries	Five countries (in 2012/13)	National IP innovation strategy adopted in Oman and in the course of adoption in Algeria. National IP innovation strategy under development in three countries: Qatar, Tunisia and the United Arab Emirates.	Partially Achieved
No. of countries with initiatives linked to the national IP plans (Arab region)	Two countries	Four countries (in 2012/13)	Four countries (Algeria, Egypt, Qatar, Yemen) and one union (GCC).	Fully Achieved
No. of countries with IP policies and strategies in their national approval processes (Asia and the Pacific)	<i>Updated Baseline end 2011:</i> Four countries <i>Original Baseline P&B 2012/13:</i> nil	Six countries	Four countries (Cambodia, Sri Lanka, Tonga and Vanuatu) have IP policies and/or strategies in their national approval processes. A draft IP Policy is currently under review in one country (Viet Nam). Work is in progress in two countries (Nepal and Solomon Islands). One country (Cook Island) deferred its plan for developing an IP Strategy.	Partially Achieved
No. of countries having adopted IP policies and strategies (Asia and the Pacific)	<i>Updated Baseline end 2011:</i> Two countries <i>Original Baseline P&B 2012/13:</i> nil	Three countries	Three countries (Bangladesh, Cambodia and Samoa) have adopted an IP Policy and Strategy; Two targeted countries (Bhutan and Mongolia) are in the final stage of the national approval process.	Fully Achieved
No. of countries in which activities/projects have been carried out that contribute to the formulation of IP strategies/ policies (Latin America and the Caribbean)	Seven countries	Eight countries (in 2012/13)	Ten countries (Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Saint Kitts and Nevis, Trinidad and Tobago).	Fully Achieved

No. of countries in which activities/projects have been carried out that contribute to the implementation of IP strategies/ policies (Latin America and the Caribbean)	<i>Updated Baseline end 2011:</i> Four countries <i>Original Baseline P&B 2012/13:</i> Seven countries	16 countries	12 countries (Argentina, Barbados, Colombia, Costa Rica, the Dominican Republic, El Salvador, Honduras, Mexico, Nicaragua, Panama, Trinidad and Tobago, and Uruguay).	Partially Achieved
No. of LDCs that have included LDC-specific IP considerations in their national IP strategies and/or policies (LDCs)	Four LDCs	At least eight LDCs (cumulative)	Two additional LDCs (Bangladesh and Ethiopia) have adopted draft national innovation and IP policies and/or strategies that include LDC-specific considerations, bringing the cumulative number to six LDCs. Two LDCs (Madagascar and Nepal) are in the final stages of completing draft national IP policies that include LDC-specific considerations. In addition, WIPO continued to work with Mozambique, Rwanda, Senegal and Zambia to facilitate the implementation of relevant IP policy recommendations at the national level. Djibouti has deferred the process.	Fully Achieved

Expected Result: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition

Performance Indicators	Baselines	Targets	Performance Data	TLS
% of policy makers, government officials, IP practitioners and examiners, enforcement agents and IP users with a better understanding of IP issues and its use for development (Africa)	Data not available	60%	70% (920 out of 1,314) of IP professionals, Heads of IP and CR Offices, Examiners, Lawyers, Legal Draftsmen, Government Officials, Artistic Creators, Inventors, Researchers, members of the Judiciary and law enforcement, SMEs, Agriculture and Agro-foods industries and private sector, members of the Academia received training from the following countries: Angola, Benin, Burkina Faso, Burundi, Botswana, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, the Congo, Côte d'Ivoire, the Democratic Republic of the Congo, Equatorial Guinea, Eritrea, Ethiopia, Gabon, the Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritius, Mauritania, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tomé & Príncipe, Senegal, Seychelles, Sierra Leone, South Africa, Swaziland, the United Republic of Tanzania, Togo, Uganda, Zambia, Zimbabwe.	Fully Achieved
No. of countries with available IP training programs and IP related career opportunities (Arab region)	Five countries	Three countries (in 2012/13)	One country has established a Start-up IP Academy (Tunisia) and one country (Egypt) has initiated a Start-up Academy. <i>Institut national algérien de la propriété industrielle (INAPI)</i> provides IP related training programs in the field of patent information and research.	Fully Achieved
% of trained examiners using upgraded skills in their professional work (Asia and the Pacific)	Data not available	70%	Around 90% of evaluated trained examiners use upgraded skills in their professional work.	Fully Achieved
% of policy makers, government officials, and IP practitioners with enhanced understanding of IP	Data not available	60%	Around 80% of evaluated participants indicated a better understanding of IP issues.	Fully Achieved

issues, including how to effectively use IP for development (Asia and the Pacific)				
No. of national IP trainers/national experts (Latin America and the Caribbean)	151 national experts/trainers	230 national experts/trainers (cumulative)	Total of national experts/trainers in the biennium: 250 – 80 (2012) – 170 (2013)	Fully Achieved
No. of structured national training programs (Latin America and the Caribbean)	<i>Updated Baseline end 2011:</i> 31 activities (no national programs) <i>Original Baseline P&B 2012/13:</i> 31 national programs	59 national programs	Total activities - 75 National activities: 31 (2012) and 13 (2013) Sub-regional activities: 14 (2012) and 17 (2013)	Fully Achieved
No. of countries in which the needs for technical assistance and capacity building have been assessed (LDCs)	Needs assessment of 5 LDCs	Needs assessment for at least 15 LDCs (cumulative)	26 LDCs Africa: – ARIPO Member States: the Gambia, Lesotho, Malawi; Mozambique, Rwanda, Sierra Leone, Sudan, Uganda, the United Republic of Tanzania and Zambia, plus Ethiopia (Observer); – OAPI Member States: Benin, Burkina Faso, Burundi, Chad, Guinea, Madagascar, Mali, Mauritania, Niger, Central African Republic, Senegal and Togo Asia and the Pacific: Bangladesh, the Lao People's Democratic Republic and Nepal.	Fully Achieved
No. of trainees/ participants per year and geographical distribution (LDCs)	Total of 502 trainees/participants across all regions	Increase in numbers of trainees/ participants	A total of 1,907 trainees/participants from across all regions benefitted from WIPO skills development, training and capacity building programs. (biennium) – 1,065 (2012) (23 LDCs from Africa and 5 LDCs from Asia) – 842 (2013) (28 LDCs from Africa and 6 LDCs from Asia)	Fully Achieved
% of participants in WIPO capacity-building activities which report enhanced capacity to understand and use IP principles, systems and tools or the protection of TK and TCEs, and for management of the relationship between IP and GRs	First time this Performance Indicator has been used in this Program	75%	95% (feedback questionnaire used in five activities organized by the TK Division).	Fully Achieved
% of trained enforcement officials that report satisfaction with the training provided, including guidance on strategic cooperation, and its usefulness for their professional life	No current data available	75%	The average rate of satisfaction expressed by the participants to the capacity-building activities in terms of the topics, interest of the participants in the subject matter and quality of presentations was over 85%. (Program 17)	Fully Achieved
% of participants satisfied with the quality of workshops and seminars on innovation and its commercialization	General feedback available, but no specific data	90%	Based on 2013 evaluations for four additional training events (using a newly developed survey), 100% of participants were satisfied with the quality of the workshops (93.8 % considered very high and high quality), and 100% estimated very high and high quality of presentations and speakers.	Fully Achieved

Expected Result: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of national TISC networks launched	<i>Updated Baseline end 2011:</i> 18 TISC networks ²⁰ Africa (7), Arab region (4) Asia and the Pacific (2) Latin America and the Caribbean (5) <i>Original Baseline P&B 2012/13:</i> Nine national TISC networks launched (1 quarter 2011): Africa (3) Arab region (3) Asia and the Pacific (1) Latin America and the Caribbean (2)	18 additional national TISC networks launched: Africa (9), all in LDCs Arab region (2) Asia and the Pacific (3), all in LDCs Latin America and the Caribbean (4)	18 Additional TISC networks launched in 2012/13: Africa (12), Arab region (2), Latin America and the Caribbean (4). 36 TISC networks established: Africa (19), Arab region (6), Asia and the Pacific (2), Latin America and the Caribbean (9) (cumulative).	Fully Achieved
No. of users serviced by TISCs per quarter and country	<i>Updated Baseline end 2011:</i> 200 (min.) – 630 (max.) average no. of users serviced by TISCs per day <i>Original Baseline P&B 2012/13:</i> tbd by end 2011	tbd by end 2011	532 (min.) to 1370 (max.) average no. of users serviced by TISCs per day during 2013.	Not Assessable
No. of Member States that have developed their IP framework and established TTOs	Framework pilot project adopted and funding committed	Regional targets tbd	The following Universities/Institutions were directly assisted in developing their knowledge transfer ecosystem, policy and infrastructure: (i) five in Chile: National Institute of Agricultural Research (INA); Pontific Catholic University of Chile (Santiago); University of Concepción; Pontific Catholic University of Valparaiso and University of La Frontera; (ii) five UNESCWA; (iii) six in Morocco; (iv) five in the Philippines; and (v) one in Ghana. In addition, a Needs Assessment was completed for the implementation of a TTO project in Tunisia, addressing technology needs of the following institutions: Institut Pasteur, University of Monastir, Centre of Biotechnology of Sfax, National Center for Leather and Shoes and Techno-Park El Ghazala. An action plan for Tunisia was also adopted.	Not Assessable
Expected Result: Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of Offices with fully automated vs partially automated IP administration systems provided by WIPO	Africa (14) Arab (13) Asian and Pacific (7) Latin America and the Caribbean (12)	Africa (4 additional) Arab (4 additional) Asian and Pacific (4 additional) Latin America and the Caribbean (7 additional)	No. of fully automated Offices end 2012/13 biennium: 38 - Africa (10) (Botswana, Kenya, Madagascar, Malawi, Mozambique, Namibia, Seychelles, United Republic of Tanzania, Zambia, Zimbabwe) - Arab (10) (Algeria, Bahrain, Egypt, Kuwait, Libya, Oman, Palestine, Qatar, Syria Tunisia)	Fully Achieved

²⁰ Corrigendum: The updated baseline figures for the Africa and Arab regions were inverted in the publication of the Program Performance Report for 2012 (WO/PBC/2012). These figures have now been corrected.

No. of Offices with IP data online in WIPO databases	Total 20 (Regional breakdown tbd)	Total 40 (Regional breakdown tbd)	<ul style="list-style-type: none"> - Asia and the Pacific (9) (Bangladesh, Bhutan, Brunei Darussalam, Indonesia, Nepal, Pakistan, Papua New Guinea, the Philippines, Sri Lanka) - Latin America and the Caribbean (9) (Barbados, Belize, Chile, Cuba, the Dominican Republic, Jamaica, Saint Lucia, Trinidad and Tobago, Uruguay) <p>No. of partially automated Offices end 2012/13 biennium: 20</p> <ul style="list-style-type: none"> - Africa (9) (ARIPO, the Gambia, Ghana, Mauritius, Rwanda, South Africa, Uganda, the United Republic of Tanzania, Zimbabwe) - Arab (4) Djibouti, Jordan, Lebanon, Morocco, Oman, United Arab Emirates) - Asia and the Pacific (2) (Cambodia, the Lao People's Democratic Republic) - Latin America and the Caribbean (5) (Argentina, Bahamas, Brazil, Costa Rica, Panama) <p>Total: 58 Offices using WIPO IP administration systems end 2012/13 biennium</p> <ul style="list-style-type: none"> - Africa (19) - Arab (14) - Asia and the Pacific region (11) - Latin America and the Caribbean (14) 	Fully Achieved
No. of Groups of Offices participating in a common platform	One	Three (cumulative)	<p>PATENTSCOPE:</p> <ul style="list-style-type: none"> - Africa (3) (ARIPO, Kenya, South Africa) - Arab (5) (Bahrain, Egypt, Jordan, Morocco, United Arab Emirates) - Asia and the Pacific (4) (China, the Republic of Korea, Singapore, Viet Nam) - Latin America and the Caribbean (16) (Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Uruguay) <p>Global Brand Database:</p> <ul style="list-style-type: none"> - Arab (4) (Algeria, Egypt, Morocco, the United Arab Emirates) - Asia and the Pacific (2) (the Philippines, Singapore) 	Fully Achieved
No. of Offices processing PCT and Madrid data with the support of WIPO supplied systems	Total 5 (regional breakdown tbd)	Total 20 (cumulative) (regional breakdown tbd)	<p>Seven participating Offices from different regions. The question of having different groups of offices is no longer relevant. Offices adhere to the common platform from all over the world and not in regional groups.</p> <p>32 Offices processing PCT and Madrid data with the support of WIPO supplied systems</p>	Fully Achieved

	<p>PCT data:</p> <ul style="list-style-type: none"> - Africa (6) (Botswana, Kenya, Madagascar, Mozambique, United Republic of Tanzania, Zambia) - Arab (5) (Algeria, Bahrain, Egypt, Morocco, Tunisia) - Asia and the Pacific (4) (Indonesia, Papua New Guinea, the Philippines, Sri Lanka) - Latin America and the Caribbean (7) (Barbados, Belize, Chile, Cuba, the Dominican Republic, Saint Lucia, Trinidad and Tobago) <p>TOTAL: 22</p> <p>Madrid data:</p> <ul style="list-style-type: none"> - Africa (7) (Botswana, Ghana, Kenya, Madagascar, Mozambique, Namibia, Zambia) - Arab (1) (Algeria) - Asia and the Pacific (1) (Bhutan) - Latin America and the Caribbean (1) (Cuba) <p>TOTAL: 10</p>
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Expected Result: Tailored and balanced IP legislative, regulatory and policy frameworks

Performance Indicators	Baselines	Targets	Performance Data	TLS
<p>No. of requests for and types of legislative advice related to patents, utility models, trade secrets and integrated circuits, including relevant IP flexibilities</p>	<p><i>Updated Baseline end 2011:</i> In 2011, 10 written comments were provided to Member States. In addition, 8 events were organized, to discuss, revise and draft legal texts or to analyze policy options</p> <p><i>Original Baseline P&B 2012/13:</i> In 2010, 12 comments were provided to Member States</p>	<p>25 comments on drafts prepared by Member States and 10 draft laws prepared by the Secretariat (in 2012/13) (regional breakdown tbd)</p>	<p>18 written comments/drafts of patent laws were provided to Member States</p> <ul style="list-style-type: none"> - Africa (3) - Asia and the Pacific (9) - Latin America and the Caribbean (6) <p>Additionally, with the aim to discuss, revise and draft legal texts or to analyze policy options, an increasing number of consultations with authorities and other stakeholders were organized</p> <ul style="list-style-type: none"> - Africa (4) - Asia and the Pacific (9) - Latin America and the Caribbean (7) 	<p>Fully Achieved</p>
<p>No. of countries which found WIPO's legislative advice related to patents, utility models, trade secrets and integrated circuits useful</p>	<p>Not available</p>	<p>90%</p>	<p>A survey conducted by IAOD covering a representative number of Member States which were recipients of legislative advice provided by WIPO, as well as evaluation questionnaires received by the Secretariat showed a level of satisfaction above 90% concerning the quality of the assistance provided. A mechanism for systematic evaluation has been put in place for the biennium 2014/15.</p>	<p>Fully Achieved</p>
<p>% of countries which found the provided information concerning the legal principles and practices of the patent system, including the flexibilities existing in the system and the challenges it faces, useful</p>	<p><i>Updated Baseline end 2011:</i> SCP and CDIP reports provide feedback from Member States (no statistics available)</p> <p><i>Original Baseline P&B 2012/13:</i> Not available</p>	<p>90%</p>	<p>All feedback received indicated that the provided information was useful. According to a survey conducted in conjunction with the IAOD evaluation of Program 1, more than 90% of respondents rated the quality of substantive documents prepared by the Secretariat "excellent" or "good".</p>	<p>Fully Achieved</p>

% of satisfied participants in targeted workshops/ seminars held on specific patent-related questions	Not available	90%	92.5% of participants in workshops/seminars organized by the Program were satisfied with the organized events.	Fully Achieved
No. of Member States having received legislative advice in the area of trademarks, industrial designs and geographical indications	<i>Updated Baseline end 2011:</i> 19 (2010) 20 (2011) <i>Original Baseline P&B 2012/13:</i> 18 (2010) 19 (2011)	Legislative advice provided to 38 Member States and/or Regional Groups of Member States (in 2012/13) (regional breakdown tbd)	2012: Advice was provided to 11 Member States on 18 individual pieces of draft legislation (Africa 2; Arab 1; Asia and the Pacific 1; Latin America and the Caribbean 7). 2013: Advice was provided to 13 Member States on 18 individual pieces of draft legislation (Africa 2, Latin America and Caribbean 3 and Asia and the Pacific 8) in 2013.	Partially Achieved
No. of countries providing positive feedback on the usefulness of the provided legislative advice in the area of trademarks, industrial designs and geographical indications	Data not available	70%	Positive feedback received from nine out of 13 countries. Four countries did not reply.	Fully Achieved
No. of countries provided with technical assistance on new or updated legislative frameworks for effective enforcement, taking into account flexibilities in Part III of TRIPS	One regional group (Africa) One country (Asia)	Four countries (in 2012/13)	(i) One regional group (Africa) and nine countries - Africa (3), Asia and the Pacific (5), Latin America and the Caribbean (1) - were provided with legislative comments; (ii) Diagnostic missions were undertaken in two countries - Africa (1) and Asia and the Pacific (1); Legal drafters of four Member States - Africa (2) and Asia and the Pacific (2) - were invited to Geneva.	Fully Achieved
Expected Result: New or strengthened cooperation mechanisms, programs and partnerships in LDCs				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of partnerships established in LDCs among governmental organizations, private sector, NGOs, and other development partners (LDCs)	<i>Updated Baseline end 2011:</i> Within the context of the DA Project on Appropriate Technology 3 expert groups, 3 multi stakeholders groups have been established (Total of 6) in Bangladesh, Nepal and Zambia composed of public and private sector <i>Original Baseline P&B 2012/13:</i> Nil	Establishment of partnerships in at least five LDCs	Two new partnerships on appropriate technologies in Ethiopia and Uganda were initiated in 2013. The partnerships initiated in Bangladesh, Nepal, and Zambia in 2011 were further strengthened in 2012/13 through the establishment of expert and multi-stakeholder groups on appropriate technologies.	Fully Achieved
No. of IP programs implemented jointly with other UN bodies and other IGOs (LDCs)	Cooperation with the UN and other Organizations: (i) UN LDC IV Conference, Istanbul, Turkey (ii) WTO organized TRIPS meetings in Senegal, Uganda and Bangladesh	Two regional fora in cooperation with the UN and two regional fora in cooperation with WTO	WIPO cooperated with other organizations in the implementation of activities for the benefit of LDCs. Workshop on Intellectual Property and Priority Needs Assessment, Arusha, the United Republic of Tanzania, June 3-4, 2013 (WIPO, WTO and the Government of Tanzania). Round table on public-private partnership in the development and commercialization of appropriate technology, Addis Abba, Ethiopia (WIPO, Republic of Korea and the Government of Ethiopia).	Partially Achieved

	<p>Economic Community of West African States and WIPO with the Government of Côte d'Ivoire– Ministerial Meeting, December 4-6, 2013.</p> <p>WIPO participated in Inter-Agency Consultative Group Meetings organized by the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS) - a UN system consultative process on UN's cooperation with LDCs.</p> <p>WIPO provided technical and advisory assistance to the LDCs under WTO's needs assessment process addressing LDCs needs and priorities for implementation of the TRIPS agreement during their grace period. WIPO participated actively in regional, sub-regional and national programs organized by WTO for the benefit of LDCs.</p>
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BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
I.4 Tailored and balanced IP legislative, regulatory and policy frameworks	3,433	3,583	3,158
III.1 Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives	8,363	10,235	9,356
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	15,420	14,839	14,923
III.3 New or strengthened cooperation mechanisms, programs and partnerships in LDCs	1,517	1,057	941
III.5 Upgraded IP Management skills for business	120	1,366	1,305
III.6 Development Agenda principles further mainstreamed into the Organization's programs and activities	1,418	0	0
III.7 Effective planning, implementation, monitoring, evaluation and reporting on the DA recommendations	461	0	0
IV.2 Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain		1,055	955
IV.5 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	3,690	2,429	1,834
Total	35,102	34,562	34,472

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	22,512	23,670	23,670	100%
Non-personnel Resources	12,590	10,892	8,801	81%
TOTAL	35,102	34,562	32,472	94%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

9.20. The total 2012/13 non-personnel Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

9.21. As regards the Budget after Transfer per result, the following adjustments were made in the biennium:

- a transfer of resources in respect of the DA project South-South Cooperation on IP and Development among Developing Countries and LDCs under Result III.6 (Mainstreaming of DA) to the Reserve Funds;
- the allocation of additional resources for the development of national IP strategies under Result III.1 (National IP Strategies) due to the enhanced focus on these activities, including the implementation of the DA Project on National IP Strategies;
- a shift in resources from Result III.3 (New or strengthened cooperation mechanisms, programs and partnerships in LDCs) to Result IV.2 (Enhanced access to, and use of, IP information and knowledge) reflecting an enhanced focus on establishing TISCs in LDCs and the implementation of the DA Project on Appropriate Technologies in LDCs;
- a shift in resources from Result III.7 (Effective monitoring of DA recommendations) to Result III.5 (Upgraded IP Management skills for business) reflecting the implementation of the DA Project on Product Branding; and
- a decrease in resources under Result IV.5 (Enhanced technical and knowledge infrastructure) due to the continued implementation of the mainstreaming of IP Offices infrastructure related activities into Program 15.

B. Budget Utilization 2012/13

9.22. The non-personnel budget utilization rate for the Program amounted to 81 per cent of the Budget after Transfers. The under-utilization of non-personnel resources resulted primarily from:

- the deferment of certain planned activities related to accession, treaties and conventions administrated by WIPO, legislative assistance and global IP infrastructure due to a longer than expected duration of preparatory work required for the implementation of certain events;
- cancellation or postponement of certain activities related to development and implementation of IP strategies/policies, legislative assistance and building respect for IP due to continued security concerns and/or political situations in certain countries; and
- cost savings due to the changes in the delivery model of certain activities related to development of IP strategies/policies.

PROGRAM 10 COOPERATION WITH CERTAIN COUNTRIES EUROPE AND ASIA**Program Manager Director General****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

10.1. Program 10 continued to develop and, in cooperation with all relevant Sectors, coordinate the implementation of country cooperation activities in Central European and Baltic States, Central Asian, Eastern European and Caucasian countries, as well as some Mediterranean countries.

10.2. The Program further enhanced its long term planning and adopted a strategic approach to IP in the countries concerned, in order to focus on the real needs of Member States rather than short-term goals.

10.3. As a priority for cooperation with countries in transition, WIPO continued to promote the importance of, and/or assist in, the development and implementation of national IP strategies in the region. As a result, the following countries adopted a national IP strategy in the biennium: Belarus, Kyrgyzstan, Montenegro, Moldova, Romania, Slovenia and the former Yugoslav Republic of Macedonia. Tajikistan initiated the development of a new IP strategy. In addition, MoUs between WIPO and several national partners outlining multi-year cooperation were signed.

10.4. In order to improve the coordination, promotion and delivery of WIPO services and programs in developed countries, the new Section for Coordination of Developed Countries was established in 2013. The Section is focused on strengthening institutional relations in these countries in order to broaden WIPO's outreach and to create synergies amongst companies, academia, research institutions, lawyers, public administrations, creators and innovators. A series of Roving Seminars on WIPO Services and Initiatives were conducted in five countries (Australia, Denmark, Iceland, Norway and Spain) during the latter half of 2013. Feedback on the seminars was positive, with 94.9 per cent of the respondents indicating that the seminars were useful and relevant in their professional work.

10.5. In line with the national IP strategies and with WIPO's assistance, the following countries amended their national IP legislation: Albania, Armenia, Belarus, Bosnia and Herzegovina, Poland, Romania, Slovenia and Tajikistan. Kazakhstan and the Russian Federation have initiated amendments to their legislation.

10.6. The Program also continued to support countries in the region in building their national human resource capacities and enhancing awareness and the knowledge base for an effective use of IP for economic, social and cultural development. During the biennium, more than 5,000 specialists and experts were trained in tailored IP programs, including on technology transfer, SMEs, enforcement, copyright, IP teaching and WIPO services. Participants in these events provided positive feedback, and the received comments will assist in further improving the quality of similar future activities.

10.7. In cooperation with the relevant Sectors, an initiative to integrate IP into innovation policies was launched in 2013. As a first step, a baseline analysis to identify efforts already undertaken towards establishing an innovation policy was performed in one pilot country (Serbia). Following the positive feedback received, further steps will be continued during the 2014/15 biennium, and the initiative will be scaled up to include additional countries.

10.8. WIPO Summer Schools were organized in Croatia, the Russian Federation and Ukraine. Excellent cooperation was established between WIPO and the World Women Inventors and Entrepreneurs Association (WWIEA), which resulted in the co-organization of an annual training program for women in Central Asia. Another event that raised particular interest was a study visit on IP management best practices in Singapore for officials from Central Asia countries.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

10.9. Program 10 continued to play a key role in the implementation of the WIPO DA in its cooperation with certain countries in Europe and Asia. This was particularly the case for 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 Result: Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No of countries having developed national IP strategies or plans, dovetailed with national development goals	<i>Updated Baseline end 2011:</i> Eleven countries <i>Original Baseline P&B 2012/13:</i> Six countries (2008/09)	Eight additional Countries	Seven countries (Belarus, Kyrgyzstan, Montenegro, Moldova, Romania, Slovenia and the former Yugoslav Republic of Macedonia) adopted a national IP strategy. Development of a strategy was initiated in Tajikistan.	Fully Achieved
Expected Result: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of trained IP office officials using upgraded skills in their work	Data not available	40%	69% (data available from end of event survey questionnaires, post event evaluation survey questionnaires and direct feedback from participants)	Fully Achieved
% IP professionals attesting to an enhanced understanding of IP issues	Data not available	30%	66% (data available from end of event survey questionnaires, post event evaluation survey questionnaires and direct feedback from participants)	Fully Achieved
% of participants satisfied with the quality of workshops and seminars on innovation and its commercialization	<i>Updated Baseline end 2011:</i> General feedback available, but no specific data <i>Original Baseline P&B 2012/13:</i> General feedback available, but no specific data	90%	95% (data available from end of event survey questionnaires, post event evaluation survey questionnaires and direct feedback from participants)	Fully Achieved
Expected Result: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of national TISC networks launched	<i>Updated Baseline end 2011:</i> Two national TISC networks launched <i>Original Baseline P&B 2012/13:</i> One national TISC network launched (1 quarter 2011)	Four additional National TISC networks launched	One national TISC network fully launched in the Russian Federation, bringing the total number of TISC networks in the region to three.	Not Achieved

No of users serviced by TISCs per quarter and country	<i>Updated Baseline end 2011: 200 (min.) – 630 (max.) average no. of users serviced by TISCs per day</i> <i>Original Baseline P&B 2012/13: Tbd by end 2011</i>	tbd by end 2011	532 (min.) to 1370 (max.) average no. of users serviced by TISCs per day during 2013.	Not Assessable
No. of Member States that have developed their IP framework and established TTOs	Framework pilot project adopted and funding committed	Eight TTOs (in 2012/13) ²¹	Two Universities/Institutions in Georgia were directly assisted in developing their knowledge transfer ecosystem, policy and infrastructure in the CCEA region: Ivane Javakhishvili Tbilisi State University and Georgian Technology Transfer Center, followed by the Plan of Action.	Fully Achieved
Expected Result: Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of Offices with fully automated vs partially automated IP administration systems provided by WIPO databases	Four	Four (in 2012/13)	No. of fully automated Offices end 2012/13 biennium (4) (Albania, Belarus, the former Yugoslav Republic of Macedonia, Serbia). Total: Four Offices using WIPO IP administration systems end 2012/13 biennium.	Fully Achieved
No. of Offices with IP data online in WIPO	Tbd	Tbd	Three offices: PATENTSCOPE (2) (Estonia, the Russian Federation) (cumulative). Global Brand Database (1) (Estonia) (cumulative).	Not Assessable
No. of Offices processing PCT and Madrid data with the support of WIPO supplied systems	Tbd	Tbd	Six Offices: PCT data: (4) (Albania, Belarus, the former Yugoslav Republic of Macedonia, Serbia). Madrid data: (2) (Albania, Serbia).	Not Assessable
Expected Result: Tailored and balanced IP legislative, regulatory and policy frameworks				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of countries with updated national IP laws and/or regulations	<i>Updated Baseline end 2011: Ten countries</i> <i>Original Baseline P&B 2012/13: Eight countries (2008/09)</i>	10 additional countries	Albania, Armenia, Belarus, Bosnia and Herzegovina, Poland, Romania, Slovenia and Tajikistan updated their national IP legislation. Kazakhstan and the Russian Federation have initiated the amendment of their legislation.	Fully Achieved
No. of requests for and types of legislative advice related to patents, utility models, trade secrets and integrated circuits	Tbd	Tbd	Three countries received WIPO assistance related to patents, utility models, trade secrets and integrated circuits: - Belarus (Trade Secrets) - Kazakhstan (Patent Law) - Poland (Patent Law)	Not Assessable

²¹ The target of eight TTOs refers to all regions.

No. of countries which found WIPO's legislative advice related to patents, utility models, trade secrets and integrated circuits useful	Data not available	90%	The three countries noted above found WIPO's support related to patents, utility models, trade secrets and integrated circuits useful.	Fully Achieved
% of countries which found the provided information concerning the legal principles and practices of the patent system, including the flexibilities existing in the system and the challenges it faces, useful	<i>Updated Baseline end 2011: SCP and CDIP reports provide feedback from Member States (no statistics available)</i> <i>Original Baseline P&B 2012/13: Data not available</i>	90%	All feedback received indicated that the provided information was useful. According to a survey conducted in conjunction with the IAOD evaluation of Program 1, more than 90% of respondents rated the quality of substantive documents prepared by the Secretariat "excellent" or "good".	Fully Achieved
% of satisfied participants in targeted workshops/seminars held on specific patent-related questions	Data not available	90%	92.5% of participants in workshops/seminars organized by Program 1 were satisfied with the organized events.	Fully Achieved
No. of Member States having received legislative advice in the area of trademarks, industrial designs and geographical indications	2	Legislative advice provided to 2 Member States	Four countries received WIPO assistance related to trademarks, industrial designs and geographical indications: - Bosnia and Herzegovina (Trademarks) - Poland (Industrial Designs) - the Russian Federation (Industrial Designs) - Tajikistan (Industrial Designs)	Fully Achieved
No. of countries providing positive feedback on the usefulness of the provided legislative advice in the area of trademarks, industrial designs and geographical indications	Data not available	70%	100% of countries reported that WIPO's support in the area of trademarks, industrial designs and geographical indications was useful.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
I.4 Tailored and balanced IP legislative, regulatory and policy frameworks	1,249	1,362	1,131
III.1 Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives	2,207	1,908	1,887
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,461	2,176	2,121
IV.5 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	1,522	1,087	1,041
Total	6,439	6,532	6,181

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	4,283	4,594	4,594	100%
Non-personnel Resources	2,156	1,939	1,587	82%
TOTAL	6,439	6,532	6,181	95%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfer 2012/13

10.10. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

10.11. The increase in the allocation of personnel resources reflects the creation of a dedicated focal point in the Program to coordinate the promotion and the delivery of WIPO services and programs to developed countries.

10.12. The shift in resources to Results I.4 (Legislative Advice) and III.2 (Enhanced human resource capacities) reflect increasing emphasis on activities aimed at human resources capacities at the national level for the use of IP for development and the development of relevant legislative and regulatory frameworks, in line with the implementation of national IP strategies.

B. Budget Utilization 2012/13

10.13. The budget utilization of 82 percent for non-personnel resources primarily reflects the implementation of the mainstreaming model for activities related to the enhancement of technical and knowledge infrastructure for IP Offices and other IP institutions (Result IV.5). Hence, such activities continued to be coordinated by the Program, whereas the actual implementation of the automation solutions was provided by Program 15.

PROGRAM 11 THE WIPO ACADEMY

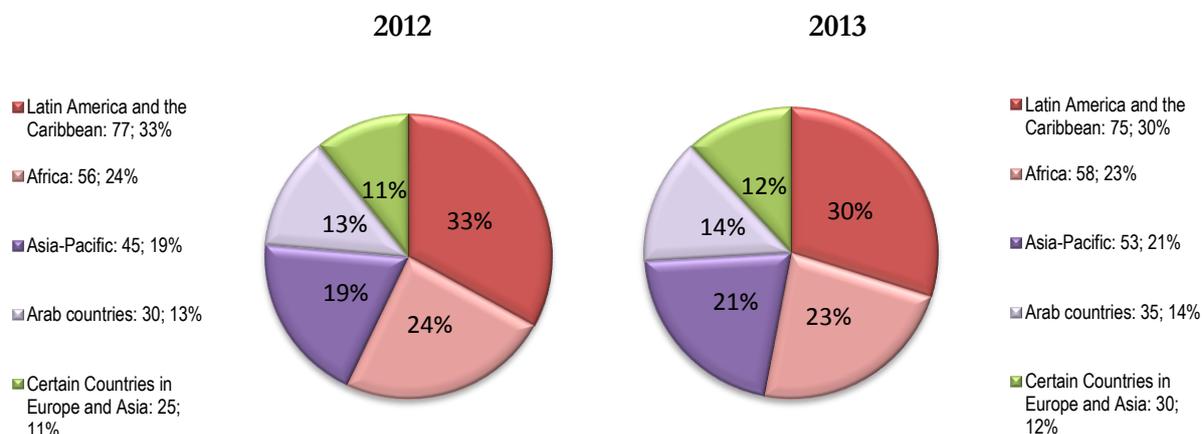
Program Manager Mr. G. Onyeama

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

11.1. In 2012/13, the Academy continued to organize a diversified range of training and teaching activities to meet the capacity building requirements of developing countries, LDCs and countries in transition through a combination of: (i) face-to-face training activities for government officials from industrial property and copyright Offices and other public sector institutions that are directly or indirectly involved in the management of and international negotiations related to IP (Professional Development Program); (ii) a portfolio of 14 distance learning (DL) courses in 11 languages (Distance Learning Program); and (iii) a number of joint master programs on IP law and other activities for the promotion of higher education on IP (Academic Institutions Program), as well specific activities for students and young IP professionals (Summer Schools Program) and executives involved in the management of IP (Executive Program).

11.2. With regard to the Professional Development Program, in 2012/13, the Academy organized 46 training courses in partnership with the industrial property and/or copyright authorities of Algeria, Austria, Canada, Cuba, the Czech Republic, Egypt, Finland, France, Germany, Honduras, Israel, Mexico, Morocco, Norway, Portugal, Spain, Sweden, Switzerland, Thailand, the United Kingdom, the United States of America and Uruguay as well as the World Trade Organization (WTO) and the “*Centre d’Études Internationales de la Propriété Intellectuelle (CEIPI)*”, in Strasbourg, France. A total of 484 participants from developing countries, LDCs and countries with economies in transition benefited from these activities. The courses covered the following main topics: copyright and related rights; patent search and examination; patent information and documentation; emerging IP issues for policy makers; trademark law and practice; and IP office management. In 2013, the Program focused on a review of the structure and content of its portfolio, identifying new partners, particularly in developing regions, and improving coordination of WIPOs human capacity building activities across the Organization.

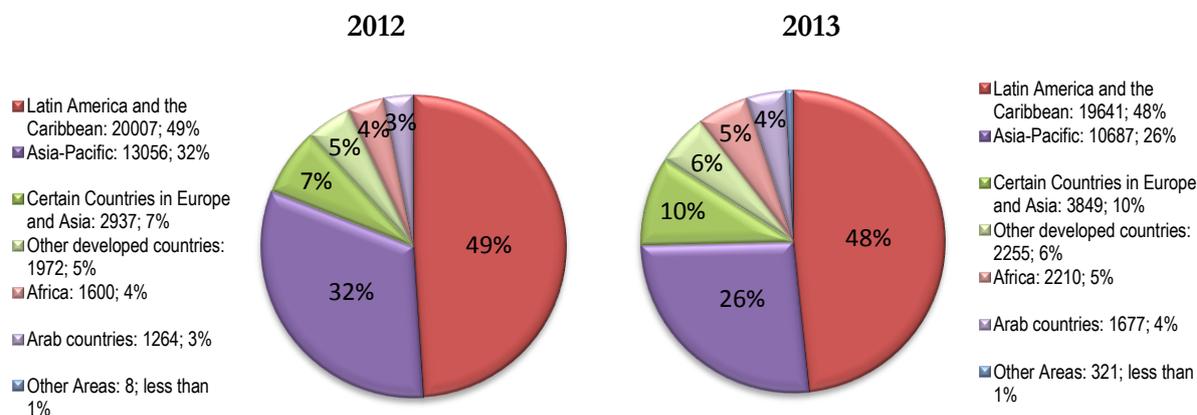
Geographical Distribution of Participants in Professional Development Program, 2012-2013



11.3. The Distance Learning Program (DL) continued to attract students and other participants from all over the world. During the biennium, some 81,484 persons (approximately 75,000 under its introductory courses and 5,000 under its advanced courses) from 189 countries benefited from the multilingual activities (11 languages) and the state of the art e-learning Centre (WeLC) platform implemented at the end of 2011. The Academy continued to revise DL course content with a view to updating it and aligning it with the objectives of the Development Agenda. In this regard, over 100 professionals from the six beneficiary countries covered under the Start-up Academies Project were trained under a special “train the trainers” session for potential e-learning tutors. A number of tailor-made sessions were also organized with: (i) IP Offices (Brazil, China, Mexico and the Russian Federation); (ii) other interested national institutions (Brazil, Bulgaria, China, Croatia, Honduras, Mexico, the Republic of Korea, Serbia

and the African Regional Intellectual Property Organization (ARIPO)); (iii) TISCs (Ethiopia, the Philippines, the Russian Federation, and Uruguay); and (iv) 11 universities. Work was also carried out to develop three new courses on the Collective Management of Copyright and Related Rights; IP and Health; and the Economics of IP. Progress was substantial but the complexity of the issues involved and other pressing priorities, such as the continuous review and update of existing modules; translation of courses into UN languages and increasing request for *ad hoc* sessions, prevented completion of the new courses by the end of the biennium.

Geographical Distribution of Participants in Distance Learning Program, 2012-2013



11.4. The Academic Institutions Program continued to offer joint IP Law Masters Degree courses for the benefit of nationals of developing countries and countries in transition, in cooperation with a number of universities. During the biennium, a total of 332 students from 88 countries (of which 167 were fully funded by WIPO), were awarded a degree under one of the seven joint IP Law Masters programs offered by the WIPO Academy jointly with: the University of Turin (Italy); the Africa University (AU) and ARIPO (Zimbabwe); the Queensland University of Technology (QUT) (Australia); the University of Yaoundé II and the African Intellectual Property Organization (OAPI) (Cameroon); Seoul National University (SNU) and the Korean Intellectual Property Office (KIPO) (Republic of Korea); the Austral University and the National Industrial Property Institute of Argentina (INPI) (Argentina); and the Haifa University (Israel). Furthermore, the Academy continued to assist academic institutions in six developing countries and LDCs (Bangladesh, Indonesia, Jamaica, Liberia, the United Republic of Tanzania and Venezuela) in the establishment of new or revision of existing curricula for higher education on IP. To promote higher education on IP, the Academy made possible participation of ten academics from developing countries and countries in transition in the activities of the International Association for the Advancement of Teaching and Research in Intellectual Property (ATRIP). A Colloquium for IP Teachers was organized in cooperation with the WTO in both 2012 and 2013 for the benefit of a total of 54 academics from developing countries and countries in transition. The Colloquia offered a forum for dialogue and debate on recent developments in key IP areas and teaching and pedagogic issues. Ad hoc briefings were also organized for over 300 persons at WIPO headquarters, including for more than 30 Geneva-based diplomats.

11.5. In 2012/13, the Academy organized two three-day training sessions under its Executive Program for 48 executives from 18 countries, in Santiago de Chile and in Cape Town in March and December 2012, respectively. Raising awareness of IP among senior graduates and young professionals continued to be a priority during the biennium. The Academy organized 18 sessions under its Summer Schools Program in cooperation with ten host governments (Croatia, Mexico, the Republic of Korea, the Russian Federation, Singapore, South Africa, Thailand, Turkey, Ukraine and the United States of America). In addition, two sessions (one in each year of the biennium) were organized in cooperation with the University of Geneva and held at WIPO headquarters. The sessions provided an opportunity to a total of 630 students and young professionals to appreciate the importance of IP for development and the role of WIPO in multilateral cooperation on IP. Of these 20 sessions, four focused on specific IP areas - trademarks, copyright and related rights, and IP and technology transfer.

11.6. In May 2012, the CDIP approved the second phase of the Start-up Academies Project covering six countries. As a result, by the end of 2013, four national IP training institutions had been established in the four countries covered in the first phase of the Project, namely Colombia (“*Aula de Propiedad Intelectual (API)*”); the Dominican Republic (“*Academia Nacional de la Propiedad Intelectual (ANPI)*”); Peru (“*Escuela de la Competencia y de la Propiedad Intelectual (ECPI)*”); and Tunisia (“*Academie Tunisienne de la Propriété Intellectuelle (ATPI)*”). The Academy also started to deploy project activities in two additional countries (Egypt and Ethiopia) covered under the second phase of the Project, with an expected completion date in 2014. Activities centered on the training of trainers by way of local workshops and participation of selected national trainers in the Joint Masters Program.

IMPLEMENTATION OF DEVELOPMENT AGENDA

11.7. The design, planning and implementation of activities by Program 11 were guided by the relevant DA Recommendations. The Academy programs were development-oriented and responsive to stakeholder demands (Recommendation 1) and sought to introduce IP at different academic levels with a view to generating greater public awareness on IP (Recommendation 3). In line with Recommendation 5, the first WIPO Academy Education and Training Programs Portfolios were published at the end of 2012 and 2013, presenting in a clear and transparent manner the contents and partners of all WIPO Academy training programs and demonstrating the varied and growing offerings of the Professional Development Program, DL Program, Academic Institutions Program, Executive Education Program and the WIPO Summer Schools Program. Strategic partnerships with academic institutions, particularly in developing countries, LDCs and countries in transition have been strengthened and enlarged, which involved joint collaborations on Master Programs and other IP courses. In addition, the DL Program developed specific DA modules to its courses in consultation with other WIPO Programs, academia and national authorities. The courses have also been used by partner academic institutions. Training curricula offered by all WIPO Academy programs are being restructured so as to include a dynamic approach to the DA dimension.

11.8. The Phase I of the Pilot Project for the Establishment of “Start-Up” National IP Academies was completed and evaluated. The CDIP approved a Phase II of the project to include six countries: the four pilot countries (Colombia, the Dominican Republic, Peru and Tunisia)²² and two new countries (Egypt, Ethiopia). Four national IP training institutions were established and are currently offering training programs, and two pilot academies are in their implementation stages. Activities included training of trainers programs, regional modules for academic coordinators, scholarships for Master’s programs on IP and the creation of additional training material and business and capacity building plans. All six pilot academies are members of the Global Network of Intellectual Property Academies (GNIPA).

PERFORMANCE DATA

Expected Result: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of IP office trainees that report satisfaction with the training provided	<i>Updated Baseline end 2011: 95%</i> <i>Original Baseline P&B 2012/13: 80%</i>	90%	95%	Fully Achieved
% of trainees that report actual use of the acquired skills in their job	<i>Updated Baseline end 2011: 75%</i> <i>Original Baseline P&B 2012/13: 60%</i>	80%	75%	Fully Achieved
% of supervisors attesting to satisfactory application of acquired skills after one year of training	<i>Updated Baseline end 2011: 70%</i> <i>Original Baseline P&B 2012/13: 60%</i>	70%	75%	Fully Achieved

²² Corrigendum: The four pilot countries are Colombia, the Dominican Republic, Peru and Tunisia and not Ecuador, as reported in the Program and Performance Report 2012.

No. of graduates from WIPO academy and partner academic institutions (joint offering)	<i>Updated Baseline end 2011: 68</i> <i>Original Baseline P&B 2012/13: 60</i>	75 (in 2012/13) ²³	167 (Biennium) – 72 (2012) – 95 (2013)	Fully Achieved
No. of participants trained under the WIPO Summer Schools annually	<i>Updated Baseline end 2011: 640</i> <i>Original Baseline P&B 2012/13: 600</i>	400 (in 2012/13)	630 (Biennium) – 301 (2012) – 329 (2013)	Fully Achieved
No. of IP teachers trained	<i>Updated Baseline end 2011: 30</i> <i>Original Baseline P&B 2012/13: 30</i>	36 (in 2012/13)	In 2012/3, a total of 54 teachers attended the Joint WTO/WIPO Colloquium for IP teachers and the yearly ATRIP congress: – 27 (2012) ²⁴ – 27 (2013)	Fully Achieved
No. of start-up academies established (DA project)	<i>Updated Baseline end 2011: 4</i> <i>Original Baseline P&B 2012/13: 2</i>	4 (in 2012/13)	Four new national IP academies were established by the end of 2013 in Colombia, the Dominican Republic, Peru and Tunisia. The establishment of institutions in Egypt and Ethiopia were well underway by the end of 2013, with a conclusion of activities envisaged within the 2014/15 biennium.	Fully Achieved
No. of new inter-institutional cooperation agreements	<i>Updated Baseline end 2011: 3</i> <i>Original Baseline P&B 2012/13: 2</i>	3 (in 2012/13)	By the end of the biennium, five new national training institutions (in Azerbaijan, the Dominican Republic, Morocco, Tunisia and Viet Nam) had joined the Global Network of Intellectual Property Academies (GNIPA). The participation of the Dominican Republic and Tunisia were one of the expected results under the Start-up Academies Project.	Fully Achieved
Expected Result: Easier access to IP education				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of online registrations to DL courses	<i>Updated Baseline end 2011: 83,000</i> <i>Original Baseline P&B 2012/13: 100,000</i>	100,000 (in 2012/13)	81,484 online registrations in the biennium (registrations were temporarily suspended in 2013 at the request of the IP Office in China to enable IT platform adjustments and staff retraining) – 40,844 (2012) – 40,640 (2013)	Fully Achieved
Completion rate of DL courses	<i>Updated Baseline end 2011: 68%</i> <i>Original Baseline P&B 2012/13: 60%</i>	75%	71%	Fully Achieved
% of DL course participants having passed the exam	<i>Updated Baseline end 2011: 64%</i> <i>Original Baseline P&B 2012/13: 65%</i>	75%	78%	Fully Achieved
No. of Academy courses incorporated in educational institutions curricula	<i>Updated Baseline end 2011: 10</i> <i>Original Baseline P&B 2012/13: 8 (2010/11)</i>	8 (in 2012/13)	11	Fully Achieved

²³ The target has been established on a yearly basis.

No. of new online courses / at different levels of specialization	<i>Updated Baseline end 2011: 2</i> <i>Original Baseline P&B 2012/13: 2 (2010/11)</i>	3 (in 2012/13)	In the biennium, work was deployed to launch three new courses (Collective Management of Copyright and Related Rights; IP and Public Health; Economics of IP). Content development and e-learning adaptation did however take longer than expected.	Not Achieved
No. of languages in which courses are offered	<i>Updated Baseline end 2011: 11</i> <i>Original Baseline P&B 2012/13: 11</i>	11	11	Fully Achieved
No. of scholarships for developing countries, LDCs and countries with economies in transition	<i>Updated Baseline end 2011: 920</i> <i>Original Baseline P&B 2012/13: 1,000 (2010/11)</i>	1,400	2,415 (biennium) – 845 (2012) – 1,570 (2013)	Fully Achieved
Expected Result: Upgraded IP Management skills for business				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of participants that report satisfaction with the training provided	<i>Updated Baseline end 2011: 80%</i> <i>Original Baseline P&B 2012/13: 80%</i>	90%	100%	Fully Achieved
% of trainees that report actual use of the acquired skills in their job	<i>Updated Baseline end 2011: 70%</i> <i>Original Baseline P&B 2012/13: 60%</i>	70%	100%	Fully Achieved
No. of requests for courses	<i>Updated Baseline end 2011: Two courses per year</i> <i>Original Baseline P&B 2012/13: Two courses per year</i>	Three courses per year (in 2012/13)	Two in 2012; The Executive Program was discontinued in 2013, and as such, no additional courses were held.	Not Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	6,387	8,954	8,769
III.4 Easier access to IP education	3,222	2,511	2,393
III.5 Upgraded IP Management skills for business	723	448	379
Total	10,332	11,912	11,540

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012	Utilization rate (%)
Personnel Resources	4,755	6,750	6,750	100%
Non-personnel Resources	5,577	5,162	4,790	93%
TOTAL	10,332	11,912	11,540	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

11.9. The personnel allocation for the 2012/13 Budget after Transfers reflects an upward adjustment primarily due to additional resources assigned to the Program to strengthen its work on joint master programs and professional development training under Result III.2 (Enhanced human resource capacities).

11.10. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

B. Budget Utilization 2012/13

11.11. The Budget utilization (non-personnel) amounted to 93 per cent primarily due to: (i) savings under some professional development training programs in copyright and industrial property rights under Result III.2 (Enhanced human resource capacities); (ii) the delay in the launch of the three new online courses in the DL Program under Result III.4 (Easier access to IP education); and (iii) the discontinuation of the Executive Program in 2013 under Result III.5 (Upgraded IP Management skills for business).

PROGRAM 30 SMALL AND MEDIUM-SIZED ENTERPRISES (SMES) AND INNOVATION

Program Manager Mr. J. Pooley

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

SMALL AND MEDIUM-SIZED ENTERPRISES

30.1. Work continued with national and regional IP Offices and other institutions in assisting entrepreneurs and SMEs in using the IP system, primarily through (a) adapting and/or translating content on IP for business to the local context, and (b) training of trainers programs. With respect to the latter, 29 programs on effective IP asset management by SMEs, benefitting over 1,525 participants, were organized, aiming at creating a critical mass of trainers in specific countries with knowledge, skills and experience to provide basic assistance to SMEs on IP asset management. The Program also contributed to fostering appropriate policies and policy coherence on IP for SMEs at the national, sub-regional and regional levels. To this end, a sub-regional forum was organized in India in 2012.

30.2. New books on *Strategic IP Asset Management*, *Use of Intangibles for Access to the Capital Market*, and *Trade Secrets for SMEs* were developed during the biennium. *In Good Company – Managing IP Issues in Franchising* was published and translated into the UN languages. Another new publication, *IP Issues in the Agro Food Sector*, and the updated versions of three former publications, namely *Making a Mark*, *Inventing the Future* and *Stitch in time*, are awaiting approval for publication.

30.3. The IP PANORAMA™ multimedia toolkit was extended with a new (13th) module on IP Issues in Franchising. IP Panorama was translated into Albanian, French, Polish, Russian, Serbian-Bosnian-Croatian and Spanish languages. An online international certificate course on IP asset management for business success based on IP PANORAMA™ was taken by 1,251 students, and 46 students participated subsequently in an offline program on IP asset management.

30.4. Efforts to reach out directly to SMEs continued via the SMEs website in the six UN languages and the monthly e-newsletter which was distributed to over 40,000 subscribers worldwide.

INNOVATION POLICY

30.5. Since its creation on October 1, 2012, the Innovation Policy Section has prepared the foundation for its continuing work, identifying the areas where innovation policy interacts with IP and building up a network of experts. During 2013, a group of experts was convened in Geneva to discuss the role of IP in innovation policy formulation and propose how WIPO could contribute to and add value to existing work on innovation policy. A national project on integrating IP into innovation policy formulation was consequently piloted to test a specific design and methodology for delivering such projects in this area. The project resulted in a set of comprehensive recommendations to the government on integrating IP into its innovation policy formulation.

INNOVATION STRUCTURES

30.6. Assistance continued to be provided to developing countries, LDCs and countries in transition to develop their innovation frameworks and capacity to enhance creation, development and exploitation of IP for development. In this context, approximately 2,360 (1,167 in 2012, and 1,193 in 2013) government officials, technology managers, scientists and patent agents, focusing on innovation promotion, knowledge transfer and IP commercialization in universities and R&D institutions in developing countries, LDCs and countries in transition were trained. In this context, the following programs and projects were implemented:

1. Launch of the Phase II of the thematic project “Establishment of Technology Transfer Offices (TTOs) in Arab Region” in Tunisia and development of the National Needs Assessment Report, based on an expert fact finding mission undertaken in collaboration with CERN. An action plan for Tunisia was also adopted;

2. Continuation of the University Initiative Program through collaboration with 27 universities worldwide – seven new needs assessment reports completed (five Chilean universities and two in Georgia);
3. Capacity building programs in the area of IP commercialization: 15 Patent Drafting Workshops followed by 16 distance training practices (400 people in total), 14 Innovation Promotion and Technology Transfer Workshops, four Successful Technology Licensing (STL) Training Programs and five IP Valuation Courses. The Program also provided advice, contributed to and/or co-organized 17 events with other WIPO Programs;
4. Development of Internal and External Partnerships for fostering IP international collaboration (negotiation of MOU with European Commissions' Joint Research Center); continued collaboration with CERN on technology transfer project in the Arab region and collaboration with other WIPO Divisions on innovation promotion, PCT trainings, and regular contributions to the WIPO Academy Programs.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

30.7. Pursuant to DA Recommendations 19, 25, 26 and 28, five regional consultations on “Intellectual Property and Technology Transfer: Common Challenges – Building Solutions” were held in Singapore in July 2012 for the Asian region, in Algiers in January 2013 for the African and Arab regions, in Istanbul in October 2013 for countries in transition, in Geneva in November 2013 for developed countries and in Monterrey in December 2013 for the Latin America and Caribbean region. Six studies on technology transfer aspects were initiated and five completed, with the peer-review stage to follow in 2014. Concerning DA Recommendation 36, the Taxonomy-Analytical Study approved in CDIP/8 was presented to the Member States in an informal open-ended meeting held during CDIP/9 as well as during a formal open-ended meeting on June 18, 2012. The expert meeting, in the form of a WIPO Conference on Open Innovation: Collaborative Projects and the Future of Knowledge, was prepared in 2013 and took place in early 2014. Finally, work commenced on the in-depth evaluation study and the content for the interactive platform.

30.8. In addition, in line with DA Recommendations 1, 4, 10 and 11, awareness of the potential offered by the IP system among SMEs was enhanced during the biennium, primarily through 29 Training of Trainers (ToT) programs, undertaken on IP management for SMEs at the request of Member States across various regions, imparting IP management knowledge and skills to some 1,525 participants from SMEs and SMEs support institutions. Content on IP for business was also translated and adapted to the local context. The IP offices and/or the chambers of commerce of the concerned Member States were closely involved in the planning and took a leading role and made substantial contributions during the development and implementation of the programs, including in the selection of international and local speakers and program topics. Moreover, the IP PANORAMA™ multimedia toolkit was completed with a module on IP Issues in Franchising and translated into Albanian, French, Polish, Russian, Serbian-Bosnian-Croatian and Spanish languages. Some 1,251 students took an online international certificate course on IP asset management for business success based on IP PANORAMA™, and 46 students participated subsequently in an offline program on IP asset management.

PERFORMANCE DATA

Expected Result: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of Member States that have developed their IP framework and established TTOs	Framework pilot project adopted and funding committed	8 TTOs	<p>The following Universities/Institutions were directly assisted in developing their knowledge transfer ecosystem, policy and infrastructure: (i) five in Chile: National Institute of Agricultural Research (INA); Pontific Catholic University of Chile (Santiago); University of Concepción; Pontific Catholic University of Valparaiso and University of La Frontera; (ii) two in Georgia: Ivane Javakishvili Tbilisi State University and Georgian Technology Transfer Center, followed by the Plan of Action; (iii) five UNESCWA; (iv) six in Morocco; (v) five in the Philippines; and (vi) one in Ghana.</p> <p>In addition, a Needs Assessment was completed for the implementation of a TTO project in Tunisia, addressing technology needs of the following institutions: Institut Pasteur, University of Monastir, Centre of Biotechnology of Sfax, National Center for Leather and Shoes and Techno-Park El Ghazala. An action plan for Tunisia was also adopted.</p> <p>Accordingly, at least ten countries developed their IP framework as described.</p>	Partially Achieved
Expected Result: Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of national IP strategies which includes an innovation and technology component	Contribution on innovation and technology to three national strategic plans	Contribution on innovation and technology to eight national strategic plans	<p>A national project on integrating IP into innovation policy formulation was designed and piloted for Serbia, to test a specific design and methodology for delivering future such projects in this area. The project resulted in an output of a set of comprehensive recommendations on integrating IP into innovation policy formulation.</p> <p>In addition, contributions, advice and/or training were given for other countries.</p>	Not Assessable
Expected Result: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of participants satisfied with the quality of workshops and seminars on innovation and its commercialization	General feedback available, but no specific data	90%	<p>In 2012, 85% of interviewed participants were satisfied with the quality of the workshops and trainings.</p> <p>Based on 2013 evaluations for four additional training events (using a newly developed survey), 100% of participants were satisfied with the quality of the workshops (93.8 % considered very high and high quality), and 100% estimated very high and high quality of presentations and speakers.</p>	Fully Achieved

No. of users from developing countries of WIPO-developed tools, models and materials on innovation and its commercialization	<i>Updated Baseline end 2011:</i> ~1,167 users <i>Original Baseline P&B 2012/13:</i> ~2,400 users	3,200 users	1,167 in 2012, and 1,193 in 2013 trained experts in situ plus 400 through distance training practical exercises, with coaches, for a total of 2,760 users of the tools, models and materials. (Users in this context refers to users as of the time of the training and immediately afterwards).	Fully Achieved
Expected Result: Increased understanding/ capacity of SMEs and SMEs support institutions to successfully use IP to support innovation and commercialization				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of assisted SMEs support institutions who provide information, support and advisory/ consulting services on IP asset management	Not available	80% (of 15 support institutions expected to be assisted)	100% of the assisted 15 SMEs support institutions provide information, support and/or advisory/consulting services on IP asset management.	Fully Achieved
No. of national/regional training programs on IP asset management	24	24 (in 2012/13)	29 training programs on IP asset management were carried out during the biennium in countries in Africa, Arab Region, Asia and the Pacific, Latin America and the Caribbean and countries in transition. 1,525 participants were the direct beneficiaries of these programs.	Fully Achieved
% of SMEs support institutions satisfied with the training provided on IP asset management	Data not available	tbd	In surveys of 24 (out of the 29) training programs, 100% of the SMEs support institutions were satisfied with the training provided on IP asset management.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
III.1 Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives		257	198
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	2,433	1,915	1,809
III.11 Increased understanding / capacity of SMEs to successfully use IP to support innovation and commercialization	5,253	3,724	3,171
IV.2 Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain	3,207	2,873	1,968
VII.3 IP-based tools are used for technology transfer from developed to developing countries, particularly least developed countries, to address global challenges	368	574	45
Total	11,261	9,432	7,191

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	7,567	5,388	5,388	100%
Non-personnel Resources	3,694	3,810	1,659	44%
TOTAL	11,261	9,342	7,191	77%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

30.9. The overall net decrease in resources allocated to the Program reflects the combination of: (i) re-deployment of personnel to other Programs; (ii) vacant posts and positions; and (iii) an increase in non-personnel resources related to the DA project on IP and Technology Transfer: Common Challenges Building Solutions. This is reflected under Results III.2 (Enhanced human resource capacities), III.11 (Increased understanding/capacity of SMEs) and IV.2 (Enhanced access to, and use of, IP information and knowledge).

30.10. The increase in non-personnel resources under Result VII.3 (Usage of IP-based tools for technology transfer) was due to the reassignment of certain activities related to open collaborative projects and IP-based models under this Result, which were previously under Result IV.2 (Enhanced access to, and use of, IP information and knowledge).

B. Budget Utilization 2012/13

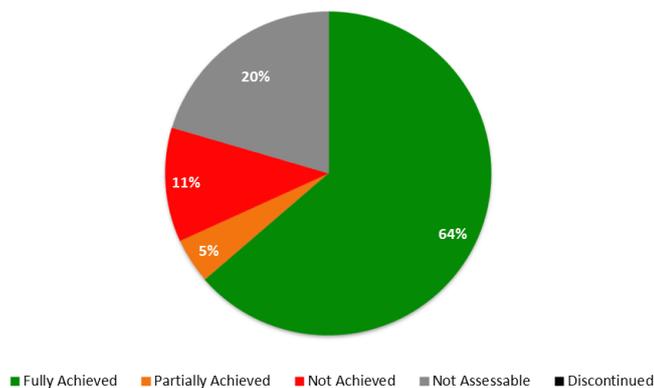
30.11. The low resource utilization under non-personnel resources was primarily due to the overall slower than expected pace of implementation of activities due to the restructuring of the Innovation Division. Also, implementation of the activities related to DA projects under Results III.2 (Enhanced human resource capacities) and SMEs under Results III.11 (Increased understanding/capacity of SMEs) was delayed. The WIPO Development Agenda Project on Intellectual Property and Technology Transfer: "Common Challenges – Building Solutions" – Recommendations 19, 25, 26 and 28, and "Open Collaborative Projects and IP-Based Models" – Recommendation 36 will continue to be implemented in 2014, but will be managed by Program 5.

STRATEGIC GOAL IV

COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	No. of Offices using WIPO standards	Program 12	●
	No. of amendments to the Nice Classification	Program 12	●
	Unified ECLA and FI in the IPC	Program 12	●
	Integration in Locarno Classification of a tool for searching visual features of design applications	Program 12	●
	No. of amended and new standards adopted	Program 12	●
	No. of Offices indicating satisfaction following training to improve their skills in the use of classifications	Program 12	●
	No. of users accessing the internet publications of international classifications and standards, in particular from developing countries	Program 12	●
Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain	No. of different users per quarter/system (PATENTSCOPE/Global Brand Database)	Program 13	●
	No. of languages in which cross-lingual search is available	Program 13	●
	No. of national TISC networks launched	Program 14	●
		Program 9	●
		Program 10	●
	No. of users serviced by TISCs per quarter and country	Program 14	●
		Program 9	●
		Program 10	●
	No. of users of the value-added information services (technology search service, Patent Landscape Reports and ICE)	Program 14	●●
% of recipients satisfied with the value-added information services (technology search service, Patent Landscape Reports and ICE)	Program 14	●●	

Expected Results	Performance Indicators	Responsible Program(s)	TLS
	% of users satisfied with TISC services	Program 14	●
	Number of registered users of aRDI and ASPI	Program 14	●
	No. of Member States that have developed their IP framework and established TTOs	Program 30	●
		Program 9	●
		Program 10	●
	No. of trusted intermediaries (TIs) and rights holders (RHs) having joined the TIGAR system network, including from developing countries and LDCs	Program 3	●
	No. of copyright protected works distributed among TIs and made accessible to VIPs across borders through the TIGAR system network	Program 3	●
Increased dissemination of digitized patent collections of national/regional offices of WIPO Member States	No of records in PATENTSCOPE/Global Brand Database which are not produced by the IB	Program 13	●
	No. of national collections in PATENTSCOPE	Program 13	●
	No. of national collections in Global Brand Database	Program 13	●
Timeliness of PATENTSCOPE updates regarding PCT applications	Delay (in months) in implementation of PCT rule changes concerning PATENTSCOPE	Program 13	●
	No. of weeks per year where publication is not available at 20:00 Geneva time on publication day	Program 13	●
Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	No. of Offices with fully automated versus partially automated IP administration systems provided by WIPO	Program 15	●
		Program 9	●
		Program 10	●
	No. of Offices with IP data online in WIPO databases	Program 15	●
		Program 9	●
		Program 10	●
	No. of Groups of Offices participating in a common platform	Program 15	●
		Program 9	●
	No. of Offices processing PCT and Madrid data with the support of WIPO supplied systems	Program 15	●
		Program 9	●
		Program 10	●
	No. of Institutions using WIPO copyright infrastructure systems (WIPOCOS and GDA)	Program 3	●
	% of Governments that report positively on the effectiveness and governance of copyright institutions in the country	Program 3	●

PROGRAM 12 INTERNATIONAL CLASSIFICATIONS AND STANDARDS**Program Manager Mr. Y Takagi****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

12.1. Significant progress was made in the 2012/13 biennium as regards International Classifications and WIPO IP Standards.

12.2. The reform of the Nice Classification was implemented and the Committee of Experts met for the first time in its annual session. Adopted amendments were published in the Classification, which from 2013 onwards will be annually revised. The Committee adopted a new procedure for discussion of proposals to amend the Classification that allows one round of discussion on-line, using the electronic forum, before considering the proposals in plenary. It is expected that discussions during the plenary will thus be easier and more efficient. A new publication platform for the Nice Classification, which accommodates the publication of annual new versions, was successfully put into production. This new platform also integrates the taxonomy, which was finalized in 2012 in cooperation with OHIM.

12.3. The new seventh-edition of the Vienna Classification was published as scheduled in 2012. The Committee of Experts for the Locarno Classification met in November 2012 and adopted the amendments for the tenth edition of the Classification, which was released in 2013. The Locarno Committee acknowledged that, due to the lack of consensus, the Pilot Group working on the development of a tool for searching visual features of design applications did not meet during the biennium. The project was thus delayed.

12.4. The number of revisions to the IPC decreased in 2012 due to the difficulties of the IP5 Offices to agree on the framework for the Common Hybrid Classification project. Interest in the IPC was renewed in 2013, following the approval of a road map by the IPC Committee of Experts, resulting in the reactivation of the IP5 Offices cooperation. As a result, the IPC received an increased number of revision requests, being submitted by a wider range of Offices. Offices continued to actively use the new reclassification platform, which was put into production in 2012. In order to further facilitate the use of the IPC, a modified publication platform including a new search tool and the IPC/CPC/FI parallel viewer were developed and tested internally. The revised publication platform became publicly available in April 2014.

12.5. The Committee on WIPO Standards (CWS) met at its regular second and third sessions during the biennium and, in spite of institutional challenges, achieved good progress in its technical work, in particular, by adopting the first version of the XML for IP (ST.96) Standard. The consideration of a new Standard on legal status was initiated at the third session and showed good progress. The WIPO Standards Administration Database (WIPOSTAD) was used for collecting replies and publishing surveys.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

12.6. 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 Result: Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of Offices using WIPO standards	<i>Updated Baseline end 2011:</i> 65 Annual Technical Reports submitted. 30 Patent Offices participated in one survey <i>Original Baseline P&B 2012/13:</i> Tbd end 2011	Tbd end 2011	82 Annual Technical Reports (2012) submitted; 78 Annual Technical Reports (2013) submitted. 35 Offices participated in the survey on numbering systems.	Not Assessable
No. of amendments to the Nice Classification	300 modifications per year in the two languages (average of 2006-2010)	Additional 2,000 terms from trilateral list and correction of 4,000 terms from linguistic improvement	339 modifications in 2012 423 modifications in 2013	Not Achieved
Unified ECLA and FI in the IPC	Separate publications of ECLA and FI in national databases	ECLA and FI included in official IPC publications	The development of the IPC/CPC/FI parallel viewer was completed. Finalization and correction of minor errors were made prior to its entering into production in April 2014.	Partially Achieved
Integration in Locarno Classification of a tool for searching visual features of design applications	Absence of tool	Development of an indexing scheme for Locarno	The Pilot Group in charge of this development did not meet during the biennium.	Not Achieved
No. of amended and new standards adopted	<i>Updated Baseline end 2011:</i> Two Standards amended. No new Standards <i>Original Baseline P&B 2012/13:</i> Average 2010/11: Tbd end 2011	Tbd end 2011	One new Standard adopted and two amended in 2012. One Standard and the Glossary amended in 2013.	Not Assessable
No. of Offices indicating satisfaction following training to improve their skills in the use of classifications	<i>Updated Baseline end 2011:</i> Based on five training courses undertaken, all evaluations gave the best score to all four questions <i>Original Baseline P&B 2012/13:</i> Tbd end 2011	Tbd end 2011	Six Offices responded to evaluation surveys indicating that they were either "Highly" or "Totally Satisfied" with the training provided.	Not Assessable
No. of users accessing the internet publications of international classifications and standards, in particular from developing countries	<i>Updated Baseline end 2011:</i> IPC home: 341,583 Nice home: 307,403 Locarno home: 21,481 Vienna home: 19,691 IPC publication 55,153 WIPO Standards (Handbook) 95,323 <i>Original Baseline P&B 2012/13:</i> Tbd end 2011	5% increase compared to baseline	<u>Visits 2012/2013</u> - IPC Home: 370,215 / 387,093 - NICE Home: 409,458 / 533,846 - LOCARNO Home: 27,327 / 36,727 - VIENNA home: 25,703 / 32,416 - IPC publication: 66,628 / 79,005 (extrapolated from data Jan-May 2013) - WIPO Standards(Handbook): 90,189/ 94,463	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	6,932	7,291	7,196
Total	6,932	7,291	7,196

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	5,302	5,833	5,833	100%
Non-personnel Resources	1,630	1,458	1,363	93%
TOTAL	6,932	7,291	7,196	99%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

12.7. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

12.8. The increase in personnel resources stems from: (i) the reclassification of a post; (ii) regularization of a long serving short term; and (iii) the Organization's commitment, in the event of a pick-up in projected income levels, to reinstate the provisions for after service employee benefits that were initially budgeted at a lower level than in the previous biennia.

B. Budget Utilization 2012/13

12.9. Budget utilization of 93 per cent reflects slightly lower than expected expenditure on IT support for the international classifications.

PROGRAM 13 GLOBAL DATABASES

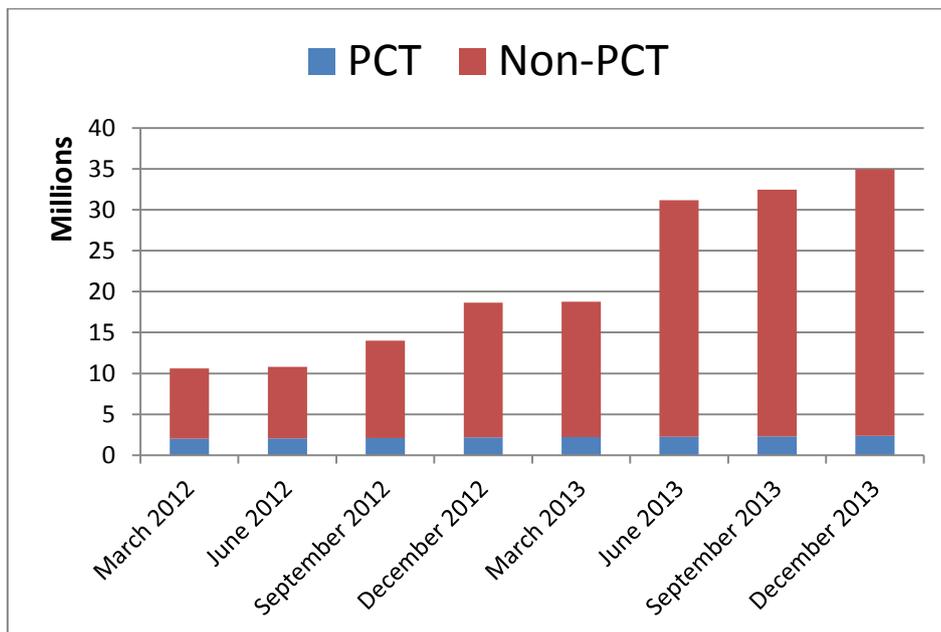
Program Manager Mr. Y. Takagi

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

13.1. The new PATENTSCOPE system introduced towards the end of the previous biennium continued to be developed to enhance and facilitate user access. This was achieved through the implementation of numerous services that include the improvement of the search syntax, the addition of user accounts, the ability for users to store their searches and the introduction of an IPC assistant, which provides information on the IPC code by hovering over the icon. Furthermore, the support of three new languages (Dutch, Italian and Swedish) was added to the already existing nine languages in the Cross Lingual Information Retrieval (CLIR) multilingual searching system, bringing the total number of supported languages to twelve. In addition, the Translation Assistant for Patent Titles and Abstracts (TAPTA), a statistical machine translation system developed in-house, was extended to include two difficult language pairs: English and German and English and Japanese.

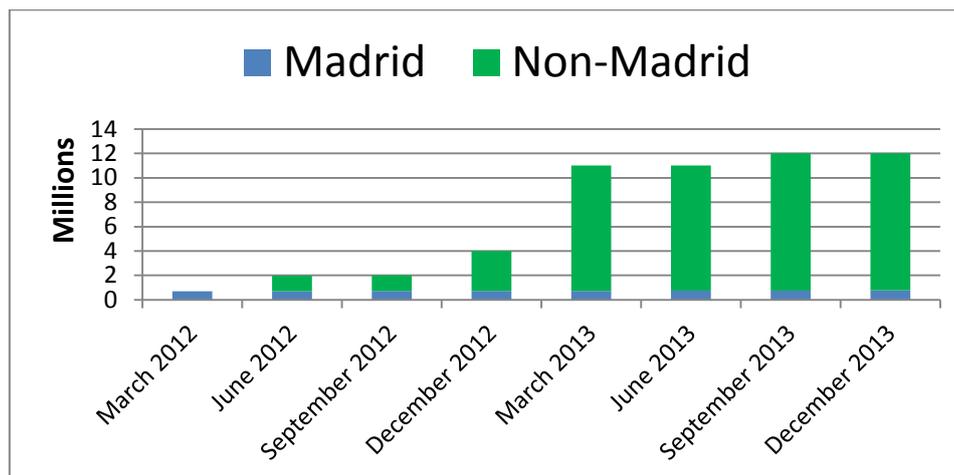
13.2. Use of PATENTSCOPE increased by ten per cent from 216,289 users per quarter in 2011 to 237,446 users per quarter in 2013, despite experiencing content delivery network problems during 2012. The number of collections held in PATENTSCOPE increased steadily from 28 in 2011 to 36 in 2013 and included the significant addition of the United States of America, Japanese and Chinese collections, more than tripling the number of records (documents) from ten million to 34 million. Preparations for adding additional national and regional data collections (indicated as “non-PCT” in the graph below) are underway.

PATENTSCOPE Records 2012/13



13.3. The Global Brand Database was launched in 2012 with the Madrid System, Lisbon System and Article 6ter collections. Use of the Database showed steady progress throughout 2012 and 2013, with 13,000 users and 23,000 users per quarter respectively as compared to 9,000 in 2011. The process of adding national collections was initiated in 2012 with the addition of three national collections, bringing the total number of national collections (indicated as “non-Madrid” in the graph below) to 12 in 2013. The number of records held in the system increased significantly during the biennium, from 700,000 to 12 million records.

Global Brand Database Records 2012/13



IMPLEMENTATION OF THE DEVELOPMENT AGENDA

13.4. This Program continued to contribute to DA Recommendations 24 and 31, bridging the digital divide and facilitating better access to publicly available patent information by continuing to increase the amount of IP records available for searching and extending search and multilingual support functionalities.

PERFORMANCE DATA

Expected Result: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of different users per quarter/system (PATENTSCOPE/ Global Brand Database)	<i>Updated Baseline end 2011:</i> PATENTSCOPE: 216,289	+ten per cent	PATENTSCOPE: 219,000 (2012) 237,446 (2013)	Fully Achieved
	Global Brand Database: 9,000		Global Brand Database: 13,000 (2012) 23,000 (2013)	
No. of languages in which cross-lingual search is available	<i>Original Baseline P&B 2012/13:</i> PATENTSCOPE: 175'000 (beginning of 2011, new and old PATENTSCOPE systems)	9 (cumulative)	12 (cumulative)	Fully Achieved
	Global Brand Database: Not applicable			
	<i>Updated Baseline end 2011:</i> 9			
	<i>Original Baseline P&B 2012/13:</i> 5			

Expected Result: Increased dissemination of digitized patent collections of national/regional offices of WIPO Member States				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of records in PATENTSCOPE/Global Brand Database which are not produced by the IB	<i>Updated Baseline end 2011:</i> PATENTSCOPE: 10 million documents Global Brand Database: 700'000 <i>Original Baseline P&B 2012/13:</i> PATENTSCOPE: seven million documents (Feb 2011) Global Brand Database: 0	PATENTSCOPE: 30 million documents Global Brand Database: two million	PATENTSCOPE: 34 million documents Global Brand Database: 12 million	Fully Achieved
No. of national collections in PATENTSCOPE	<i>Updated Baseline end 2011:</i> 28 <i>Original Baseline P&B 2012/13:</i> 18	40 (cumulative)	36 (cumulative)	Fully Achieved
No. of national collections in Global Brand Database	<i>Updated Baseline end 2011:</i> 0 <i>Original Baseline P&B 2012/13:</i> n/a	10	12	Fully Achieved
Expected Result: Timeliness of PATENTSCOPE updates regarding PCT applications				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Delay (in months) in implementation of PCT rule changes concerning PATENTSCOPE	0	0	0	Fully Achieved
No. of weeks per year where publication is not available at 20:00 Geneva time on publication day	0	0	1	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IV.2 Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain	1,135	2,238	1,973
IV.3 Increased dissemination of digitized patent collections of national/regional offices of WIPO Member States	1,210	1,346	1,272
IV.4 Timeliness of PATENTSCOPE updates regarding PCT applications	2,159	732	938
Total	4,503	4,316	4,183

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	2,998	3,061	3,061	100%
Non-personnel Resources	1,505	1,255	1,121	89%
TOTAL	4,503	4,316	4,183	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

13.5. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

13.6 The adjustments across Results reflect the more appropriate recognition of the specific activities under the respective Results. Increase in resources under Result IV.2 (Enhanced access to, and use of, IP information and knowledge) was due to the reassignment of certain activities from Result IV.3 (Dissemination of patent collections) to Result IV.4 (Timeliness of PATENTSCOPE updates).

B. Budget Utilization 2012/13

13.7. Non-personnel budget utilization was slightly lower than expected primarily due to lower than expected expenditure on database servers, which were procured centrally by Program 25.

PROGRAM 14 SERVICES FOR ACCESS TO INFORMATION AND KNOWLEDGE**Program Manager Mr. Y. Takagi****ACHIEVEMENTS IN THE 2012/ 2013 BIENNIUM**

14.1. The biennium 2012/13 brought the number of Member States that have established Technology and Innovation Support Centers (TISCs) in their countries to a total of 39. A total of 55 national training events and eight regional conferences for TISC staff were carried out during the biennium.

14.2. The Program focused on reinforcing the long-term sustainability of the networks through a structured program of capacity building at the local level, including onsite awareness-raising and training events, additional training-of-trainers and project planning sessions, and development of new training materials.

14.3. The development of online networks through the “eTISC” knowledge management and social media platform²⁵, launched at the end of 2012, further encouraged the online exchange of experiences and best practices with nearly 700 users registered by the end of 2013. The first six webinars, reproducing the onsite training presentations and including live question-and-answer sessions, started in mid-2013, and the Program is being rapidly expanded. A regional approach to developing TISC networks in cooperation with intergovernmental organizations in Africa (ARIPO and OAPI), Asia (ASEAN) and the Arab countries (Organization of Islamic Cooperation) was also started in 2013.

14.4. An interactive e-Tutorial on using and exploiting patent information was launched at the end of 2012. The tutorial is available both on CD-ROM and online²⁶ and comprises sections on Patent Basics, Patent Search and Retrieval, and Patent Analysis. The initial English language version was followed by a French version²⁷ launched at the end of 2013.

14.5. The volume of accessible content of scientific and technical journals in the Access to Research for Development and Innovation (ARDI) program increased dramatically during the biennium from 250 journals in 2012 to 13,000 journals and 22,000 e-books in 2013 with over 250 institutional users registered. The number of registered active users of the Access to Specialized Patent Information (ASPI) program, which facilitates access to specialized commercial patent databases, also continued to rise steadily, albeit at a more modest level to 20 active institutional users.

14.6. For over 30 years, WIPO has provided developing countries and LDCs with two patent information services, namely, Patent Information Services (WPIS) and International Cooperation for the Examination of Inventions (ICE, formerly ICSEI). These services deliver technology search reports in response to requests from private sector and public institutions and search and examination reports for pending patent applications in response to requests from patent offices in developing countries. The demand for technology search reports decreased during the biennium by 16.4 per cent in comparison to the previous biennium, partly due to the implementation of TISC networks, which will gradually become the delivery mechanism for such services. A total of 214 requests related to search and examination were received for ICE service, which represents an 8.6 per cent increase in demand. The ICE continued to provide training workshops for patent examiners from patent offices in developing countries. Three sub-regional workshops on utilization of patent examination results from other national prosecution phases were held in Harare (July 2012), Yaoundé (January 2013) and Riyadh (December 2013) for 25 participants from English and French speaking IPOs, and 12 participants from ten Arab countries, respectively. Additionally, three national workshops were organized for the patent offices of Cambodia (three participants), Thailand (35 participants) and Viet Nam (60 participants).

²⁵ <http://etisc.wipo.org>

²⁶ <http://www.wipo.int/tisc/etutorial>

²⁷ <http://www.wipo.int/tisc/fr/etutorial>

14.7. Initiated in 2011, WPIS completed four new Patent Landscape Reports (PLR) in the biennium: E-waste Recycling Technologies²⁸ in cooperation with the United Nations Environment Programme (UNEP) and the Secretariat of the Basel Convention (SBC); patenting activity related to animal genetic resources; particle accelerator technologies and their industrial and medical uses in collaboration with the European Organization for Nuclear Research (CERN); and on assistive devices and technologies for visually and hearing impaired persons. Two already completed and published PLRs on Ritonavir and on selected neglected diseases have been updated. The website on PLRs was enhanced with the addition of 51 PLRs. Infographics were prepared to visualize key findings for eight PLRs. Methodology Guidelines for the preparation of PLRs were drafted in collaboration with an external expert and is expected to be published during the second quarter of 2014. The Guidelines were discussed in the framework of two Regional Workshops on Patent Analytics organized in 2013 in Brazil (Rio de Janeiro) and the Philippines (Manila) in collaboration with the National Institute of Industrial Property (INPI) of Brazil and the Intellectual Property Office of the Philippines (IPOPPL), respectively. Additionally, two national workshops on patent analytics were organized in 2013 in the Philippines (Cebu and Manila) for a total of 100 participants from Philippine Innovation and Technology Support Offices (ITSOs).

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

14.8. The design, planning and implementation of activities undertaken by Program 14 were informed by the relevant DA Recommendations, in particular Recommendations 1, 8, 19, 30 and 31. A major part of the Program’s work during the period under review consisted of the implementation of two DA projects, namely: Specialized Databases’ Access and Support and Developing Tools for Access to Patent Information. These two projects were completed and evaluated in 2012. Evaluation reports were reviewed and considered by the CDIP. The CDIP also approved a Phase II for each of the two projects, which were completed in 2013.

PERFORMANCE DATA

Expected Result: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of national TISC networks launched	<p><i>Updated Baseline end 2011:</i> 20 TISC networks²⁹ Africa (7) Arab region (4) Asia and Pacific (2) Latin America and the Caribbean (5) Certain Countries in Europe and Asia (2)</p> <p><i>Original Baseline P&B 2012/13:</i> 12 national TISC networks launched (1 quarter 2011): Africa (4) Arab region (3) Asia and Pacific (2) Latin America and the Caribbean (2) Certain Countries in Europe and Asia (1)</p>	<p>22* additional national TISC networks launched: Africa (9) Arab region (2) Asia and Pacific (3) Latin America and the Caribbean (4) Certain Countries in Europe and Asia (4)</p>	<p>19 additional TISC networks launched in 2012/13: Africa (12), Arab (2), Latin America and the Caribbean (4) and Certain Countries in Europe and Asia (1).</p> <p>39 TISC networks established: Africa (19), Arab region (6), Asia and Pacific (2), Latin America and the Caribbean (9) and Certain Countries in Europe and Asia (3) (cumulative).</p>	Fully Achieved

²⁸ http://www.wipo.int/export/sites/www/freepublications/en/patents/948/wipo_pub_948_4.pdf

²⁹ Corrigendum: The updated baseline figures for the Africa and Arab regions were inverted in the publication of the Program Performance Report for 2012 (WO/PBC/2012). These figures have now been corrected.

No. of users serviced by TISCs per quarter and country	<i>Updated Baseline end 2011:</i> 200 (min.) – 630 (max.) average no. of users serviced by TISCs per day <i>Original Baseline P&B 2012/13:</i> Tbd by end 2011	Tbd by end 2011	532 (min.) to 1370 (max.) average no. of users serviced by TISCs per day during 2013.	Not Assessable
% of users satisfied with TISC services	n/a	70%	No data provided by TISCs in time for publication.	Not Achieved
No. of users of the value-added information services (technology search service, Patent Landscape Reports and ICE)	<i>Updated Baseline end 2011:</i> For ICE/WPIS service: 284 search requests received in 2011 from 16 countries, including 107 ICE examination requests For PLRs: Cooperation partners: around 20 No. of unique page views 2,000 hits; No. of downloads 1,500 <i>Original Baseline P&B 2012/13:</i> Tbd by end 2011	Tbd by end 2011	For ICE/WPIS service: 435 search requests received in 2012/13 from 19 countries, including 214 ICE examination requests. For PLRs: Cooperation partners: around 20 – No. of page views 19,401 (unique clicks) – No. of downloads 26,487 (PDF) – E-waste PLR, published on December 12, 2013, received 1,000 hits in two weeks.	Not Assessable Not Assessable
% of recipients satisfied with the value-added information services (technology search service, Patent Landscape Reports and ICE)	<i>Updated Baseline end 2011:</i> For ICE/WPIS: 70% For PLR: For first level users 70% For second level users 50% <i>Original Baseline P&B 2012/13:</i> n/a	70%	No satisfaction surveys for WPIS and ICE were conducted. Discussions with donor offices on how to evaluate and retrieve feedback for the work carried out are under way. A satisfaction survey for the PLR was carried out in March 2014 and received 39 responses (3 first level users; 36 second level users). The results showed that approximately 70% of the users were satisfied with the quality of the reports: - 78% found the presentation of the technical issues excellent or very good - 69.% found the presentation of the results excellent or very good - 69% found the reports very closely or closely related to their work	Not Achieved Fully Achieved
Number of registered users of aRDI and ASPI	aRDI(24), ASPI (6)	aRDI 50 before end 2013, ASPI 20 before end 2013	aRDI (207 active users) ASPI (20 active users)	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IV.2 Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain	7,038	7,855	7,755
Total	7,038	7,855	7,755

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	5,650	6,585	6,585	100%
Non-personnel Resources	1,388	1,270	1,170	92%
TOTAL	7,038	7,855	7,755	99%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

14.9. The Budget after Transfers reflects: (i) an increase in personnel resources resulting from internal re-deployment to support work related to seminars/workshops on access to IP information and knowledge, content and access to web and paper publications and TISCs in member States; and (ii) the regularization of several long-serving temporary employees in the Program performing continuing functions.

14.10. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

B. Budget Utilization 2012/13

14.11. The budget utilization of 92 per cent reflects a slightly lower than expected expenditure primarily due to: (i) the approval of the Phase II of the DA project on Access to Patent Information by the tenth session of the CDIP in November 2012 only; and (ii) cost savings on travel and contractual services on the same project.

PROGRAM 15 BUSINESS SOLUTIONS FOR IP OFFICES**Program Manager Mr. Y. Takagi****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

15.1. The biennium confirmed a change in the structural conditions under which the Program operated, in particular to support the growing demand, not only for basic WIPO IP Office systems, but also for additional and more complex WIPO IP Office systems, all of which provide IP Offices with both business solutions and the supporting technical tools and platforms for cost-effective and efficient administration of IP applications. The Program's existing deployment and support model had been built with a smaller WIPO team, to service fewer Offices with less advanced office needs. During the biennium 2012/13, increased demand for WIPO IP Office systems, as well as more complex user needs were identified. In order to address these needs and provide an enabling environment to WIPO's user community, a new support strategy was defined, focusing on more systematic software support procedures, enhanced ownership by the users of the systems, knowledge transfer at a national and regional level and more input into the systems development priorities from the user community, always considering the specific needs and capacity of each Office. The change to the support strategy is an ongoing process that will continue to be implemented in 2014/15.

15.2. The development started on new modules adaptable to the WIPO IP Office systems proposed for the core business of IP Offices, namely WIPO File, a system enabling online submission of IP applications and supporting documents by applicants and agents, and the WIPO Publication Server to help Offices provide online access to published documents and easily exchange published data and documents.

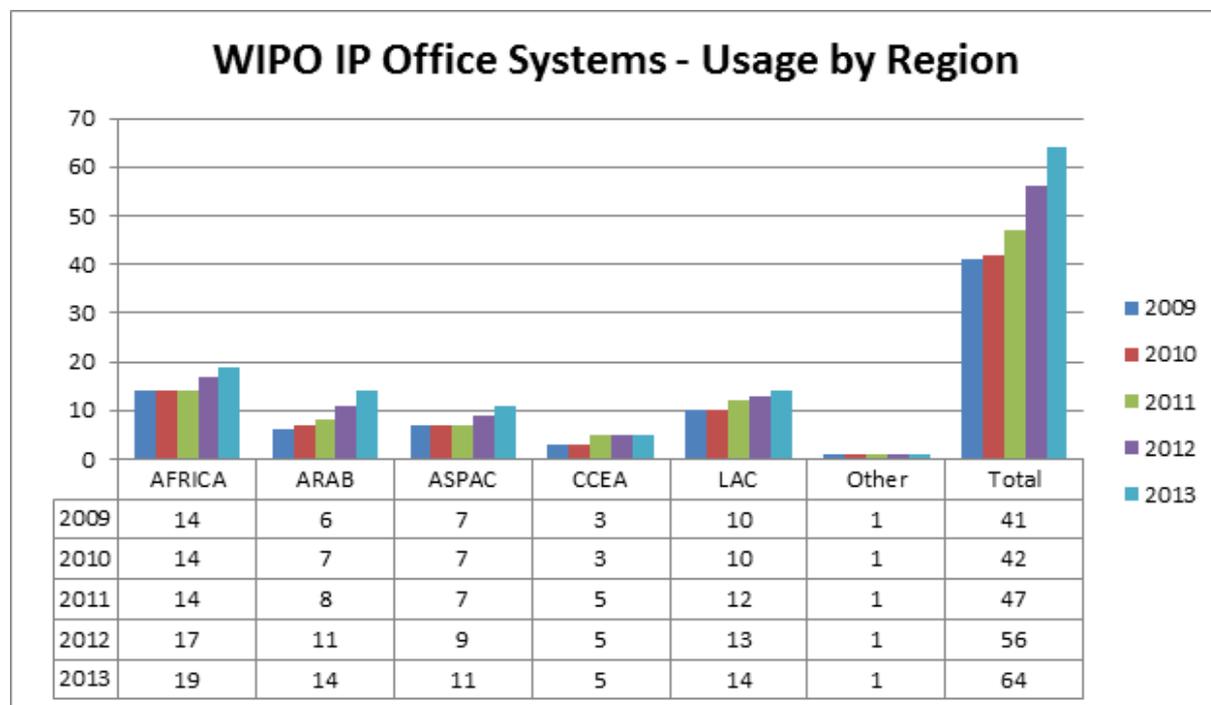
15.3. Major upgrades were completed on the following WIPO IP Office systems:

- (i) The WIPO Industrial Property Administration System (IPAS) supporting all the major business processes of an IP Office, from registration of IP records to publication: ongoing development led to a major enhancement released in 2012 and the WIPO Electronic Document Management System (EDMS) was successfully integrated with IPAS.
- (ii) The WIPO Digital Access Service (DAS) allowing priority documents and similar documents to be securely exchanged between participating IP Offices: a new version of the system was released mid-2012, implementing a simplified procedure for exchange of priority documents between participating Offices, to support the secure exchange of priority documents related to patents, utility models, industrial designs and trademarks, and other enhancements agreed at the DAS working group in 2011.
- (iii) The WIPO Centralized Access to Search an Examination (CASE) allowing secure exchange of search and examination documents to facilitate work sharing between patent Offices: a major upgrade was completed mid-2012, adding a patent family search function as well as remote access to IP Office digital libraries, which allows Offices to make their documents available over the internet.

15.4. With the assistance of the Japan Patent Office (JPO), two major training events were organized focusing on sharing knowledge and experience in the area of office modernization. The first workshop targeted the Africa region and was defined in cooperation with the African Regional Intellectual Property Organization (ARIPO) to build the capacity and technical skills of IPAS focal points among ARIPO member states, deepen their understanding of the architecture of the system, build a regional support network for the system and share knowledge and experience on IPAS support and troubleshooting in the region. The second workshop targeted the Association of South East Asian Nations (ASEAN) member states and was defined in cooperation with the Intellectual Property Office of the Philippines (IPOP HL). It aimed at sharing knowledge and experience among the ASEAN Member States, raising awareness on work-sharing initiatives, facilitating regional networking and facilitating the IT Roadmap for the ASEAN. The evaluation of both events confirmed their value-add in terms of capacity building.

15.5. A technical workshop was also organized at the WIPO headquarters in Geneva for IPAS and WIPOScan administrators from various regions leading to enhanced ownership by the users of the systems.

15.6. The chart below provides an overview of the level of usage of the WIPO IP Office systems over the past five years. It clearly highlights an increase in usage from the biennium 2010/11 to the biennium 2012/13.



15.7. Some 64 IP Offices were using WIPO IP Office systems at the end of the 2012/13 biennium (comprising IPAS, the WIPO Arab Industrial Property Management System (AIPMS), EDMS, WIPOScan and the WIPO Madrid Module).

15.8. In addition, seven IP Offices were using the WIPO Centralized Access to Search and Examination (CASE) and 11 IP Offices were using DAS.

15.9. Collaboration and partnership was reinforced through the signature of 17 new Cooperation Agreements for the development of IP Office Business Services over the biennium.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

15.10. The design, planning and implementation of activities undertaken by Program 15 were informed and guided by the relevant DA Recommendations in particular 1, 2 and 10. In addition, the Program was engaged in the implementation of the DA project on Smart IP Institutions and the project on Information and Communication Technologies (ICTs), the Digital Divide and Access to Knowledge. These two projects were completed at the end of 2011 and evaluated in 2012. Evaluation reports were discussed by the CDIP.

15.11. In addition, with a view to enhancing the technical and knowledge infrastructure of IP Offices and other IP institutions to provide improved services to their stakeholders, the Program continued providing technical assistance to IP Offices in developing countries and LDCs to improve their ICT-based business systems for reception, administration, examination, registration and publication of IP titles.

PERFORMANCE DATA

Expected Result: Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of Offices with fully automated vs partially automated IP administration systems provided by WIPO	<p><i>Updated Baseline end 2011:</i> 181,900 No. of fully automated offices at the end of 2011: 33 No. of partially automated offices at the end of 2011: 25 Total: 58 offices using WIPO IP administration systems (end 2011)</p> <p><i>Original Baseline P&B 2012/13:</i> 38 offices fully automated vs. 25 offices partially automated. Total of 58 offices using WIPO IP administration systems</p>	50/80 ³⁰	<p>No. of fully automated Offices end 2012/13 biennium: 43</p> <ul style="list-style-type: none"> – Africa (10) – Arab (10) – Asia and Pacific (9) – Certain Countries in Europe and Asia (4) – Latin America and the Caribbean (9) – Other (1) <p>No. of partially automated offices end 2012/13 biennium: 21</p> <ul style="list-style-type: none"> – Africa (9) – Arab (4) – Asia and Pacific (2) – Certain Countries in Europe and Asia (1) – Latin America and the Caribbean (5) <p>Total: 64 offices using WIPO IP administration systems end 2012/13 biennium</p> <ul style="list-style-type: none"> – Africa (19) – Arab (14) – Asia and the Pacific region (11) – Certain Countries in Europe and Asia (5) – Latin America and the Caribbean (14) – Other (1) 	Fully Achieved
No. of Offices with IP data online in WIPO databases	20	40 (cumulative)	<p>48 (36 in PATENTSCOPE and 12 in Global Brand Database) Offices with IP data online in WIPO databases (cumulative)</p> <p>PATENTSCOPE:</p> <ul style="list-style-type: none"> – Africa (3) – Arab (5) – Asia and Pacific (4) – Certain Countries in Europe and Asia (3) – Latin America and the Caribbean (16) – Other (5) <p>Global Brand Database:</p> <ul style="list-style-type: none"> – Arab (4) – Asia and Pacific (2) – Certain Countries in Europe and Asia (1) – Other (5) 	Fully Achieved
No. of Groups of Offices participating in a common platform	1	3 (cumulative)	<p>7 participating Offices from different regions. The question of having different groups of offices is no longer relevant. Offices adhere to the common platform from all over the world and not in regional groups</p>	Fully Achieved

³⁰ Fifty Offices out of a total of 80 Offices to be fully automated.

No. of Offices processing PCT and Madrid data with the support of WIPO supplied systems	5	20 (cumulative)	40 Offices processing PCT and Madrid data with the support of WIPO supplied systems Regional breakdown processing of PCT data: – Africa (6) – Arab (5) – Asia and Pacific (4) – Certain Countries in Europe and Asia (5) – Latin America and the Caribbean (7) TOTAL: 27 Regional breakdown for processing Madrid data: – Africa (7) – Arab (1) – Asia and Pacific (1) – Certain Countries in Europe and Asia (3) – Latin America and the Caribbean (1) – TOTAL: 13	Fully Achieved
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BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IV.5 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	7,813	8,269	8,042
Total	7,813	8,269	8,042

Budget and Actual Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	3,893	4,596	4,596	100%
Non-personnel Resources	3,919	3,673	3,446	94%
TOTAL	7,813	8,269	8,042	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

(3) The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

A. Budget after Transfers 2012/13

15.12. Additional personnel resources were allocated to the Program to support the design and upgrade of WIPO software solutions and the deployment of the WIPO Industrial Property Administration System (IPAS) supporting all the major business processes in IP Offices. Based on the increased demand for these services, a total of 40 Offices are now benefitting from WIPO supported systems instead of the biennial target of 20 Offices.

B. Budget Utilization 2012/13

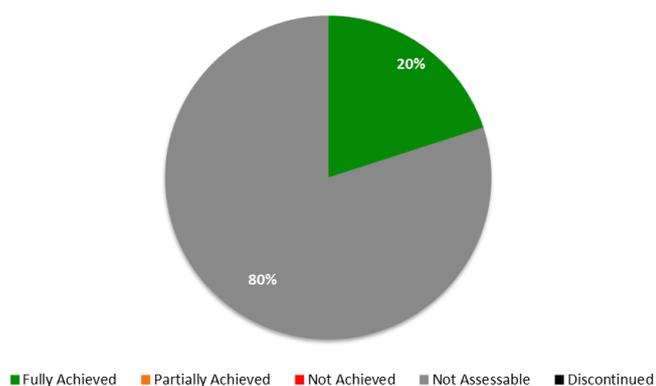
15.13. Budget utilization of 94 per cent reflects a slightly lower than expected expenditure due to cost savings on travel (staff missions) and contractual services.

STRATEGIC GOAL V

WORLD REFERENCE SOURCE FOR IP INFORMATION AND ANALYSIS

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
Increased usage of WIPO statistical information on the performance of the international IP system	No. of downloads of two main statistical reports	Program 16	●
	No. of data downloads	Program 16	●
Take-up of WIPO economic analysis as an input into the formulation of IP policy	No. of citations in economic publications and government policy reports	Program 16	●
	No. of developing countries which find WIPO economic studies useful and degree of usefulness	Program 16	●
Enhanced access to, and use of, IP related legal information	Enhanced coverage in WIPO Lex database of IP related legal information	Program 21	●

PROGRAM 16 ECONOMICS AND STATISTICS**Program Manager Director General****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

16.1. The statistical work fully achieved its objective in promoting the availability of accurate, comprehensive, and timely statistical information on the performance of the IP system worldwide. As in previous years, the Program conducted comprehensive annual surveys of national and regional IP Offices. Data coverage continued to include the largest IP-using jurisdictions, and improved slightly compared to the previous biennium. One major achievement of the biennium was the establishment of a new IP Statistics Data Center that allows for more tailor-made access to WIPO's IP statistics. In addition, the Program developed new statistical reports on the Madrid and Hague Systems, complementing the Program's long-standing statistical reporting tools – in particular, the Statistical Country Profiles, the World Intellectual Property Indicators, the IP Facts & Figures and the PCT reports. Overall, the Program's expanded offerings served the data and statistical analysis needs of a wide range of users – from specialists in IP Offices and academia to more general users outside of the IP community. While difficult to consistently track over time, WIPO's IP statistics and statistical reports continue to be widely used and cited in academic studies, policy reports, media articles and other publications worldwide.

16.2. The Program's economic analysis work has matured and expanded into new directions. One major achievement was the publication of the second World IP Report on the role of brands in the global economy, which generated a large number of news reports and interest from policymakers and academia. In addition, WIPO assumed the role of co-publisher of the Global Innovation Index (GII), along with INSEAD and Cornell University. The yearly launches of the GII, in 2013 in the presence of the UN Secretary General, attracted significant media attention. In addition, national governments and international organizations, including in the UN system, are increasingly using the GII as a reference source for analyzing national innovation performance, as evidenced by citations, data inquiries, and requests for advisory services.

16.3. The Program also contributed to mainstreaming economic analysis in IP policy discussions at WIPO and elsewhere. In particular, it supported Member States' discussions on the proposed design law treaty by contributing a study, jointly with Program 2, on the likely effects of such a treaty on users and IP Offices. Similarly, the evidence generated as part of three CDIP projects, on IP and socioeconomic development, IP and the informal economy, and IP and brain drain, informed Member States' discussions on the development dimension of IP. Those projects, along with the Program's long-standing seminar series and its engagement within the network of IP Office economists, helped strengthen WIPO's role in fostering and facilitating empirical and scientifically rigorous economic research on IP.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

16.4. The design, planning and implementation of activities undertaken by Program 16 were informed by the relevant DA Recommendations, in particular Recommendations 1, 35 and 37. In addition, the Program was engaged in the implementation of three DA projects: Project on IP and Economic and Social Development, Project on IP and Brain Drain, and Project on IP and the Informal Economy. These projects were completed in 2013, under which the following activities were carried out:

- Under the Project on IP and Economic and Social Development, country studies in Brazil, Chile, Thailand and Uruguay were presented at the eleventh and twelfth sessions of the CDIP. Having created new data resources, the research teams employed the data to investigate patterns of IP use at the micro level. An Expert Meeting on IP and Socio-Economic Development was also held in December 2013. Key contributors to the six country studies and selected international experts discussed the main lessons learned from the different studies, their broader applicability, and their implications for policymaking at the national and international levels.
- Under the Project on IP and Brain Drain, a mapping study of inventor migration flows was prepared and presented to the twelfth session of the CDIP. This study builds on a new database of inventor migration flows. In addition, an Expert Workshop on Intellectual Property (IP), the International Mobility of Knowledge Workers and the Brain Drain was held in April 2013. A summary of this workshop was presented to the twelfth session of the Committee.

- Under the Project on IP and the Informal Economy, the internal draft of the conceptual study on Innovation, IP and the Informal Economy was completed and presented to the eleventh session of the CDIP, and the first International Workshop on Innovation, IP and the Informal Economy, organized by WIPO and the Institute for Economic Research on Innovation, was held in Pretoria, South Africa from November 19 to 21, 2012.

PERFORMANCE DATA³¹

Expected Result: Increased usage of WIPO statistical information on the performance of the international IP system				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of downloads of two main statistical reports	Tbd	ten per cent increase in usage	In 2013, the latest available editions (2012 and 2013 editions) of the World Intellectual Property Indicators (publication n°941) ³² and WIPO IP Facts and Figures (n°943) ³³ were downloaded, altogether, 52,670 times.	Not Assessable
No. of data downloads	Tbd	ten per cent increase in usage	In 2013, the WIPO Statistics Data Center was used by 23,496 unique visitors who viewed 162,463 pages.	Not Assessable
Expected Result: Take-up of WIPO economic analysis as an input into the formulation of IP policy				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of citations in economic publications and government policy reports	<i>Updated Baseline end 2011:</i> The first World IP Report was published in November 2011, so it is too early to count citations as of end 2011 <i>Original Baseline P&B 2012/13:</i> Given novelty of program, baseline not available	Given novelty of program, not possible to establish meaningful targets	In 2013, the two editions (2011 and 2013 editions) of the World Intellectual Property Report (publication n°944) ³⁴ were downloaded, altogether, 17,536 times. The second World IP Report was published in November 2013.	Not Assessable
No. of developing countries which find WIPO economic studies useful and degree of usefulness	<i>Updated Baseline end 2011:</i> Since developing country studies will only be completed in 2013, no baseline available <i>Original Baseline P&B 2012/13:</i>	Given novelty of program, not possible to establish meaningful targets	All six country study projects were completed by the end of 2013. <ul style="list-style-type: none"> - Three studies were presented at the eleventh session of the CDIP - One study was presented at the twelfth session of the CDIP - Two studies, which were completed at the end of 2013, will be presented at the thirteenth session of the CDIP 	Not Assessable

³¹ Baselines and targets for the Performance Indicators could not be established due to the absence of a reliable web-based statistical tracking tool.

³² http://www.wipo.int/export/sites/www/freepublications/en/intproperty/941/wipo_pub_941_2013.pdf

³³ http://www.wipo.int/export/sites/www/freepublications/en/statistics/943/wipo_pub_943_2013.pdf

³⁴ http://www.wipo.int/export/sites/www/freepublications/en/intproperty/944/wipo_pub_944_2013.pdf

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
III.6 Development Agenda principles further mainstreamed into the Organization's programs and activities	276	345	334
V.1 Increased usage of WIPO statistical information on the performance of the international IP system	1,569	1,763	1,748
V.2 Take-up of WIPO economic analysis as an input into the formulation of IP policy	2,711	3,044	2,909
VII.3 IP-based tools are used for technology transfer from developed to developing countries, particularly least developed countries, to address global challenges	30	30	
Total	4,585	5,182	4,990

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	3,455	3,776	3,776	100%
Non-personnel Resources	1,130	1,407	1,214	86%
TOTAL	4,585	5,182	4,990	96%

NOTES:

- (1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.
- (2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.
- (3) The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

A. Budget after Transfers 2012/13

16.5. Additional resources, including personnel resources, were allocated to Results V.1 (Increased usage of WIPO statistical information) for the revised project proposal for the DA project IP and Brain Drain and V.2 (Take-up of WIPO economic analysis) for enhanced emphasis on economic studies and analysis under the DA projects on IP and Socio-Economic Development and IP and the Informal Economy and the publication of the World IP Report and Global Innovation Index.

B. Budget Utilization 2012/13

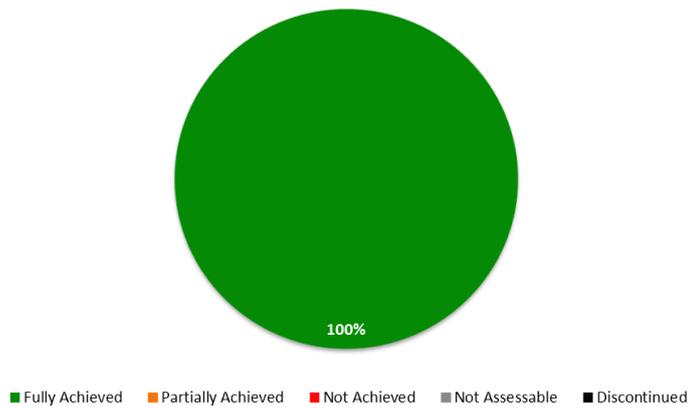
16.6. The 86 per cent budget utilization for non-personnel was primarily related to: (i) a slight delay in the implementation of two of the six planned country study projects under the DA Project on Socio-Economic Development and IP; and (ii) cost-efficiency savings on the project, in particular on contractual services.

STRATEGIC GOAL VI

INTERNATIONAL COOPERATION ON BUILDING RESPECT FOR IP

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	Continued agreement by Member States on the substantive work of the WIPO Advisory Committee on Enforcement (ACE) in the biennium, incorporating development-oriented elements	Program 17	●
Systematic and effective cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP	No. of formal cooperation mechanisms in place	Program 17	●
	No. of joint activities	Program 17	●

PROGRAM 17 BUILDING RESPECT FOR IP**Program Manager Mr. J. C. Wichard****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

17.1. Through a process of consultation, Program 17 reinforced the confidence of Member States and observers in the Advisory Committee on Enforcement (ACE) as a forum for constructive policy dialogue, and the exchange of information and experiences in the area of building respect for IP. At its eighth session, the ACE worked towards identifying the motivations, including socio-economic variables for IP infringements; developing analytical methodologies that measure the impact of counterfeiting and piracy; and analyzing alternate models to address counterfeiting and piracy. Member States agreed that the work program for the ninth session of the ACE would be dedicated to (i) alternative dispute resolution practices in the field of IP, and (ii) preventive actions, measures or successful experiences to complement enforcement measures.

17.2. Program 17 dealt with an increasing demand from Member States (developing countries and LDCs) for technical assistance, which included legislative assistance in relation to adopting or strengthening national or regional legal frameworks that comply with the standards and obligations contained in Part III of the TRIPS Agreement and advising, where necessary, on the institutional architecture of IP enforcement. In providing such assistance, Program 17 systematically indicated the options and flexibilities available in Part III of the TRIPS Agreement and, in accordance with Recommendation 45 of the Development Agenda, emphasized the broader development-oriented concerns to be taken into account in the implementation of enforcement-related provisions.

17.3. A growing number of capacity-building activities were also undertaken in the area of building respect for IP, ensuring that the content of these activities adequately reflected the expressed needs and socio-economic realities of the participating Member States, as well as an appropriate balance between private rights and the public interest, in line with Recommendation 45 of the Development Agenda.

17.4. In response to an increasing demand from Member States, the aforementioned activities also covered the area of IP education and public awareness and sought to encourage consumer participation in building a shared understanding of the social benefits of IP enforcement and to create an environment conducive to respect for IP rights. They aimed to raise public awareness as a preventive measure to complement ongoing enforcement activities, and to provide national authorities and stakeholders with information on how to develop and implement national awareness raising strategies to build respect for IP. In addition, following the transfer in 2012 of the Awards and other WIPO outreach activities to Program 17, some 240 WIPO Awards were delivered in support of national outreach strategies.

17.5. The Secretariat provides an extensive report on its activities in the field of building respect for IP to the ACE.

17.6. Finally, Program 17 continued cooperating and coordinating with intergovernmental and non-governmental organizations, associations of stakeholders as well as academic institutions, to integrate development-oriented concerns into the work stream of partner organizations. The Program's approach to seeking balance in all its activities, reflecting the interests of both private right holders and civil society, was supported by partner organizations, as for example, in the seventh Global Congress on Combating Counterfeiting and Piracy, held in Istanbul (April 2013).

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

17.7. The design, planning and implementation of all activities undertaken by Program 17 were informed and guided by the relevant DA Recommendations, in particular Recommendations 1 and 45.

17.8. More specifically, the Program's technical assistance, capacity-building and legislative assistance activities were development-oriented, demand-driven, neutral and transparent, in line with the aforementioned Recommendations as well as Recommendations 6, 12, 13 and 14. In addition, DA Recommendation 45 guided the work program agreed by the ACE at its eighth session.

PERFORMANCE DATA

Expected Result: Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Continued agreement by Member States on the substantive work of the WIPO Advisory Committee on Enforcement (ACE) in the biennium, incorporating development-oriented elements	Current work program	Agreement on specific work programs for the 8 th and the 9 th session of the ACE	Eight Strategic Goal VI-based papers were presented during the eighth session of the ACE, held in December 2012. During this session, the Member States agreed on the following work program for the ninth session: (i) practices and operation of alternative dispute resolution systems in IP areas; and (ii) preventive actions, measures or successful experiences to complement ongoing enforcement measures with a view to reducing the size of the market for pirated or counterfeit goods. (WIPO/ACE/8/12).	Fully Achieved
Expected Result: Tailored and balanced IP legislative, regulatory and policy frameworks				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of countries provided with technical assistance on new or updated legislative frameworks for effective enforcement, taking into account flexibilities in Part III of TRIPS	<i>Updated Baseline end 2011:</i> One regional group (Africa) and two countries (in 2010/11) <i>Original Baseline P&B 2012/13:</i> One regional group (Africa) One country (Asia)	Four countries (in 2012/13)	(i) One regional group (Africa) and nine countries - Africa (3), Asia and the Pacific (5), Latin America and the Caribbean (1) - were provided with legislative comments; (ii) Diagnostic missions were undertaken in two countries - Africa (1) and Asia and the Pacific (1); (iii) Legal drafters of four Member States - Africa (2) and Asia and the Pacific (2) - were invited to Geneva.	Fully Achieved
Expected Result: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Inclusion of development-related issues in WIPO enforcement training programs	No current data available	100%	100% All activities include development-related issues in accordance with Recommendation 45 of the Development Agenda: (i) 22 (sub-) regional and 15 national capacity-building activities (ii) Four consultation meetings on building respect for IP strategies (iii) Program 17 participated, with a focus on building respect for IP, in 11 general WIPO training programs	Fully Achieved
% of trained enforcement officials that report satisfaction with the training provided, including guidance on strategic cooperation, and its usefulness for their professional life	No current data available	75%	The average rate of satisfaction expressed by the participants in the capacity building activities was above 85%.	Fully Achieved

Expected Result: Systematic, transparent and effective cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of formal cooperation mechanisms in place	Three	Four	Four	Fully Achieved
No. of joint activities	<i>Updated Baseline end 2011: 35 (in 2010/11)</i> <i>Original Baseline P&B 2012/13: 30</i>	30 (in 2012/13)	39 activities jointly organized with partner organizations and stakeholders and/or in which Program 17 participated.	Fully Achieved

BUDGET UTILIZATION AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
I.4 Tailored and balanced IP legislative, regulatory and policy frameworks	311	282	292
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	1,261	1,300	1,403
VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	635	469	349
VI.2 Systematic and effective cooperation and coordination between the work of WIPO and other international organizations in the field of building respect for IP	785	741	721
VIII.1 More effective communication to a broad public about intellectual property and WIPO's role	0	42	38
Total	2,992	2,833	2,804

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	2,192	2,057	2,057	100%
Non-personnel Resources	800	776	747	96%
TOTAL	2,992	2,833	2,804	99%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

17.9. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

17.10. The slight net decrease in the allocation of personnel resources reflects the transfer of the Awards Program from Program 19 with the associated personnel resources and the transfer of a temporary position from the Program in order to reinforce the work of the Caribbean Unit in Program 9.

B. Budget Utilization 2012/13

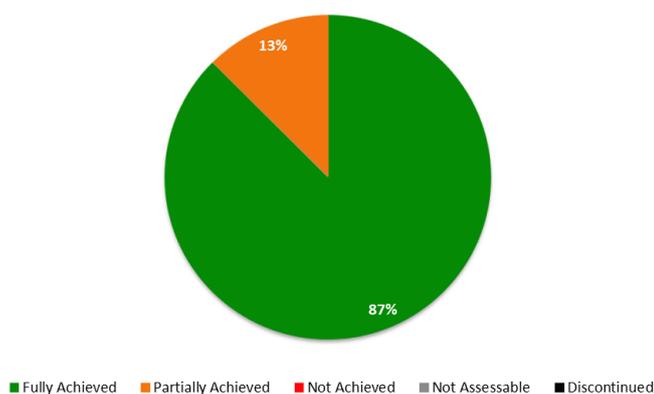
17.11. Budget utilization of 96 per cent reflects a slightly lower than expected expenditure related to the organization of the Advisory Committee on Enforcement (ACE), primarily due to cost savings on third party travel.

STRATEGIC GOAL VII

ADDRESSING IP IN RELATION TO GLOBAL POLICY ISSUES

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
Enhanced understanding among policy makers on the interface between global challenges and innovation and intellectual property as a basis for improved policy decision making	References to WIPO's work in the area of global challenges in other policy processes	Program 18	●
	Increased use of material from the Global Challenges website	Program 18	●
	Feedback from participants in policy fora	Program 18	●
WIPO established as a credible source of support, assistance, and reference for information on innovation and IP in relevant public policy processes	No. and diversity of specific requests from Member States and international organizations for WIPO contributions on IP in relation to global public policy issues	Program 18	●
IP-based tools are used for knowledge transfer from developed to developing countries, particularly least developed countries, to address global challenges	No. of participants in IP-based platforms	Program 18	●
	No. of transactions concluded using the platform(s)	Program 18	●
WIPO established as the relevant Forum for analyzing and debating issues in the field of IP and competition policy	No. of countries requesting WIPO's specific contributions on IP in relation to competition law-related issues	Program 18	●
	No. and diversity of stakeholders (IP offices, competition authorities, relevant IGOs and NGOs) engaged in dialogue with WIPO	Program 18	●

PROGRAM 18 IP AND GLOBAL CHALLENGES**Program Manager Mr. J. C. Wichard****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

18.1. Program 18 addresses innovation and IP at the intersection of pressing global and interconnected issues, in particular Global Health, Climate Change, and Food Security. In 2012/13, the Program further contributed to an enhanced understanding among policy makers on the interface between global challenges, innovation and IP, including two multi-stakeholder innovation and technology transfer platforms (WIPO Re:Search and WIPO GREEN), and the ongoing collaboration with WHO and WTO addressing the confluence of health, IP, innovation and trade. The Program continued to receive positive feedback from a wide range of stakeholders for WIPO's work on IP and Global Challenges.

18.2. Working closely with a range of relevant sectors within WIPO, most notably Program 20, efforts have led to an increased recognition of WIPO as a credible source of support, collaboration with and reference for information on issues related to public policy and IP, resulting in continued requests for WIPO to contribute to, and participate in, relevant public policy fora by other organizations, including WHO, WTO, NGOs, universities and other institutions like the Graduate Institute of International and Development Studies. The organization of three WIPO Global Challenges Seminars in 2012 provided a forum for participants to share ideas, expertise and information relating to the three core areas of the Program. In addition, a joint WHO, WIPO, WTO technical symposium on Medical Innovation—Changing Business Models, was held in July 2013, highlighting the importance of cooperation across all sectors and among all stakeholders to achieve better outcomes.

18.3. The trilateral cooperation with WHO and WTO also focused on enhanced understanding among policymakers of the interplay between health, IP and trade. Notably, the collaboration resulted in the publication in 2013 of the joint technical study titled *Promoting Access to Medical Technologies and Innovation – Intersections between public health, intellectual property and trade*³⁵, which provide a comprehensive overview of the current status of the situation, as well as an extensive source of empirical information on all key aspects of the issues. Furthermore, the study constitutes a guide on the institutional and legal frameworks available to address the confluence of these three domains, especially within the context of the mandates of the three Organizations and in support of their capacity building initiatives.

18.4. A major achievement during the biennium was the launch of WIPO GREEN as an operational platform in November 2013. WIPO GREEN is an interactive marketplace that promotes innovation, transfer and diffusion of green technologies by connecting technology and service providers with those seeking innovative solutions. Partners include IGOs, such as UNEP and Climate Technology Centre and Network (CTCN), public sector institutions, small and large enterprises, as well as NGOs. The increasing number of partners and their willingness to improve the quality and quantity of entries to the WIPO GREEN database, demonstrates the potential that WIPO GREEN has in support of technology transfer from developed to developing countries as well as south-south collaborations. As of the end of 2013, the WIPO GREEN database had 737 entries. During this formative phase, the focus remained on building a robust set of partners and increasing the number of entries, with the objective of promoting increased levels of marketplace interaction and transactional usage of the platform moving forward. As such, during the biennium, no transactions were concluded.

18.5. WIPO Re:Search--*Sharing Innovation in the Fight Against Neglected Tropical Diseases (NTDs)* - made significant progress during the biennium, gaining in recognition as a platform to support innovation and technology transfer related to research for NTDs, tuberculosis and malaria. The consortium marked as achievements in 2012 some 30 new members and 11 collaborative research agreements, and in 2013 some 19 new members and 33 new research agreements, bringing the total members to 80 and collaborations to 44 at the end of the biennium, a 260 per cent increase in members since its launch in October 2011. Moreover, and especially important for WIPO's broader policy goals as articulated in the DA, WIPO Re:Search includes 15 members from ten African countries. In addition to an increase in the number of research collaborations, the platform's potential for technology transfer from developed to developing countries of IP assets, including know-how and expertise, was demonstrated by the facilitation

³⁵ http://www.wipo.int/policy/en/global_health/trilateral_cooperation.html

of research sabbaticals for five African biomedical scientists in overseas research institutions made possible by a Fund-in-Trust provided by the Government of Australia.

18.6. As regards IP and Competition Policy, the number of Member States requesting the Secretariat to engage in a dialogue, as well as to assist them in better understanding the interface between IP and competition, significantly increased during the biennium. Moreover, the Program established a structured, albeit informal, cooperation with other relevant Organizations in this field, most notably the OECD, UNCTAD and the WTO, as well as with the International Competition Network (ICN). All biennial targets were fully achieved as planned with the exception of one of the two surveys where questionnaires from Member States were returned later than expected, thereby delaying the process.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

18.7. The design, planning and implementation of activities undertaken by Program 18 were guided by the relevant DA Recommendations. The Program continued its implementation of the DA through contributing to public policy patent landscaping initiatives concerning health, climate change and food security in the context of the project on Developing Tools for Access to Patent information. Both Phases I and II of this project were completed during the biennium, in 2012 and 2013 respectively, and an evaluation of Phase I was undertaken in 2012. In addition, the Program was engaged in the implementation of the project on IP and Competition Policy. This project was completed in 2012 and mainstreamed into the main work of the Program in 2013. Under this project, the following studies were finalized and discussed in the CDIP: Interaction of Agencies Dealing with Intellectual Property and Competition Law (CDIP/8/INF/4); Interface Between Exhaustion of Intellectual Rights and Competition Law (CDIP/8/INF/5); An Analysis of the Economic/Legal Literature on the Effects of IP Rights as a Barrier to Entry (CDIP/8/INF/6 Corr.); and the Study on the Anti-Competitive Enforcement of Intellectual Property Rights: Sham Litigation (document CDIP/9/INF/6). In addition, the Program contributed to the implementation of the following DA projects: Intellectual Property and Technology Transfer: Common Challenges– Building Solutions; Open Collaborative Projects and IP-Based Models; and Intellectual Property and Brain Drain.

PERFORMANCE DATA

Expected Result: Enhanced understanding among policy makers on the interface between global challenges and innovation and intellectual property as a basis for improved policy decision making				
Performance Indicators	Baselines	Targets	Performance Data	TLS
References to WIPO's work in the area of global challenges in other policy processes	<p><i>Updated Baseline end 2011:</i> References from Member States in WIPO meetings (such as the General Assemblies, the CDIP or the SCP), the WHO Executive Board, the World Health Assembly and the WTO TRIPS Council</p> <p><i>Original Baseline P&B 2012/13:</i> Tbd</p>	References in all processes	Delegates in key policy fora such as the WIPO SCP, CDIP, HLCP, UNFCCC, TEC and the WIPO General Assemblies, as well as the WHO Executive Board, the World Health Assembly, and the WTO Council for TRIPS have expressed their continued support for WIPO's work on IP and Global Challenges. WIPO is part of the UN System High Level Committee on Programmes (HLCP) Working Group on Climate Change with WIPO GREEN being the central focus.	Fully Achieved
Increased use of material from the Global Challenges website	No. of downloads (0 as website launched in early 2012)	50% increase	6,476 page views (GCD) 3,773 downloads of pdf files 73,648 page views of WIPO GREEN 60,712 page views of WIPO Re:Search	Fully Achieved

Feedback from participants in policy fora	Positive feedback from key participants	Sustained positive feedback from key participants	<p>Positive feedback was received by participants on the launch of WIPO GREEN and Advisory Board meeting (November 2013).</p> <p>Positive feedback was also received from the majority of participants in three workshops (Brazil, Thailand and Sri Lanka) and four side events at international conferences.</p> <p>Positive verbal and email feedback was received from participants at the WIPO / WHO / WTO technical symposium organized in July 2013.</p>	Fully Achieved
Expected Result: WIPO established as a credible source of support, assistance, and reference for information on innovation and IP in relevant public policy processes				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. and diversity of specific requests from Member States and international organizations for WIPO contributions on IP in relation to global public policy issues	One formal request (WHO)	One-two requests per year	<p>A joint event was organized with the World Bank's <i>infoDev</i> initiative and the Kenya Climate Innovation Center (KCIC), at the request of KCIC. This included a WIPO training program on technology licensing.</p> <p>Two presentations were given in the China International Small and Medium Enterprise Fair (CISMEF), Guangzhou, China and the Global South-South Development Expo in Nairobi at the request of the South-South Global Assets and Technology Exchange (SS-GATE), an initiative of UNDP. A presentation was given in Belgrade at the request of the Regional Environmental Center for Central and Eastern Europe.</p> <p>National events were organized in Thailand and Brazil upon request from the respective countries and in collaboration with Program 9.</p> <p>Upon continued requests from the WIPO Academy, WTO, Geneva University and the Graduate Institute of International and Development Studies, the Program participated in a number of training activities on IP and Climate Change.</p> <p>In cooperation with the African Network for Drug and Diagnostics Innovation (ANDI) and pursuant to the MoU, an IP training seminar was organized for ANDI members in Geneva in November 2012.</p> <p>In cooperation with WTO and WHO, a joint technical symposium was convened in July 2013 on the topic of the changing business models of medical innovation.</p> <p>In cooperation with WTO and WHO, a trilateral study titled <i>Promoting Access to Medical Technologies and Innovation – Intersections between public health, intellectual property and trade</i>³⁶ was published in January 2013.</p>	Fully Achieved

³⁶ http://www.wipo.int/policy/en/global_health/trilateral_cooperation.html

Expected Result: IP-based tools are used for technology transfer from developed to developing countries, particularly least developed countries, to address global challenges				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of participants in IP-based platforms	<i>Updated Baseline end 2011:</i> WIPO Re:Search: 31 participants WIPO GREEN: 14 participants <i>Original Baseline P&B 2012/13:</i> 0	8-10 participants	During the biennium, WIPO Re:Search added 49 new members (providers, users and supporters) and 167 new entries in the database: - 30 new members and 90 new entries in 2012; and - 19 new members and 77 new entries in 2013 bringing the total cumulative to 80 members and 247 entries. WIPO GREEN: 62 members (37 partners, 25 technology and needs providers) (cumulative).	Fully Achieved
No. of transactions concluded using the platform(s)	0	10 transactions concluded	By end of 2013 WIPO Re:Search had facilitated 44 research collaborations (11 in 2012 ³⁷ and 33 in 2013) and had concluded five hosting arrangements for African biomedical scientists Between 2012 and 2013 WIPO GREEN concluded : - Two agreements with external partners for data integration - Two MoUs and two exchanges of letters for Partnerships - No transactions were concluded.	Partially Achieved
Expected Result: WIPO established as the relevant Forum for analyzing and debating issues in the field of IP and competition policy				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of countries requesting WIPO's specific contributions on IP in relation to competition law-related issues	Two requests (as of December 2010)	Six requests (in 2012/13)	Six requests for bilateral discussions (Chile, Brazil, Ecuador, India, the Dominican Republic, the Republic of Moldova) and one request for legislative assistance (Bhutan). 19 Workshops organized in Member States on specific IP/Competition issues.	Fully Achieved
No. and diversity of stakeholders (IP offices, competition authorities, relevant IGOs and NGOs) engaged in dialogue with WIPO	Engagement with five national competition authorities (from three Member States) and three IGOs	Stakeholders engaged in WIPO's Global Forum: 15 national authorities and 5 NGOs	19 workshops and meetings engaging 38 competition authorities and 5 IGOs. Establishment of informal coordination with UNCTAD, WTO and OECD. Active participation in the International Competition Network. Cooperation with the Common Market for Eastern and Southern Africa (COMESA).	Fully Achieved

³⁷ Corrigendum: Although 13 collaborations were in process by the end of 2012 (as reported in the Program and Performance Report 2012), two collaborations had actually only entered into the Non-disclosure Agreement. The actual collaboration agreement was only signed in 2013. As such, the data has been amended accordingly.

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
VII.1 Enhanced understanding among policy makers on the interface between global challenges and innovation and intellectual property as a basis for improved policy decision making	1,040	1,716	1,695
VII.2 WIPO established as a credible source of support, assistance, and reference for information on innovation and IP in relevant public policy processes	2,149	2,528	2,426
VII.3 IP-based tools are used for technology transfer from developed to developing countries, particularly least developed countries, to address global challenges	2,198	1,466	1,549
VII.4 WIPO established as the relevant Forum for analyzing and debating issues in the field of IP and competition policy	1,381	1,428	1,416
Total	6,768	7,138	7,086

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	5,513	6,013	6,013	100%
Non-personnel Resources	1,255	1,125	1,072	95%
TOTAL	6,768	7,138	7,086	99%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

18.8. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

18.9. The increase in personnel resources primarily stems from the additional resources to support the work of the WIPO platforms and IT applications across the Global Issues Sector.

18.10. The shift in the allocation of resources for Results VII.1 (Enhanced understanding of global challenges and IP) and VII.2 (WIPO established as a credible source on information on innovation and IP) from VII.3 (Usage of IP-based tools for technology transfer) was primarily due to: a) increased resources allocated to the former two Results to respond to the continued requests to contribute to, and participate in, public policy processes, seminars, workshops and conferences; and, b) a decrease in resources required for the development and implementation of the IP-based platform due to some delays compared to original plans, which is reflected under the latter Result.

B. Budget Utilization 2012/13

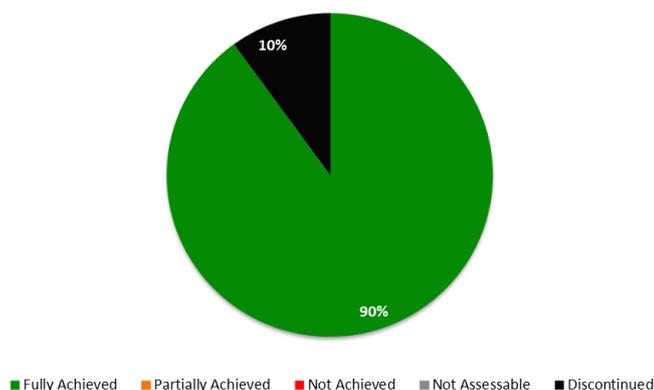
18.11. The slight under-utilization of non-personnel resources reflects cost savings, in particular, in relation to travel and the organization of meetings.

STRATEGIC GOAL VIII

**A RESPONSIVE COMMUNICATIONS INTERFACE BETWEEN WIPO,
ITS MEMBERS AND ALL STAKEHOLDERS**

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
More effective communication to a broad public about intellectual property and WIPO's role	No. of press articles on WIPO's work	Program 19	●
	Availability rate of WIPO core publications in all official UN languages	Program 19	●
	Number of views (on average) per WIPO video on YouTube	Program 19	●
	No. of downloads (on average) per WIPO publication	Program 19	●
	No. of countries with reported World IP Day events and activities	Program 19	●
	No. of external information requests serviced by the WIPO Library	Program 19	●
	% of stakeholders with a positive recognition of WIPO's mission, activities and organizational image	Program 19	●
Improved service orientation and responsiveness to inquiries	Customer/stakeholder satisfaction rate	Program 19	●
	Processing time of information inquiries handled through ticketing system	Program 19	●
WIPO effectively interacts and partners with UN and other IGO processes and negotiations	Use of WIPO's contributions in reports, resolutions and documents from targeted processes.	Program 20	●
	Feedback on WIPO's contribution/participation in UN and other IGO processes and fora.	Program 20	●
	% of responses to external requests for contributions from the UN, IGOs, etc, submitted on time	Program 20	●
	No. of joint activities/workplans implemented and reviewed in line with agreements with partner organizations (new and existing MoU's with IGOs)	Program 20	●
	New joint initiatives with other UN agencies	Program 21	●
Open, transparent and responsive interaction with NGOs	No. of briefing sessions and meetings/activities organized for NGOs	Program 20	●

Effective engagement with Member States	No. of briefing sessions/activities organized for developing country and LDC NGOs	Program 20	●
	% of Committee Meetings for which pre-Committee information meetings for MS are held	Program 21	●
	% of letters to the DG from Member States are responded to within 2 weeks	Program 21	●
	Member States satisfaction levels with the preparation and functioning of the Assemblies	Program 21	●
	Timeliness of publication of Assembly documents	Program 21	●

PROGRAM 19 COMMUNICATIONS**Program Manager Mr. J. C. Wichard****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

19.1. In 2012/13, Program 19 delivered a number of major Organization-wide strategic projects, which helped improve the quality, usability and delivery of WIPO's content; increase understanding of WIPO's work and organizational identity; and build an internal culture of communication and service. As a result of the new media strategies, exponential increases were achieved in the number of people worldwide who accessed unique WIPO content.

19.2. *Enhanced delivery.* WIPO completed a total overhaul of its website. Launched in November 2013, the new web site drew overwhelmingly positive feedback from users. The project included a site-wide content clean-up; a major expansion in the availability of key content in six languages, namely all top level pages are now maintained in six languages; the development of a new user-experience strategy; the comprehensive review and restructuring of the information architecture of the website in line with the needs of different stakeholder groups; and a cutting-edge, "responsive" web design, which optimizes the content display for the user according to the screen size of the device s/he is using to access the website. Popular content improvements included the new WIPO Country Profile pages, which pull together dynamic content for over 190 countries from some 20 underlying WIPO databases.

19.3. WIPO also strengthened its social media presences. In the 21 months that followed the launch in March 2012 of the first official WIPO presences on Twitter, Flickr (photo sharing) and Scribd (publication sharing), potential "impressions" of WIPO tweets climbed from 8.7 million in 2012 to 22 million in 2013. WIPO's social influence rating (as measured by *Klout*) rose to 64, overtaking many comparable national and international institutions with much longer established social media presences. WIPO also expanded the WIPO YouTube channel, extending its use of video as, *inter alia*, a front-line delivery means for facilitating open access to WIPO seminars, meetings and press events.

19.4. *Quality content.* The new cross-Sector Publications Board began work to help ensure that all new WIPO publications meet standards of quality, relevance and utility. To facilitate open access to WIPO publications, a new policy was introduced making all publications publicly available for download free of charge online. For paid orders of hard copies, WIPO began a pilot trial of an outsourced, print-on-demand system.

19.5. High quality visual design, including infographics, enhanced the accessibility and impact of WIPO's key statistical and economic reports, the annual Director General's Report to the Assemblies, numerous publicity and informational materials; and the *WIPO Magazine*, which attracted much positive comment via Twitter and reader surveys. (At the end of 2013, 94 per cent of respondents rated the Magazine (in English) as good or very good). WIPO also invested in the production of original photographic content, creating image galleries on Flickr to provide a pictorial view of WIPO's activities and events, and to lead new audiences onto the website. Total views of WIPO's photos on Flickr rose from 150,000 at the end of 2012 to over 900,000 by the end of 2013. A total of 122 new videos were created for the WIPO YouTube Channel and website in the biennium, including more news-style content and IP stories, as well as tutorials and presentations. Viewing figures rocketed following the addition of the "Pororo" animations for children (over 3.8 million views), ending the biennium with an exponential increase in total WIPO Channel views of over 2,900 per cent compared to end 2011.

19.6. *Increased visibility.* A concerted communications effort was devoted to significant events, products and results during the biennium, such as the two new WIPO treaty adoptions, the publication of WIPO's world-leading IP reports, the milestone expansions of the Global Brand Database and PATENTSCOPE, and the launch of the WIPO GREEN partnership initiative. A more integrated approach was developed to promote such key events, including consistent messaging frameworks; tailored editorial, visual and web content in six languages; dissemination across multiple channels; and proactive press and stakeholder relations.

19.7. The use of celebrity spokespersons, such as actor Javier Bardem to promote the goal of the Diplomatic Conference on the Protection of Audiovisual Performances and singer Stevie Wonder for the Marrakesh Diplomatic Conference, were leveraged, resulting in originally authored press coverage of the Marrakesh Treaty in four out of the ten most-frequented news sites worldwide, as well as a Twitter buzz

which peaked at over 3.5 million potential impressions of tweets using the #VIPDC hashtag. The integrated approach also boosted global media coverage of the World IP Indicators (including 2.3 million potential impressions of the top tweet); and the Global Innovation Index (more than 400 articles worldwide; and over 400 per cent increase in page views in both 2012 and 2013 compared to 2011).

19.8. *Outreach.* For the annual World IP Day campaign, WIPO intensified its use of social media to engage a broad public and to build a broader sense of public ownership. The total reach of the World IP Day Facebook page more than doubled in 2013 (reaching 375,000) compared to 2012, with the most page “likes” coming from India, the United States of America, Mexico, Brazil and the United Kingdom. The WIPO website recorded more than twice as many visits on April 26, 2013, as on any other day in the preceding twelve months. Content on the themes included “Visionary Innovators” and “Creativity – the Next Generation”, and World IP Day exhibitions on Steve Jobs’ patents (2012) and 3D Printing (2013).

19.9. Some 46 new Depository Libraries were established during the biennium in response to requests from Member States in developing and transition countries. In Geneva, the local and diplomatic communities were engaged in cultural events to illustrate the link between IP and cultural production, such as a festival of Indian film and a spectacular performance of Georgian dance.

19.10. *Organizational identity.* The strategic project to define, articulate and reinforce the elements, which make up WIPO’s “brand” identity, and on which the Organization’s reputation is built, was completed during the biennium. A perceptions survey in 2012 provided valuable initial inputs on how WIPO was viewed by its external and internal stakeholders; and helped identify key communications challenges. In 2013, work focused on building a clearer, more consistent expression - both verbally and visually - of WIPO’s identity, role, mission and values across external and internal communications. As part of this focus, an attractive “brand book” and an exhibition to foster staff engagement were produced. The new website and a new introductory brochure, *WIPO – Making IP Work*, were used to exemplify our corporate identity.

19.11. *Internal communication.* Within (and beyond) the SRP framework, the Program led the implementation of key recommendations, based on inputs from staff, to improve internal communication at WIPO. Actions focused, first, on concrete mechanisms to help overcome the “silo” culture and encourage informal horizontal communication; and, second, on strengthening direct vertical communication between management and staff at all levels. According to a staff poll, 75 per cent of respondents were of the view that the monthly “What’s New” program had made a positive difference to internal communication. The Core Values Survey in 2012 also showed a 50 per cent increase in staff who felt that the Organization communicates effectively to them.

19.12. *Service-oriented culture.* A well-received staff training program was rolled out to some 500 staff to improve WIPO’s service orientation, including responsiveness in the handling of phone, web and email enquiries. Monthly statistics were distributed to teams on their phone call response rates. Practical tools were provided to help improve performance, and the phone configurations of 22 customer service teams were optimized for better service tracking. A WIPO e-mail “netiquette” was developed. Five more WIPO services began using the “WINS” ticketing system to track and manage enquiries. A round-the-clock service was launched in 2012 using the WIPO External Offices to field out-of-hours enquiries. WIPO’s first ever survey to measure the satisfaction of external customers with WIPO’s service orientation used a new methodology to evaluate a range of satisfaction quotients for Madrid, the Hague and Finance customers. The positive impact of the customer service program was reflected in internal and external survey results, in improved responsiveness rates in phone call statistics and in the reduced number of service-related complaints received. The SRP Core Values Surveys indicated a steady cultural change, with positive perceptions by staff of WIPO’s service-orientation rising from 53 per cent in 2011, to 61 per cent in 2012.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

19.13. The design, planning and implementation of activities undertaken by Program 19 were informed by relevant DA Recommendations. Specific activities were tailored to enhance public awareness in developing countries and LDCs of the importance and benefits of the IP rights system. Program 19 continued to build the *IP Advantage* database of case studies (a DA initiative endorsed by the CDIP), which attracted over 312,000 page views in 2012/13, and provided editorial, design, video, web and other communications support to numerous DA-related products and outputs by other programs across the Organization.

PERFORMANCE DATA

Expected Result: More effective communication to a broad public about intellectual property and WIPO's role				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of press articles on WIPO's work	<i>Updated Baseline end 2011:</i> 7,423 (2010-2011) <i>Original Baseline P&B 2012/13:</i> 6,226 (2008/09)	5% increase	10,093 articles in 2012/13; a 36% increase over 2010/11.	Fully Achieved
Availability rate of WIPO core publications in all official UN languages	<i>Updated Baseline end 2011:</i> 63.8% <i>Original Baseline P&B 2012/13:</i> 63.8%	≥ 70%	71.2% of core publications were available in all 6 languages by end 2012. The "core publications" approach was superseded in 2013 by the new language policy.	Fully Achieved
Number of views (on average) per WIPO video on YouTube	<i>Updated Baseline end 2011:</i> 1,618 per video (Apr 26, 2010 to Dec 31, 2011) <i>Original Baseline P&B 2012/13:</i> 414 per video (April 26 to December 31, 2010)	ten per cent increase	Total 4,221,312 views for 226 videos in 2012/13, which equals an average of 18,678 views per video or over 1,000 % increase compared with the previous biennium.	Fully Achieved
No. of downloads (on average) per WIPO publication	<i>Updated Baseline end 2011:</i> Tbd (analytics tools not yet in place) <i>Original Baseline P&B 2012/13:</i> Tbd	5% increase	Views of WIPO publications on <i>Scribd</i> increased from 93,070 in 2012 to 255,771 in 2013, i.e. a year-on-year increase within the biennium of 174%.	Fully Achieved
No. of countries with reported World IP Day events and activities	<i>Updated Baseline end 2011:</i> World IP Day events reported from 132 countries (58 in 2010; 74 in 2011) <i>Original Baseline P&B 2012/13:</i> Tbd	≥ 75 countries	76 countries reported World IP Day events in 2012. 89 (countries reported World IP Day events in 2013).	Fully Achieved
No. of external information requests serviced by the WIPO Library	<i>Updated Baseline end 2011:</i> 514 (2010/11) <i>Original Baseline P&B 2012/13:</i> 270 (2008/09)	ten per cent increase	1,234 requests serviced in 2012/13, i.e. a 140% increase over the 2010/11 baseline: – 610 (2012) – 624 (2013)	Fully Achieved
% of stakeholders with a positive recognition of WIPO's mission, activities and organizational image	<i>Updated Baseline end 2011:</i> 65% of survey respondents perceived WIPO as the global leader in the protection and promotion of IP (Stakeholders Perceptions Survey, Jan 2012) <i>Original Baseline P&B 2012/13:</i> Tbd	≥ 70%	87% of survey respondents perceived WIPO's public image as good, very good or excellent. 81% of survey respondents perceived WIPO as the global forum for the promotion of IP. (WIPO Service Orientation Survey results, August 2013).	Fully Achieved
Expected Result: Improved service orientation and responsiveness to inquiries				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Customer/ stakeholder satisfaction rate	<i>Updated Baseline end 2011:</i> 86% of Madrid and Hague customers satisfied or highly satisfied (March 2012 survey results) <i>Original Baseline P&B 2012/13:</i> Tbd	≥ 70% satisfied or highly satisfied	84% customers satisfied or highly satisfied (August 2013 survey results). Broken down as follows for the two services: 2012: Madrid =78% Hague =95% 2013: Madrid =80% Hague =88%	Fully Achieved
Processing time of information inquiries handled through ticketing system	<i>Updated Baseline end 2011:</i> 70% <i>Original Baseline P&B 2012/13:</i> Data from Sep to Dec 2011	≥ 90% within 3 working days	90% of enquiries from April to December 2012 and 99% of enquiries from January to December 2013 received by the Customer Service Center were processed within 3 working days.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
VIII.1 More effective communication to a broad public about intellectual property and WIPO's role	13,664	13,725	13,449
VIII.2 Improved service orientation and responsiveness to inquiries	2,935	2,851	2,660
Total	16,599	16,576	16,108

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	13,299	13,701	13,701	100%
Non-personnel Resources	3,300	2,875	2,407	84%
TOTAL	16,599	16,576	16,108	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

19.14. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

19.15. The net increase in the allocation of personnel resources reflects the transfer of the Awards Program to Program 17 in 2012 and the transfer of responsibilities for web communications from Program 25 to Program 19 in 2013.

B. Budget Utilization 2012/13

19.16. The budget utilization of 84 per cent was primarily due to lower than expected expenditure for: (i) the implementation of the SRP service orientation related initiatives reflected under Result VIII.2 (Improved service orientation); (ii) the extension of the e-library; and (iii) media related activities reflected under Result VIII.1 (More effective communication).

PROGRAM 20 EXTERNAL RELATIONS, PARTNERSHIPS AND EXTERNAL OFFICES

Program Manager Mr. J. C. Wichard

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

EXTERNAL RELATIONS AND PARTNERSHIPS

20.1. Throughout the biennium, WIPO further strengthened its engagement with the UN and other intergovernmental and non-governmental organizations. This work contributed to the overall Strategic Goal of establishing WIPO as the reference point on IP and global policy issues. The Program also coordinated WIPO's extra-budgetary resource mobilization efforts leading to an overall increase in extra-budgetary funding. The main achievements in 2012/13 included:

- (i) *The launch of the Global Innovation Index 2013 (GII) with the UN Secretary General at the High Level Segment of the United Nations Economic and Social Council (ECOSOC) in July 2013:* In preparation, Program 20 also organized the ECOSOC Annual Ministerial Review: Regional Preparatory Meeting for Africa. Over twenty Ministers participated and agreed on key messages for the ECOSOC Annual Ministerial Review. The WIPO New York Office played a key role in liaising with the UN Secretariat.
- (ii) *Acceleration of MDG Implementation and the development of the post 2015 Development Agenda and the elaboration of Sustainable Development Goals:* In 2012, WIPO joined the MDG Gap Task Force and contributed to the preparation of the Reports for 2012 and 2013. WIPO also contributed to the UN System Task Team (UNTT) on the Post-2015 UN Development Agenda, the work of the Technical Support Team of the UN Open Working Group on Sustainable Development Goals (OWG), and to the OWG's Issues Brief and Statistical Note on "Science, Technology and Innovation, Knowledge sharing and Capacity-building."
- (iii) *World Summit on the Information Society (WSIS) and the Internet Governance Forum (IGF):* The Director General gave keynote speeches at the Opening Ceremony of the WSIS Forum in May 2012 and 2013 and at the High Level Dialogue on ICT Innovations and Standards in Emerging Economies at the WSIS Forum 2013. Program 20 also coordinated WIPO's effective engagement at the IGF in 2012 and 2013.
- (iv) *UNFCCC:* WIPO continued to be represented as an observer in relevant UNFCCC meetings, and has increasingly focused its support on the UNFCCC Technology Mechanism. Program 20 has played an instrumental role in increasing awareness of WIPO GREEN within the UNFCCC and more broadly in bringing new partners to WIPO GREEN.
- (v) *Cooperation with WTO and WHO:* The Program ensured WIPO's effective engagement in the WTO TRIPS Council and at relevant WHO meetings and processes, and coordinated WIPO's participation in WTO regional and national workshops on various topics. It ensured WIPO's engagement in a series of meetings of the UN Inter-agency Task Force on the Prevention and Control of NCDs.
- (vi) *Global Entrepreneurship Week (GEW):* WIPO in cooperation with UNCTAD, UNITAR, ILO, ITC, UNIGE/UNITEC, the Geneva Department for Economic Development, and the *Fédération des entreprises romandes* (FER) co-organized the GEW 2012 and 2013, which showcased the successful use of various IP tools by developing country SMEs, young entrepreneurs and women.
- (ix) *UN cooperation in the area of water:* In 2012, WIPO organized a Workshop on World Water Day on "The Role of Patent Information in Supporting Sustainable Access to Safe Drinking Water" in cooperation with the International Renewable Energy Agency (IRENA) and the Global Institute for Water, Environment and Health (GIWEH). Further follow-up initiatives took place in 2013.

20.2. Program 20 acts as the central coordinating Program with respect to the mobilization of extra-budgetary resources. In the 2012/13 biennium, WIPO successfully increased the availability of voluntary funds available through Fund-in-Trust arrangements. The increase amounted to 44.5 per cent as compared with the 2010/11 biennium. Program 20 worked closely with other relevant Programs to support and promote resource mobilization efforts.

WIPO New York Office

20.3. The WIPO New York Office works as an extension of WIPO's external relation functions with respect to the UN Secretariat and UN organizations based in New York. In this respect, it played a key role in effectively contributing to relevant events described above. As an additional example, the WIPO New York Office organized a side event at the UN in New York in December 2013 to promote adherence to the Marrakesh VIP Treaty as part of the UN events to mark the International Day for Persons with Disabilities.

Non-Governmental Organizations and Industry Relations

20.4. WIPO continued its work to enhance engagement with and facilitate the active participation of non-governmental stakeholders in its programs. Over the course of the biennium, WIPO continued to identify and promote opportunities and to enhance measures that ensure wide participation of civil society in WIPO activities, consistent with DA Recommendation 42. This was primarily achieved through workshops and seminars, the organization of side-events to the various Standing Committees, information sessions, or other fora in which valuable exchanges with non-governmental participants took place.

20.5. In 2012, WIPO hosted the first meeting with the Director General exclusively for NGOs, which provided a key opportunity for a valuable exchange on WIPO's achievements to date as well as priorities for the year to come. The hosting of the second Director General's Meeting with Accredited NGOs in 2013, and its institutionalization as an annual event, remains a key feature of this important dialogue and underscores the particular importance WIPO attributes to the interests and concerns of non-governmental stakeholders and its commitment to an open, transparent and responsive interaction with them.

20.6. In 2012, Member States also recognized the need for more inclusive engagement with a broad range of non-governmental stakeholders, including private enterprises. By facilitating more effective discussions with these stakeholders and, as importantly, between them, WIPO contributed to fostering the synergies, collaboration and cooperation necessary to better address global IP issues. The WIPO Forum 2013, organized in the context of the Assemblies of the Member States, provided such a platform for a dialogue with prominent and visionary innovators on the life-enhancing potential of their respective ideas; on how they disseminate the knowledge and benefits of their discoveries and developments; and on how to foster an environment that promotes the kind of ground-breaking work in which they are engaged.

EXTERNAL OFFICES

WIPO Brazil Office (WBO)

20.7. The WBO continued to focus on strengthening national capacities and promoting the use of WIPO services during the biennium. In this regard, the WBO increased its participation in initiatives by industry and government agencies in Brazil, and in other developing countries with which Brazil has established cooperation programs, to promote a better understanding of the IP system. The Office also regularly attended meetings of key stakeholder organizations, e.g. the Technological Network of Rio de Janeiro (REDETEC), the National Forum of Technology Managers (FORTEC), the XIII Edition of the Annual Meeting of National Association of Research and Development of Innovative Enterprises (ANPEI), the Brazilian Association of Intellectual Property (ABPI), the National Confederation of Industries (CNI), the Brazilian Innovation Agency, the Agency for the Promotion of Exports and Investment (APEX), and the Brazilian Bank for Economic and Social Development and the Regional Cooperation System on Industrial Property (PROSUR).

20.8. Under the MOU signed in 2012 between WIPO and the National Institute of Industrial Property of Brazil (INPI-Brazil), a pilot project was launched in 2013 in which INPI-Brazil and the WIPO Arbitration and Mediation Center established a joint dispute resolution procedure to facilitate the mediation of IP

disputes involving trademarks (see also Program 7). Further discussions were undertaken by a Working Group of Experts to assist the expansion of the services to patents and technology transfer contracts.

20.9. The WBO engaged in promoting WIPO GREEN among Brazilian institutions. As members of WIPO GREEN since 2012, INPI-Brazil and FORTEC participated in the launching ceremony of the platform in Geneva. FORTEC is currently working on a collection of technologies for upload into the WIPO Green database. In addition, a Workshop on IP and Green Technologies, with the participation of South American countries, was organized and financed by the FIT-Brazil.

20.10. The WBO, in coordination with Program 16, participated in the task force for the organization of the Conference of Patent Statistics for Decision Makers (PSDBM 2013), which took place in Rio de Janeiro. The event gathered experts from seventeen countries and resulted in twenty eight papers being approved by a scientific committee.

20.11. The WBO continued to manage the Funds-in-Trust for the support of South-South Cooperation Projects, which was signed between WIPO and the Government of Brazil in September 2012. In this regard, the WBO organized and implemented the following activities: (i) the II Inter-Regional Forum for Heads of Industrial Property Offices of South America and Arab Countries, in cooperation with Program 9; (ii) a study on the alternatives for the institutionalization of PROSUR; and (iii) the Intermediate Course for Classification, Search and Examination in the Chemical and Pharmaceutical Fields.

20.12. In cooperation with the WBO, INPI-Brazil hosted the Global Agenda Council IP Meeting in 2013 in which emerging issues on IP and innovation were discussed among experts and professionals from different regions, representatives of the public and private sectors and civil society.

20.13. The WBO also continued to contribute to the WIPO round-the-clock service.

WIPO Japan Office (WJO)

20.14. In 2013, the WIPO Japan Office (WJO) continued to provide timely and efficient services to users in Japan of WIPO's global IP protection systems such as the PCT, Madrid, and the WIPO Arbitration and Mediation Center. Taking advantage of the new location of the WJO, i.e. close to various stakeholders including the host government, industry, attorneys, and academia, the WJO intensified its promotional activities and provided a number of lectures and seminars all over Japan with the attendance of more than 6,500 participants.

20.15. The WJO also engaged in capacity building activities in the region with the cooperation of the host Government under FIT/Japan. The IP Advantage database, a showcase of successful utilization of IP, expanded its coverage in terms of the number of cases, reaching more than 180, as well as the number of countries. Translation into other languages of a "manga" on counterfeiting and piracy, originally published in English and Japanese, was nearing completion. Workshops and training courses were also organized to enhance the capacity of developing countries in various IP fields.

20.16. In order to enhance the awareness and visibility of WIPO, the WJO undertook a series of discussions and presentations on WIPO activities. These included WIPO's global platforms such as WIPO GREEN and WIPO Re:Search and WIPO's work in industrial property, copyright, and arbitration and mediation, including the Symposium on ADR. The WJO enhanced the content of its website, available both in Japanese and English, to provide up-to-date information on WIPO and the WJO. In an effort to provide more information in Japanese for stakeholders in Japan, the PATENTSCOPE User's Guide was translated into Japanese to enhance utilization of the database. The WJO was also involved in WIPO's new round-the-clock customer service initiative launched in 2012. Finally, the WJO engaged in activities with other UN organizations in Japan and other key international meetings/conferences, such as the TICAD (Tokyo International Conference on African Development).

The WIPO Singapore Office (WSO)

20.17. WSO strengthened its presence as WIPO's service center and regional IP forum for Member States, international organizations, NGOs and businesses in the Asia and Pacific region, in particular the ASEAN region. Tangible outcomes included a six per cent increase from 2011 to 2012 in the number of PCT applications from the ASEAN region, and an increase of 20 per cent for Madrid applications from 2011 to 2013.

20.18. The WSO played an important role in promoting WIPO GREEN, WIPO's global databases, TISCs, the World IP Report, WIPO CASE and the launch of the Global Innovation Index (GII). To increase awareness of the global IP system, the WSO organized a seminar for journalists, which resulted in press coverage promoting IP to businesses in Brunei Darussalam, India, Indonesia, Malaysia and China, including Hong Kong SAR.

20.19. Engagement with ASEAN was enhanced, and the WSO played an increasingly central role in coordinating activities requested by the Working Group on Intellectual Property Cooperation (AWGIPC) in the implementation of the ASEAN IPR Action Plan 2011-2015. Workshops were organized in almost every ASEAN Member State to progress efforts to accede to the Madrid and the Hague Systems, an activity identified as a priority by the AWGIPC. In addition, the WSO established partnerships with key stakeholders to accelerate the achievement of key outcomes. This included collaboration between the WSO and the ASEAN Australia and New Zealand Free Trade Agreement (AANZFTA) team resulting in a WIPO-ASEAN-AANZFTA Regional Workshop for ASEAN Trademark Examiners on Madrid Protocol Operations at WSO.

20.20. The WSO continued to manage and implement the MOU between WIPO and the Government of Singapore, which focuses on enhancing the skills and knowledge of IP officials and stakeholders from the Asia and Pacific region. A total of six workshops covering various WIPO's global initiatives were organized. In addition, the WSO initiated a forum with certain Member States (Australia, France, Japan, New Zealand, the Republic of Korea, the United States of America and the United Kingdom) and organizations (ASEAN, the European Union and OHIM-ECAP III) providing IP technical assistance in the ASEAN region. The result was a more coordinated and collaborative approach to assistance. As a result of the collaboration, WSO and OHIM-ECAP agreed to jointly organize an event in Singapore on industrial designs and the Hague System.

20.21. WSO delivered technical assistance to 16 Member States for the implementation of effective IP administration systems, and assistance relating to Madrid, the Hague, copyright, Collective Management Organizations (CMO) (which contributed to the establishment of a national CMO in Lao PDR), education, awareness and capacity building. In addition, WSO was involved in the organization of the WIPO Academy Summer Schools in Asia and the WIPO-QUT Master of Laws in IP.

20.22. To improve visibility and consistency of communications promoting WIPO's global services to Member States and businesses in the region, the WSO embarked on a program of communication enhancement. This resulted in the creation of new web content, new marketing materials, improved building signage and regular formal communication with key stakeholders in the region. The WSO also continued to play a key role in the WIPO round-the-clock service.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

20.23. The design of activities under Program 20 was aimed at supporting the implementation of DA Recommendations 2, 9, 14, 22, 24, 30, 40, and 42.

20.24. In this regard, Program 20 continued to act as the coordinator within WIPO to support the mobilization of extra-budgetary resources (Recommendation 2) and cooperated with Program 9 on the implementation of the WIPO Matchmaking Database DA Project (Recommendation 9).

20.25. 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 and WHO reflected this Recommendation.

20.26. Program 20 also worked with relevant WIPO sectors to enhance their cooperation with other intergovernmental organizations. Throughout the biennium, the Program continued to strengthen WIPO's engagement in the work of the UN and to actively fulfill its role as a specialized agency of the UN system, as required by the DA (Recommendations 30 and 40). In this regard, the Program contributed to various processes related to the post-2015 Development Framework, the work of the OWG, the implementation of the Rio+20 Conference - in particular in relation to the establishment of a technology transfer facilitation mechanism (paragraph 273 of the Rio+20 Outcome Document) and to the MDG Gap Task Force. The Program also actively engaged in the UN Economic and Social Council (ECOSOC) substantive session in 2013, the United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP) 19 in Warsaw as well as the UNFCCC Technology Executive

Committee and the Advisory Board of the Climate Technology Centre and Network, the World Summit on the Information Society Forum (WSIS Forum), the WSIS High Level Review Meeting (WSIS+10) and the Internet Governance Forum.

20.27. Further to Recommendation 42, Program 20 also worked to enhance participation by civil society in WIPO meetings and to maintain WIPO's close cooperation and collaboration with its non-governmental stakeholders, whether through workshops and seminars in which civil society representatives take part or lend expertise, the organization of side-events, information sessions, or other fora in which valuable exchanges with non-governmental participants take place. In addition, the hosting of two annual Director General's Meeting with Accredited NGOs, in 2012 and 2013, remained a key part of that process and highlighted the particular importance given by WIPO to the interests and concerns of the NGO community.

PERFORMANCE DATA

Expected Result: WIPO effectively interacts and partners with UN and other IGO processes and negotiations				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Use of WIPO's contributions in reports, resolutions and documents from targeted processes	<i>Updated Baseline end 2011: 20 out of 24 submissions (2010/11)</i> <i>Original Baseline P&B 2012/13: Data not available</i>	100%	38 submissions in 2012/13, all of which were satisfactorily reflected.	Fully Achieved
Feedback on WIPO's contribution/participation in UN and other IGO processes and fora	Data not available	Positive ratings of WIPO's contribution/participation	Data not available.	Discontinued
Percentage of responses to external requests for contributions from the UN, IGOs etc, submitted on time	<i>Updated Baseline end 2011: 80%</i> <i>Original Baseline P&B 2012/13: Data not available</i>	100%	90.5% processed within 5 working days.	Fully Achieved
No. of joint activities/workplans implemented and reviewed in line with agreements with partner organizations (new and existing MoU's with IGOs)	<i>Updated Baseline end 2011: Reported in relevant programs for 2010/11</i> <i>Original Baseline P&B 2012/13: Data not available</i>	Activities: 8 Workplans: 4	Activities: 17 Workplans: 4	Fully Achieved
Expected Result: Open, transparent and responsive interaction with NGOs				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of briefing sessions and meetings/activities organized for NGOs	<i>Updated Baseline end 2011: 4</i> <i>Original Baseline P&B 2012/13: Data not available</i>	4	9	Fully Achieved
No. of briefing sessions and meeting/activities organized for developing country and LDC NGOs	Data not available	4	Data not available.	Discontinued

Expected Result: Increased extra-budgetary resources available for IP for development, either through direct contributions to WIPO or access to other external funding mechanisms				
Performance Indicators	Baselines	Targets	Performance Data	TLS
An increase in funds available through Fund in Trust arrangements	<i>Updated Baseline end 2011:</i> 11.9 million Swiss francs for 2010/11 <i>Original Baseline P&B 2012/13:</i> See FMR 2010/11	ten per cent	FIT income for 2012/13 totaled 17.2 million Swiss francs. FIT income for 2010/11 totaled 11.9 million Swiss francs, an increase of 5.3 million Swiss francs or approximately 44.5%.	Fully Achieved
No. and financial value of WIPO implemented projects funded by existing external donor funded mechanisms	<i>Updated Baseline end 2011:</i> Zero <i>Original Baseline P&B 2012/13:</i> No data	Five projects, Total value: 2 million Swiss francs	Data not available.	Discontinued
Establishment of WIPO Guidelines for Partnership with the Private Sector	<i>Updated Baseline end 2011:</i> Draft prepared and reviewed internally. Final draft to form the basis for consultations with Member States <i>Original Baseline P&B 2012/13:</i> Draft under preparation for consultations	Approval by Member States of WIPO Guidelines	Internal process is on-going.	Not Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
II.1 Informed strategic use of the PCT by all innovators who could potentially benefit from it	661	1,148	1,240
II.8 Better use of the Madrid & Lisbon Systems, including by developing countries and LDCs	738	574	440
III.2 Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	3,053	2,693	2,638
III.10 Increased extra-budgetary resources available for IP for development, either through direct contributions to WIPO or access to other external funding mechanisms	1,769	1,508	1,355
IV.5 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	135	107	94
VIII.3 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	3,362	3,350	2,910
VIII.4 Open, transparent and responsive interaction with NGOs	1,194	1,130	980
Total	10,912	10,510	9,657

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	7,554	7,237	7,237	100%
Non-personnel Resources	3,358	3,273	2,420	74%
TOTAL	10,912	10,510	9,657	92%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

20.26. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

20.27. The resource distribution to individual Results primarily reflects the focus of the External Offices on services in support of WIPO's Global IP Services, in particular under Result II.1 (Informed strategic use of the PCT) and a shift in focus for mobilizing extra-budgetary resources under Result III.10 (Increased extra-budgetary resources).

B. Budget Utilization 2012/13

20.28. The budget utilization of 74 per cent relates primarily to:

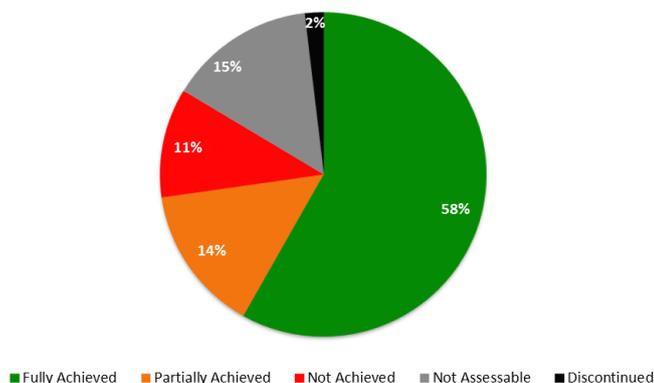
- (i) the mobilization of extra-budgetary resources under Result III.10 (Increased extra-budgetary resources): change in focus and approach on resource mobilization leading to reduced expenditure; and
- (ii) engagement with the UN and other intergovernmental and non-governmental organizations reflected under Results VIII.3 (WIPO effectively interacts and partners with UN and other IGO processes) and VIII.4 (Open, transparent and responsive interaction with NGOs): staffing gaps in the first half of the biennium which affected implementation.

STRATEGIC GOAL IX

EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT

BIENNIAL PERFORMANCE DASHBOARD

The dashboard below provides a summary of the achievement of the expected results in the biennium 2012/13 as measured by the indicators under the Programs contributing to this Strategic Goal.



Expected Results	Performance Indicators	Responsible Program(s)	TLS
Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)	Cost savings for goods and services procured by WIPO (derived from RFPs, negotiations, or UN globalization actions)	Program 24	●
	% of internal clients satisfied with procurement services	Program 24	●
	% of spend subject to UN leverage or benchmark	Program 24	●
	Processing time of e-Travel Authorization (TA) and e-Event Request (subject to respected deadline)	Program 24	●
	Processing time for 3rd party visas	Program 24	●
	Reduction in travel costs as a result of e-conferences and video conferences	Program 24	●
	Reduced time from submission to completion of standard human resources transactions (education, grant, dependency allowances)	Program 23	●
	Ratio of employees (full time equivalent) to human resources staff	Program 23	●
	% of staff satisfied with HR services	Program 23	●
	Productivity rate for calculations, data input and collection and provision of statistics (mail delivery)	Program 27	●
	% of PCT Media batch in paper and electronic format on time	Program 27	●
	% of Madrid Notifications in paper format on time	Program 27	●
	% of Madrid Romarin in electronic format on time	Program 27	●
	% of internal and external users satisfied with WIPO's conference services	Program 27	●
	Translation productivity standards and cost per page of translation	Program 27	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
	A comprehensive language policy adopted by Member States together with related resource allocation requirements	Program 27	●
	Outsourcing in operation and provision of IT technical infrastructure	Program 25	●
	WIPO meetings are accessible real-time over the Internet or after the event	Program 25	●
	No. of communication channels seamlessly integrated	Program 25	●
	Rental of additional workplaces and related facilities (assuming same headcount as end 2011)	Program 24	●
	No. of main technical installations (electrical, sanitary, heating and cooling) improved in line with applicable standards (to be defined)	Program 24	●
ICT investments are closely aligned with strategic priorities and yield business benefits	% of projects having benefit realization assessed post project implementation	Program 25	●
	Maturity level of ITIL implementation based upon the official self-assessment on scale 5	Program 25	●
Efficient and effective results-based programmatic and financial planning, processing, implementation, assessment and reporting	% of WIPO Programs using performance data for managing Program performance	Program 22	●
	% of (WIPO) respondents who perceive that WIPO is accountable for its results	Program 22	●
	Financial operations and budget management conform to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Rules and regulations and applicable accounting standards	Program 22	●
	Satisfactory financial report from the External Auditors confirms the conformity of accounting operations with applicable regulations, rules and standards	Program 22	●
Well managed, diversified, motivated and appropriately skilled professional workforce	% of staff whose performance is evaluated against their individual objectives and competencies	Program 23	●
	Recruitment lead time	Program 23	●
	% of total mass salary invested in staff development	Program 23	●
	Geographical diversity - % of Member States represented	Program 23	●
	% of women in professional and higher positions	Program 23	●
	Decreased absenteeism	Program 23	●
	Decreased appeals	Program 23	●
WIPO staff, delegates, visitors and information and physical assets are safe and secure	% of WIPO staff, delegates and visitors reporting a work related injury or incident	Program 28	●
	% of timely requests for safety & security assistance at conferences or events held in or outside of Geneva	Program 28	●
	Comprehensiveness and relevance of the set of information security policies, procedures and standards	Program 25	●
	Up-to-date information security risk registry	Program 25	●
Costs related to the new administrative building are kept to a minimum	Use of remaining funds available under the approved consolidated budget and provisions during the construction guarantee period	Program 29	●
New conference hall and related facilities available for meetings of Member States	Construction of new conference hall and related facilities in compliance with the approved quality, budget and time framework	Program 29	●

Expected Results	Performance Indicators	Responsible Program(s)	TLS
Enhanced coordination and coherence within the Secretariat	Completion of the SRP	Program 21	●
	Achievement of SRP Value Level Outcomes	Program 21	●
	% of queries for legal advice which receive a response from the Office of the Legal Counsel	Program 21	●
	% of adherence notifications processed in a timely manner	Program 21	●
	% of users satisfied with standard of service obtained from Ombuds-Office	Program 21	●
Improved working environment supported by enabling regulatory framework and effective channels to address staff concerns	% of staff aware of WIPO ethical principles and policies	Program 21	●
Reduced impact of WIPO's activities on the environment	No. of Programs with environmental improvement indicators, baselines and targets.	Program 24	●
	% of reduction in carbon emissions in respect of energy consumption (in relation to WIPO buildings)	Program 24	●
Improved physical access to the WIPO Campus	No. of relevant Programs with physical accessibility indicators, baselines and targets	Program 24	●
An effective and professional internal audit function is in place covering all high risk work areas	No. of audits performed in high risk areas	Program 26	●
	The professional standards, code of ethics, and practice advisories of the Institute of Internal Auditors (IIA) are applied	Program 26	●
	Complete and accurate tracking of the implementation of oversight recommendations, showing all historical recommendations made, new ones added and their status	Program 26	●
Investigation reports provide a sound basis for decision making by the Director General.	Investigation activity is carried out in accordance with the Internal Oversight Charter, UN Uniform Guidelines for Investigation, the Investigation Procedures Manual and the Investigation Policy (currently in draft).	Program 26	●
Evidence-based evaluative information is available to senior management, program managers and Member States for decision making	Evaluations are produced in line with the Evaluation Policy and Evaluation Section Procedures Manual.	Program 26	●

PROGRAM 21 EXECUTIVE MANAGEMENT**Program Manager Director General****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

21.1. 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.

21.2. Effective engagement with Member States and other stakeholders remains a cornerstone for continued progress towards realization of the Organization's nine Strategic Goals. Such engagement was important throughout the biennium in support of the considerable change, which took place in the Organization in respect of organizational reform and improvement, in support of advances on the normative front and in program implementation. To this end, the Director General conducted regular briefings for Ambassadors and held meetings with Member States, which proved to be an invaluable means by which to receive feedback and advice to enhance progress on many issues.

21.3. Internal engagement was equally a focus, particularly with respect to managing change and building support for it across the Organization. In this regard, the regular sessions of the Senior Management Team (SMT) provided direction to organizational units translating strategic decisions into operational realities. The Director General devoted considerable attention to reaching out to managers and the staff at large to ensure a consistent messaging across the Organization.

21.4. A key element of the change process throughout the biennium was bringing WIPO's Strategic Realignment Program (SRP) to a successful conclusion as a portfolio of initiatives generating comprehensive organizational improvement. The SRP contained 19 interrelated initiatives grouped under the Organization's four aspirational Core Values, and its outcomes were measured by a staff survey and results dashboard (both available to Member States on the Internet). The results were encouraging, indicating that in many respects, the SRP brought a new focus to the Secretariat's culture and values, a greater efficiency to its business processes and better alignment of Programs, structure and resources to the Strategic Goals of the Organization.

21.5. This was the first biennium during which the AADD was operational, and the benefits of establishing a dedicated and centralized unit to manage delivery of the Assemblies continued to be realized. The efficient organization of an extraordinary session of the Assemblies in late 2013, with two months' notice, was an example of this. Organizational innovations and rationalizations such as webcasting of proceedings, electronic registration and new travel procedures were continued and refined. Documentation was delivered well in advance and earlier than previously and a new tool developed to assist delegates identify the key passages of reports. The number and quality of side-events was enhanced. The attention to improving the efficiency and Member State experience of the Assemblies was reflected in the very high satisfaction levels achieved in a survey of delegates.

21.6. The OLC faced a challenging biennium characterized by increased demand for its services. The Office continued to provide prompt, independent and reliable legal advice and services on constitutional and general legal issues, contracts, treaty law, administrative and human resource related matters and on IP law, to the Director General, the Secretariat and Member States. The depository functions of WIPO-administered treaties continued to function efficiently. The WIPO Lex on-line database of IP-related laws and treaties was extended to all six UN languages. At the same time, there was a significant increase in workload associated with Member States' meetings. The provision of advice and services to the Beijing and Marrakesh Diplomatic Conferences, including in the lead up to the meetings, was effectively managed. The continued provision of timely and effective legal advice associated with the New Conference Hall also contributed to the good progress of the project within an adequate quality framework.

21.7. WIPO continued to engage actively with the UN system, including in the CEB and in its two committees – the High Level Committee on Management (HLCM) and the High Level Committee on Programmes (HLCP). The Director General is the current HLCM Chair (since September 2012). WIPO is actively collaborating with other UN bodies in contributing substantively on issues dealt with by the CEB, in particular the post-2015 development agenda.

21.8. Substantial results were achieved in delivering on the Director General’s commitment to establish a comprehensive ethics and integrity system at WIPO. Two key elements of the ethics and integrity framework were put in place during the biennium following extensive internal consultations. The WIPO Code of Ethics provides a common platform of guiding principles and values expected to be observed by WIPO staff in the conduct of their functions. The WIPO Whistleblower Protection Policy articulates the value the Organization places on the participation of WIPO staff members in the Organization’s oversight activities and the protection afforded to staff encountering retaliation linked to such participation. In addition, a comprehensive mandatory training program was launched and completed during the biennium. The feedback from staff surveys demonstrated high levels of awareness of ethics principles and the procedures for reporting misconduct. An increasing number of staff at all levels was also making use of the advisory services of the Ethics Office. This was a welcome indication of an increased awareness of, and commitment to, observing ethics principles in the Organization.

21.9. During the biennium, the Ombuds-Office became an established part of WIPO’s accountability and integrity framework. The Office continued to actively promote an alternative approach towards workplace conflict, conducting regular outreach to staff and providing coaching and mediation services towards finding amicable and sustainable solutions. The visitor statistics over the period point to a steady and positive trend in the staff’s uptake of informal conflict resolution through the Ombuds-Office.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

21.10. 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 was established and a Code of Ethics issued following consultations with the WIPO Staff Council and all staff. This Recommendation began to be mainstreamed into WIPO activities in 2013, following the conclusion of the Strategic Realignment Program (SRP). One of the highlights of the activities of the Ethics Office in 2013 relates to the comprehensive ethics and integrity training program which was initiated in 2012 and completed in 2013.

PERFORMANCE DATA

Expected Result: Effective engagement with Member States				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of Committee Meetings for which pre-Committee information meetings for Member States are held	<i>Updated Baseline end 2011:</i> No. of information meetings before committee meetings in 2011: 80% <i>Original Baseline P&B 2012/13:</i> Tbd: No. of information meetings before committee meetings in 2010/11	90% of Committee Meetings	81% from a survey of secretaries of committees.	Fully Achieved
% of letters to the DG from Member States are responded to within 2 weeks	<i>Updated Baseline end 2011:</i> 80% <i>Original Baseline P&B 2012/13:</i> Tbd	Average 80%	81% from an assessment of incoming and outgoing correspondence.	Fully Achieved
Member States satisfaction levels with the preparation and functioning of the Assemblies	Data currently not available	85% satisfied with arrangements	88% from the 2012 WIPO Assemblies survey (a survey was not possible in 2013 due to exceptional circumstances; survey will be reintroduced in 2014).	Fully Achieved

Timeliness of publication of Assembly documents	90% published at least two months before Assemblies	All documents published two months before Assemblies	For the regular Assemblies, 95% of all documents were published at least two months in advance of the Assemblies. This does not include those documents, which, by their nature, are always published closer to the date of the Assemblies (e.g. the list of participants, the list of documents, the list of officers, and the summary of the September PBC Decisions).	Fully Achieved
Expected Result: Enhanced coordination and coherence within the Secretariat				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Completion of the SRP	<i>Updated Baseline end 2011:</i> One out of 19 initiatives complete (MTSP) <i>Original Baseline P&B 2012/13:</i> One out of 19 initiatives completed in 2010	All initiatives completed	Seventeen out of 19 initiatives have been completed, and each project integrated into the Organization's workplans. The SRP scope of the remaining two projects, ERP Project and the Internal Communications Project has been delivered. These Projects continue independently of the SRP.	Fully Achieved
Achievement of SRP Value Level Outcomes. Perception of staff that WIPO is good/excellent at specified value	<i>Updated Baseline end 2011:</i> Service orientation: 45% ³⁸ Working as One 37%* Accountability for Results 68%* Environmental, social & governance responsibility 63%* <i>Original Baseline P&B 2012/13:</i> See Annex on SRP Baseline Report (URL)	75% of Outcomes achieved (ref: SRP Results Framework Dashboard)	Service orientation: 56% ^[1] Working as One: 55% Accountability for Results: 80% Environmental, social & governance responsibility: 70% ^[2]	Fully Achieved
% of queries for legal advice which receive <i>prompt, independent and reliable</i> responses from the Office of the Legal Counsel	100%	95%	Despite an increase in the number of requests for advice as well as the fields covered, 98% of the queries received prompt and reliable responses from the OLC.	Fully Achieved
% of adherence notifications processed in a timely manner	100% processed within three days	95% processed within three days	98% of notifications of adherence and other treaty related actions processed within three days.	Fully Achieved
% of users satisfied with standard of service obtained from Ombuds-Office	<i>Updated Baseline end 2011:</i> 76% <i>Original Baseline P&B 2012/13:</i> Data not available	70%	77% as per the 2012 user feedback survey (conducted in March 2013).	Fully Achieved

[1] An average of the responses to the Core Values Survey pertaining to WIPO staff perception of internal service orientation (51.4 per cent) and external service orientation (61.5 per cent) as excellent or good as per the 2012 SRP Results Framework (http://www.wipo.int/about-wipo/en/strategic_realignment/results_framework.html)

[2] An average of the responses to the Core Values Survey questions pertaining to ethics (70.3%) and the environment (69.8 per cent) as per the 2012 SRP Results Framework (http://www.wipo.int/about-wipo/en/strategic_realignment/results_framework.html)

Expected Result: Improved working environment supported by enabling regulatory framework and effective channels to address staff concerns				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of staff aware of WIPO ethical principles and policies	<i>Updated Baseline end 2011: 74%</i> <i>Original Baseline P&B 2012/13: 64%</i>	+ten per cent	98% from the SRP Core Values Survey (conducted from January to February 2013).	Fully Achieved
Expected Result: WIPO effectively interacts and partners with UN and other IGO processes and negotiations				
Performance Indicators	Baselines	Targets	Performance Data	TLS
New joint initiatives with other UN agencies	<i>Updated Baseline end 2011: Two for the 2012/13 biennium</i> <i>Original Baseline P&B 2012/13: n/a</i>	Two	Two new initiatives undertaken by the Director General (Director General Chaired the HLCM in 2012; launch by the Director General of the Global Innovation Index at ECOSOC in Geneva in 2013).	Fully Achieved
Expected Result: Enhanced access to, and use of, IP-related legal information				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Enhanced coverage in WIPO Lex database of IP-related legal information	Limited coverage of regional economic integration treaties (23 of which 13 have been notified to WTO and of bilateral treaties with IP-related provisions (currently 90 of which 40 have been notified to WTO)	Substantial coverage of over 200 regional economic integration treaties and bilateral treaties in the WTO database. Some coverage those outside the database	The database includes 735 international IP-related treaties: <ul style="list-style-type: none"> – 623 regional economic integration and bilateral (56 regional economic integration treaties and 567 bilateral treaties); – 26 WIPO-administered treaties; – 59 multilateral treaties; and – 27 IP regional treaties. <p>The laws component contains more than 12,000 legal texts.</p> <p>The number of visitors reached 2,013,651 in 2013 compared to 1,128,969 in 2012.</p> <p>The number of page views reached 4,315,030 in 2013 compared to 2,880,905 in 2012.</p>	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012 /13 Expenditure
V.3 Enhanced access to, and use of, IP-related legal information	2,244	2,042	1,992
VIII.3 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	100	90	61
VIII.5 Effective engagement with Member States	5,311	4,531	4,517
IX.7 Enhanced coordination and coherence within the Secretariat	10,255	11,213	10,769
IX.8 Improved working environment supported by enabling regulatory framework and effective channels to address staff concerns	1,038	962	918
Total	18,948	18,838	18,257

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	16,420	15,253	15,253	100%
Non-personnel Resources	2,528	3,585	3,005	84%
TOTAL	18,948	18,838	18,257	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

21.11. The 2012/13 Budget after Transfers reflects a net increase in non-personnel resources of one million Swiss francs allocated for the implementation of the SRP under Result IX.7 (Enhanced coordination and coherence within the Secretariat). This was partly due to the postponement of certain activities from the 2010/11 to the 2012/13 biennium and partly from an increase in the scope of certain initiatives, notably the strengthening of internal controls and organizational design. The 2012/13 Budget after Transfers also reflects a decrease in personnel resources by about 1.2 million Swiss francs mainly due to a number of vacant posts in the Office of the Director General.

B. Budget Utilization 2012/13

21.12. Budget utilization amounted to 84 per cent primarily due to savings under the SRP reflected under Result IX.7 (Enhanced coordination and coherence within the Secretariat)

PROGRAM 22 PROGRAM AND RESOURCE MANAGEMENT**Program Manager Mr. A. Sundaram****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

22.1. The stronger planning platform provided in the Program and Budget 2012/13 formed the basis for continuing program and financial management enhancements in the biennium.

22.2. The 2012 and 2013 annual workplanning processes were further improved, supported by a first and second generation workplanning tool delivered by the ERP EPM project, closely aligning resources with Expected Results through the workplan activities. For the first time, this enabled the Secretariat to perform cross-organizational analysis of workplan activities on several dimensions, such as results and countries, contributing to better coordination among implementing entities and coherence in the delivery of WIPO's services. This system also allowed managers to track, for the first time, actual expenditure against their workplan during implementation.

22.3. In addition, the EPM tool to support the planning process for the biennium 2014/15 was completed and rolled-out to managers at the beginning of 2013. The tool enhanced the efficiency of the planning process and considerably improved the ability to analyze Program Managers' submissions.

22.4. Of the key priorities established for 2012/13, good progress was also made in the biennium in respect of:

- (i) the review of processes related to the management and forecasting of WIPO's income, in preparation for the preparation of the Program and Budget 2014/15;
- (ii) institutionalization of a responsible spending culture, with revised and new Office Instructions (OIs) issued to reflect cost efficiency measures including in respect of internships, hospitality, honoraria and fees for speakers and special service agreement holders and travel. The implementation of such measures resulted in significant savings with no adverse effect on Program delivery, results and targets;
- (iii) enhancement of the Organization's ability to track development-related expenditure;
- (iv) identification of areas where stronger controls could be introduced for ensuring compliance with both programmatic and resource management; and
- (v) implementation of the ERP Human Resources/Payroll module which went live in January 2014.

22.5. Following the approval and issuance of the new revised Staff Regulations and Rules (SRR), the Program contributed to the implementation of the revised SRR, including the review and update of related procedures and policy documents. This resulted in significant progress in the clarification of processes, roles and responsibilities and the formulation of OIs for addressing these (interns, fellowships, individual contractual services).

22.6. A comprehensive study of WIPO's treasury practices and risks was launched, which will make recommendations for the future development of WIPO's treasury. Work began on the study in November 2013 with the final report expected to be received in March 2014. Further initiatives implemented in the treasury area included: (a) the establishment of a centralized payments unit for Expenditure, which has increased segregation of duties and thus strengthened internal controls; (b) the enhancement of security surrounding the transmission of payment files to banks and various changes in payment methods, which have had the effect of reducing foreign exchange risk in one instance and bank charges in another; (c) the extension of the automation of bank reconciliations to Funds-in-Trust (FIT) bank accounts and analysis of the payment patterns of Receiving Offices as part of an exercise to strengthen the model used to calculate the PCT revenue deferral made in accordance with the International Public Sector Accounting Standards (IPSAS).

22.7. Within the context of the SRP, the strengthening of risk management and internal control systems at WIPO continued. A number of important milestones were achieved, including the integration of risk management into the annual work planning cycle, and the identification of risks and risk mitigation measures in the 2014/15 Program and Budget. Risk management focal points were appointed for all Sectors, and risk registers established for all Programs, clearly setting out potential events, which may adversely affect the achievement of the Organization's expected results and/or strategic goals.

22.8. Work also continued in the area of internal controls with a continued effort to document controls and risks in the Finance Division. In addition, common operational procedures have been aligned between Finance and PCT, which have facilitated regular reconciliations between the systems operated by both areas (AIMS and Bibadmin respectively).

22.9. The operational terms of a MoU, negotiated during the biennium between USPTO, EPO and the IB, were successfully tested. The MoU came into effect in January 2014. The MOU represents a one year trial with a view to establishing whether the management of foreign exchange risks associated with the payment of search fees can be improved.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

22.10. The CDIP RBM project, completed in 2013, focused on strengthening biennial results frameworks and measurement metrics thus providing a stronger basis for monitoring and evaluation of WIPO's activities, including in the area of cooperation for development. Development has been mainstreamed throughout the substantive Strategic Goals in line with the Development Agenda recommendations.

22.11. The project also supported Program 8 in the institutionalization of an independent evaluation mechanism for all completed DA projects. Evaluation reports have been submitted and subsequently discussed in the CDIP to support decision making.

PERFORMANCE DATA

Expected Result: Efficient and effective results-based programmatic and financial planning, processing, implementation, assessment and reporting				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of WIPO Programs using performance data for managing Program performance	20%	50%	53%	Fully Achieved
% of (WIPO) respondents who perceive that WIPO is accountable for its results	59%	75%	80.7%	Fully Achieved
Financial operations and budget management conform to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Rules and regulations and applicable accounting standards	<p><i>Updated Baseline end 2011:</i> In 2010/11 the Office Instruction on Official Hospitality was updated. Updates to the FRR were submitted to the WIPO Assemblies. Policies approved and promulgated included: Budgetary Process Applied to Projects Proposed by the CDIP for the Implementation of the DA Recommendations; Policy on Reserves and Principles Applied in Respect of the Use of Reserves; Policy on Investments; WIPO's Capital Planning and Management Framework</p> <p><i>Original Baseline P&B 2012/13:</i> Existing set of documented policies, rules and procedures</p>	Gaps identified through ERP visioning exercise are filled	<p>The work done in 2012, to review, update and put in place controls as needed continued in 2013. Office Instructions, procedures and manuals were reviewed, revised or promulgated, together with the required training and communication to ensure their dissemination and understanding across the user communities.</p> <p>Office Instructions included Official Travel and Related Expenses, Official Hospitality, Payment of Honoraria, Individual Contractual Services, together with contribution to review of policies on internships, fellowships, and other HR policies.</p>	Partially Achieved

Satisfactory financial report from the External Auditors confirms the conformity of accounting operations with applicable regulations, rules and standards	Unqualified report from the External Auditor	Unqualified report from the External Auditor	An unqualified report was received from the External Auditors for 2012. At the time of publication, the results of the 2013 audit have yet to be released.	Not Assessable
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BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IX.2 Efficient and effective results-based programmatic and financial planning, processing, implementation, assessment and reporting	18,901	19,794	19,314
Total	18,901	19,794	19,314

Budget and Actual Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	16,760	17,498	17,498	100%
Non-personnel Resources	2,141	2,296	1,816	79%
TOTAL	18,901	19,794	19,314	98%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

22.10. The increase in the Budget after Transfers reflects additional non-personnel resources allocated for: (i) the DA project on Enhancement of WIPO's Results-Based Management (RBM) Framework to Support the Monitoring and evaluation of Development Activities; (ii) the purchase of Team Central licenses (the database of audit recommendations maintained by IAOD) for the External Auditors; and, (iii) an increase in bank charges. These charges have steadily increased during the biennium, reflecting an increase in bank tariffs and in WIPO's levels of activity, as well as the decision of WIPO's operational banks to no longer provide "free banking".

22.11. The increase in personnel resources primarily stems from the Organization's commitment, in the event of a pick-up in projected income levels, to reinstate the provisions for after service employee benefits that were initially budgeted at a lower level than in the previous biennia.

B. Budget Utilization 2012/13

22.12. The non-personnel budget utilization of 79 per cent reflects: (i) a lower than expected expenditure on the DA project on Enhancement of WIPO's Results-Based Management (RBM) Framework due to the replacement of the regional RBM seminars with similar events implemented under the regular budget and FITs; and (ii) lower than estimated travel costs for the IAOC members.

PROGRAM 23 HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT**Program Manager Director General****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

23.1. A number of human resources initiatives continued to be implemented as part of the SRP. At the end of 2013, an HR Strategy was approved by Member States forming the basis for the short and medium term HR plan of action for the 2014/15 biennium.

23.2. The biennium 2012/13 saw an increase in client satisfaction and an acknowledgment that the HR teams have become more responsive to staff needs, as confirmed by exit interviews and the results of the core value survey.

23.3. HR operations managed to maintain the four-day response and resolution timeframe achieved in the previous biennium for routine human resources transactions in spite of the challenging context of the implementation of the ERP and contract reform. With the 'go-live' of the ERP in 2014, the eventual goal of a two-day processing time is still being kept in sight for 2015.

23.4. Following the recommendation of a review of medical and occupational health and safety services at WIPO, an Occupational Safety and Health Committee was established in December 2013. The Committee is composed of representatives of the Administration and Management Sector, staff, medical and social services, and safety and security. The Committee will monitor the implementation activities to promote a healthy and safe working environment, including physical and psychosocial well-being. The Committee will also address issues of absenteeism.

23.5. The regularization process for long-serving temporary employees, which was approved by Member States in 2010, was almost completed. Some 67 employees performing continuing functions and having five or more years of continuous and satisfactory service on January 1, 2012, have been regularized over the biennium following a competitive process. This regularization process will be completed by end 2014.

23.6. The 2012/13 biennium saw the introduction of workforce planning as a key business activity in WIPO systematically integrated into the biennial and annual work planning cycles. Following the conclusion of the SRP initiative at the end of 2012, WIPO pursued efforts to ensure that the Organization's workforce is continually assessed against future workforce needs, thus ensuring that the Organization aligns its human resources to meet the needs of its Programs in the most efficient manner. The outputs from the 2012 organizational design reviews were used to inform the 2014/15 biennial planning, ensuring appropriate human resources for each Program for an effective delivery of results. Enhancements were also made in the EPM system to allow for greater accuracy in the allocation of personnel to program activities and improved reporting on the use of the Organization's human resources.

23.7. The implementation of the revised Staff Regulations and Rules (SRR) on recruitment, the new Appointment Board composition introduced in 2012 and streamlined recruitment processes significantly reduced the length of the recruitment process to an average of 16.03 weeks compared to 37.7 weeks at the end of 2011.

23.8. The Performance Management and Staff Development System (PMSDS), originally introduced in 2009 and refined in 2011 and 2012, matured in scope, acceptance and application over the past two years. The positive trend was confirmed in the most recent core value survey, in which an even higher number of staff agreed that their individual objectives contributed to the expected results of their Programs and that they received regular feedback from their supervisor on their performance. In 2013, the Organization intensified its effort to proactively resolve underperformance. The handbook on how to address underperformance was revised and new templates for the establishment of Performance Improvement Plans were provided to staff and managers.

23.9. With respect to staff development, new Learning and Development Policy and Training Guidelines were launched in 2013 in accordance with the Human Resources Strategy to facilitate learning and staff development and the closing of skills gaps. Besides the identification of individual training needs through PMSDS, critical collective training needs were identified during the Program and Budget process. These have been included in comprehensive training plans. During 2012/13, the Organization continued to provide corporate training (including customer service orientation, ethics and PMSDS) under the SRP initiatives, impacting positively on SRP outcomes. Cross-sectorial group training at WIPO (including on conflict resolution and people management), increasing collaboration with UNOG on training matters, the continuation of the common Language Training contract (ITU, ILO, WHO, WIPO) and a new internal program on WIPO specific topics ensured cost-effective and well-tailored training opportunities for staff. There has been a notable increase in the percentage of staff who expressed satisfaction with the learning opportunities provided by WIPO in the most recent core values survey. A pilot program to reward excellent performance, efficiency and innovation was launched in 2013.

23.10. Improvements were achieved in 2013 as regards gender and geographical diversity. A Gender and Diversity Specialist was recruited in July 2013. A pilot diversity campaign was conducted aiming at increasing the number of job applicants from un- and under-represented regions. A WIPO Policy on Gender Equality and a related Action Plan were drafted and circulated widely for consultation. An organization-wide Gender Focal Point system was established to facilitate progress on mainstreaming gender in WIPO's Programs.

23.11. Further policy development to support the contractual reform in 2012 and to establish best practices consistent with international standards took place. Among others, a new framework and guidelines for non-staff programs, such as the internship and fellowship programs were established. Policies and procedures were also established to implement a new approach to the planning of classifications and reclassifications of posts, the retirement age was aligned with the ICSC recommendation and the revised Standards of Conduct for the International Service was adopted.

23.12. A review of the internal justice system, which included a comprehensive study by an external expert and intensive consultations with various stakeholders, resulted in amendments to the SRR which entered into force on January 1, 2014. The improved internal justice system provides for streamlined formal mechanisms and new and transparent procedures for the handling of grievances. For the first time, informal conflict resolution is expressly promoted in the SRR while the Office of the Ombudsperson has been strengthened.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

23.13. The Standards of Conduct for the International Civil Service continues to be incorporated in all WIPO contracts. In addition, within the framework of the WIPO ethics and integrity system, a Whistleblower Protection Policy was developed, and a mandatory organization-wide ethics and integrity training program for all personnel was completed in 2013. The Roster of Consultants (ROC) presented at CDIP/3 was also integrated within the project Intellectual Property Technical Assistance Database (IP TAD) and continues to be regularly updated.

PERFORMANCE DATA

Expected Result: Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Reduced time from submission to completion of standard human resources transactions (education grant, dependency allowances)	<i>Updated Baseline end 2011:</i> Four days <i>Original Baseline P&B 2012/13:</i> Three days	Two days	Four days: Target expected to be reached after the first year of the go-live of the ERP-HR module (i.e. 2015)	Not Achieved
Ratio of employees (full time equivalent) to human resources staff	<i>Updated Baseline end 2011:</i> 29.3 <i>Original Baseline P&B 2012/13:</i> One HR employee for 31 Organization's employees (Jan 2011)	One HR employee for 50 Organization's employees	Biennium: 30.75 – 2012: 31 – 2013: 30.5	Not Achieved
% of staff satisfied with HR services	<i>Updated Baseline end 2011:</i> Highly satisfied: 31.8%, Satisfied: 45.5 %, Dissatisfied: 18.2%, Highly dissatisfied: 4.5% <i>Original Baseline P&B 2012/13:</i> Highly satisfied: 30.8%, Satisfied: 48.2%, Dissatisfied: 17.9%, Highly dissatisfied: 3.1%	50% highly satisfied	Biennium: Highly satisfied: 31.2% Satisfied: 47.45% Dissatisfied: 18.05% Highly dissatisfied: 3.3% In 2012: Highly satisfied: 31.2% Satisfied: 48.7 % Dissatisfied: 17.2% Highly dissatisfied: 2.9% In 2013: Highly satisfied: 31.2% Satisfied: 46.2 % Dissatisfied: 18.9% Highly dissatisfied: 3.7%	Partially Achieved
Expected Result: Well managed, diversified, motivated and appropriately skilled professional workforce				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of staff whose performance is evaluated against their individual objectives and competencies	<i>Updated Baseline end 2011:</i> 92% <i>Original Baseline P&B 2012/13:</i> 62%	90%	Biennium: 90.75% of staff covered under PMSDS was evaluated against individual objectives and competencies – 2012: 91% of staff covered under PMSDS was evaluated against individual objectives and competencies (as at end April 2012) – 2013: 90.5% of staff covered under PMSDS was evaluated against individual objectives and competencies (as at end April 2013)	Fully Achieved
Recruitment lead time	<i>Updated Baseline end 2011:</i> 37.7 weeks <i>Original Baseline P&B 2012/13:</i> 24 weeks	21 weeks	Biennium Average: 16.03 weeks (as of March 19, 2014) – 2012: 16.5 weeks – 2013: 15.56 weeks	Fully Achieved

% of total mass salary invested in staff development	<i>Updated Baseline end 2011: 0.46% (HRMD)</i> <i>Original Baseline P&B 2012/13: 0.44% (Jan 2011, HRMD)</i>	1%	2012: 0.74% (HRMD and training activities funded by ICT, ERP and SRP but not the staff cost of internal trainers) 2013: 0.78% (including training expenditures of other Sectors and staff cost of internal trainers)	Partially Achieved
Geographical diversity - % of Member States represented	<i>Updated Baseline end 2011: 57.8%</i> <i>Original Baseline P&B 2012/13: 56.70%</i>	60%	2012: 58.9% (including General Service and language staff) 2013: 59.3% (including General Service and language staff)	Fully Achieved
% of women in professional and higher positions	<i>Updated Baseline end 2011:</i> P4 – 43.9% P5 – 31.9 % D1 – 14.6 % D2 – 25.0% <i>Original Baseline P&B 2012/13:</i> P4 – 44.2% P5 - 30.9 % D1 - 12.1 % D2 – 9.1%	50% (as approved by the UNGA following ICSC recommendation)	2012: 2013: P4 - 44.4% 43.4% P5 - 30.3% 34.3% D1 - 24.4% 26.8% D2 - 23.1% 33.3%	Not Achieved
Decreased absenteeism	<i>Updated Baseline end 2011: 11.3</i> <i>Original Baseline P&B 2012/13: Average number of sick leave days per employees: 9.6</i>	Average of 5.5 days/employee	For the biennium: 10.34 – 2012: 9.07 – 2031: 11.6	Not Achieved
Decreased appeals	<i>Updated Baseline end 2011:</i> WIPO Appeal Board: 14 ILOAT: 12 <i>Original Baseline P&B 2012/13: 27 cases</i>	22 cases	WIPO Appeal Board: 54 ILOAT: 21	Not Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)	8,790	9,942	9,970
IX.3 Well managed, diversified, motivated and appropriately skilled professional workforce	12,703	11,812	11,417
Total	21,493	21,754	21,387

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	16,832	17,294	17,294	100%
Non-personnel Resources	4,661	4,461	4,093	92%
TOTAL	21,493	21,754	21,387	98%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

23.14. The overall net increase in resources allocated to the Program primarily affects Result IX.1 (Effective, efficient, quality and customer-oriented support services) and is primarily due to:

- incremental personnel costs related to the implementation of the new SRR, the contract reform, and the ERP HR stream;
- increased customer orientation and enhanced support services provided to managers as well as staff;
- increased costs of WIPO's agreement with UNOG for the provision of medical services; and,
- enhanced support in respect of gender balance and geographical diversity in the Organization.

The above also resulted in a shift of resources from Result IX.3 (Well managed, diversified, motivated and appropriately skilled professional workforce) to Result IX.1 (Effective, efficient, quality and customer-oriented support services).

B: Budget Utilization 2012/13

23.15. The 92 per cent budget utilization rate reflects lower than anticipated spending on: maternity and sickness backup; the WIPO Appeal Board and ILO Administrative Tribunal; and classification activities.

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

ACHIEVEMENTS IN THE 2012/13 BIENNIUM

24.1. In 2012/13, procurement and travel made satisfactory progress towards achieving its expected results, as illustrated by the performance data below. As regards functional systems to support procurement and travel activities, the major highlights of the biennium included the upgrade of the ERP procurement modules and the integration of non-staff travel requests into e-Works. The regulatory framework was also updated and enhanced with a new procurement procedure for the completion of the New Conference Hall project, a code of conduct in managing supplier relationships and a new travel policy including a change of threshold for business class travel entitlement.

24.2. Savings continued to be yielded from the tenders carried out through cooperation with other international organizations, resulting in total savings of 1,911,500 Swiss francs for the biennium. With the implementation of the new business class threshold (nine hours), the reduction of DSA payments for overnight flights, and more advanced ticket bookings, a total savings of 923,000 Swiss francs was obtained for the biennium. Additional internal efficiency gains were also achieved, such as a reduction in processing time of third party visas and event and travel requests. Also, the processing time for purchase orders was halved, while the number of cancelled purchase orders was reduced by 30 per cent over the biennium.

24.3. As regards premises management, at the end of 2013, a total of 1,627 workplaces were available in all buildings combined (WIPO-owned and rented premises), i.e. an increase of 48 additional workplaces as compared to the end of the previous biennium (1,579 workplaces in 2011). Of these, 85.6 per cent were occupied in 2013, compared to 87 per cent at the end of 2011. The increase in non-occupied workplaces resulted mainly from the full implementation of the stricter office space allocation policy (issued in December 2010) for all buildings.

24.4. As a result, the Secretariat was able to continue to manage the demand for workplaces avoiding the need for rental of additional space off-site. In addition, a certain volume of stored documents, material and equipment were disposed of, thereby contributing to a more efficient and cost-effective use of storage areas on- and off-site. This led to the termination of the rental of two off-site storage areas in the course of 2012, and the termination of the rental of ten parking spaces in 2013.

24.5. To enhance safety, a policy was implemented in all buildings (as was done in the New Building from the outset) whereby certain large equipment, filing cabinets and paper supplies have to be removed from open common areas and isolated in closed areas in order to mitigate risks in case of fire or other incidents. A number of workspaces continued to be reserved on a single floor of the PCT Building in order to create the needed "swing space", in support of the major renovation of the facades and cooling/heating system which are foreseen in the biennium 2014/15.

24.6. In respect of technical installations, regular maintenance was undertaken and all premises continued to function adequately. As regards the PCT building, the results from the second technical expert's assessment were received in 2013, and the replacement of the cooling/heating system and renovation of the facades will be addressed under the framework of the Capital master Plan (CMP) approved by Member States in 2013. In addition, a more environmentally-friendly alternative for cooling the GBI and GBII Buildings using the Geneva Lake Water (GLN) system was completed by mid-2013.

24.7. Measures aimed at reducing electricity consumption resulted in an annual reduction of approximately two per cent (140,000 kWh) between 2012 and 2013, representing a saving of around 15,000 Swiss francs. These measures included: (i) the upgrading of the electrical installation in the oldest building on the WIPO campus (GBI), which was completed in 2013; (ii) the deployment of an environmentally friendly and cost efficient cooling system in the GBI Building in 2012 and in the GBII Building in 2013; (iii) the reduction by 50 per cent of the lighting sources on the office floors of the AB Building in 2013; and (iv) the installation in 2013 of automatic switches in the corridors of the AB and GBI Buildings and of twilight sensors in the GBI Building.

24.8. Water consumption was reduced by about seven per cent since August 2013, as a result of the connection of one of the AB Building Data Center cooling units to the GLN cooling system, representing a savings of some 12,000 Swiss francs in 2013. Moreover, the upgrade of the individual cooling and heating system in corner offices of the New Building was completed in mid-2013, offering a better control of room temperature in 19 offices.

24.9. The enhancement and enlargement of one of the New Building ground floor meeting rooms (capacity of 80 seats and three interpretation booths) were undertaken in 2013 and completed in January 2014. One temporary meeting room (capacity of 45 seats and three interpretation booths) was created on the 13th floor of the AB Building, initially to compensate for the shortage of meeting rooms while the works were ongoing in the New Building. However, in view of the fact that this room meets a large number of demands due to its functionality and particular facilities, a decision was taken to keep it in 2014 and reassess the situation after completion of all the new meeting facilities, once the New Conference Hall Project has been delivered.

24.10. In respect of asset management, the Property Survey Board completed its review aimed at establishing simpler and more consistent inventory procedures. New procedures were issued in 2012 aimed, in particular, at increasing the threshold for tracking items from 100 to 1,000 Swiss francs and the threshold for capitalization of items from 1,000 to 5,000 Swiss francs (similar to other UN Organizations), thereby streamlining low added value processes. The interface with the financial aspects of asset management was fully implemented, thereby terminating the previous double data entry work and periodic reconciliations.

24.11. Under the WIPO Accessibility Project, which was part of the SRP until 2012, a complete physical accessibility audit was carried out in 2012 by a specialized architect in all existing buildings of the WIPO Campus. The detailed list of recommendations resulting from this audit was reviewed in 2013 in order to establish a priority list of improvement measures to be implemented as from the end of 2013. A similar audit was carried out in the first half of 2013 in respect of the future New Conference Hall. A number of measures were implemented during 2013 in the existing buildings, in the New Hall (during construction) and during the renovation of parts of the AB Building (features such as ramps for wheelchair access and anti-slip bands on steps in staircases, amongst others).

24.12. Under the framework of the WIPO Environmental Responsibility, another SRP initiative, a number of activities were undertaken in 2012 and 2013 aimed at raising environmental awareness amongst staff and/or taking concrete and practical actions. These actions related to: premises-related issues (e.g., upgrading of technical installations to more ecological solutions, upgrading of electrical installation reducing electricity consumption, conclusion of an agreement with the local electricity provider, renewal for the New Building of the electricity tariff with the highest percentage of contribution to renewable electricity production in the Canton of Geneva), introduction of environmental criteria in certain tenders (e.g., cafeteria services, vending machines, disposable cafeteria articles, cleaning products, improved recycling), use of alternative means of commuting to and from work (mobility days or months on public transport and free rental of electrical bikes and bike repairs). In addition, WIPO participated in a number of initiatives 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, as well as participation in the Inter-Agency Facilities Management meetings in 2012 and 2013.

24.13. In line with WIPO's strategy to progressively reduce its vehicle fleet and replace existing vehicles with environmentally-friendly alternatives, four of WIPO's eleven official vehicles were sold in the biennium. One new hybrid car was purchased in 2013 to reduce carbon emissions. The Program has also assumed management responsibility for the use of all official vehicles throughout the Organization.

PERFORMANCE DATA

Expected Result: Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Cost savings for goods and services procured by WIPO (derived from RFPs, negotiations, or UN globalization actions)	500,000 Swiss francs (P&B 10/11 value)	At least 500,000 Swiss francs (P&B 10/11 value)	1,911,500 Swiss francs including Estimated Cost Avoidances by CPAG.	Fully Achieved
% of internal clients satisfied with procurement services	<i>Updated Baseline end 2011: 75%</i> <i>Original Baseline P&B 2012/13: Tbd (end 2011)</i>	Tbd (end 2011)	73%	Not Assessable
% of spend subject to UN leverage or benchmark	<i>Updated Baseline end 2011: ten per cent</i> <i>Original Baseline P&B 2012/13: Tbd (end 2011)</i>	Tbd (end 2011)	4%	Not Assessable
Processing time of e-Travel Authorization (TA) and e-Event Request (subject to respected deadline)	e-TA = 1 day e-ER = 2 hours	e-TA = 1 day e-ER = 2 hours	e-TA < 1 day e- ER < 2 hours	Fully Achieved
Processing time for 3rd party visas	4-5 days	2-3 days	< 2 days	Fully Achieved
Reduction in travel costs as a result of e-conferences and video conferences	Tbd	Tbd	In line with WIPO's commitment to reducing travel costs, a concerted effort has been made during the biennium to increase the usage of e-conferencing technologies: Video Conferences: – 2012: 49 calls for a total of 73 hours – 2013: 57 calls for a total of 94 hours WebEx/GoToMeetings: – 2012: 51 events (15 meetings; 36 interviews for HR recruitment purposes) – 2013: 63 events (26 meetings; 37 HR interviews for HR recruitment purposes)	Not Assessable
Rental of additional workplaces and related facilities (assuming same headcount as end 2011)	80 workplaces	80 workplaces	80 workplaces (No additional rental office space was required during the biennium).	Fully Achieved

<p>No. of main technical installations (electrical, sanitary, heating and cooling) improved in line with applicable standards (to be defined)</p>	<p><i>Updated Baseline end 2011:</i> Upgrading or replacement of one cooling installation in at least one building to meet the standard established under the "Geneva Lake Water" installation requirements. Other standards for other installations to be defined.</p> <p><i>Original Baseline P&B 2012/13:</i> n/a</p>	<p>n/a</p>	<p>The cooling installations in GBI and GB II Buildings using the Geneva Lake Water system were upgraded and completed in 2012 and June 2013 respectively.</p> <p>The electrical installations in the oldest building (GBI) started to be upgraded in 2012 to comply with recently enacted local legislation, with the added benefit of setting a technical framework for reducing electricity consumption. It was completed in 2013.</p>	<p>Not Assessable</p>
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Expected Result: Reduced impact of WIPO's activities on the environment

Performance Indicators	Baselines	Targets	Performance Data	TLS
<p>No. of Programs with environmental improvement indicators, baselines and targets</p>	<p><i>Updated Baseline end 2011:</i> Four Programs in 2011</p> <p><i>Original Baseline P&B 2012/13:</i> Tbd end 2011</p>	<p>All Programs</p>	<p>Four programs in 2012 reflected environmental responsibility:</p> <p><u>Program 24:</u> Geneva Lake Water system deployed in GBI and GBII in 2012 and in 2013; continued choice of electricity tariff with highest contribution on investment in renewable energies (for the New Building); 2% reduction in electricity consumption due to the implementation of a variety of measures aimed at upgrading installations; 7% reduction in water consumption due to upgrading of cooling installation in one of the data centers; inclusion of green criteria in tender requirements and at least three new contracts (cafeteria services, vending machines, cleaning products, etc.).</p> <p><u>Program 29:</u> Geneva Lake Water cooling system included in the construction phase for the New Hall and for several renovated areas in the AB Building.</p> <p><u>Program 28:</u> A proactive approach, e.g. through the replacement of older vehicles with hybrid vehicles, to reduce carbon emissions and energy consumption.</p> <p><u>Program 19:</u> Publication of several articles on "green" issues in the WIPO Magazine.</p>	<p>Not Achieved</p>
<p>% of reduction in carbon emissions in respect of energy consumption</p>	<p><i>Updated Baseline end 2011:</i> 2% reduction in carbon emissions or compensation via investment in local sustainable energy production</p> <p><i>Original Baseline P&B 2012/13:</i> Tbd end 2011</p>	<p>Tbd end 2011</p>	<p>Compensation via investment in local sustainable energy production by means of the choice (for the New Building) of the electricity tariff with highest contribution on such investment.</p> <p>Disposal in 2012 of three older model vehicles from the official WIPO fleet, and another in January 2013, which resulted in a reduction in carbon emissions as from 2013. One new hybrid car was purchased in 2013.</p>	<p>Not Assessable</p>

Expected Result: Improved physical access to the WIPO Campus				
Performance Indicators	Baselines	Targets	Performance Data	TLS
No. of relevant Programs with physical accessibility indicators, baselines and targets	<p><i>Updated Baseline end 2011: At least one Program per year of the biennium</i></p> <p><i>Original Baseline P&B 2012/13: Tbd end 2011</i></p>	All related Programs	<p>Three out of six related Programs:</p> <p><u>Program 24:</u> Following a physical audit of the existing buildings (2012) the following measures were implemented in 2013:</p> <ul style="list-style-type: none"> (i) anti-slip bands were fixed on steps in all staircases in all buildings and were improved in the PCT Building for better visibility (ii) ramps for wheelchair access to interpreters booths in the new large meeting room on the ground floor of the New Building <p><u>Program 29:</u> Following a physical accessibility audit of the New Conference Hall Project the following measures were implemented in 2013:</p> <ul style="list-style-type: none"> (i) ramps for wheelchair access to interpreters booths in new meeting rooms on AB Building mezzanine (ii) review of escape routes in case of evacuation of the New Hall and adjacent facilities and addition of ramps for wheelchair evacuation (iii) decision to create an additional exit from inside the New Hall directly to the exterior (implementation in the course of 2014) <p><u>Program 28:</u> The above measures also constitute improvements in terms of security. In addition, badge readers in several areas in several buildings (through construction or renovation works) have been installed or moved in order to be located at an adequate height for a person in a wheelchair</p>	Partially Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
VIII.3 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	190	169	137
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)	44,747	39,036	37,223
IX.4 WIPO staff, delegates, visitors and information and physical assets are safe and secure	393	466	466
IX.6 New conference hall and related facilities available for meetings of Member States	202	233	233
IX.9 Reduced impact of WIPO's activities on the environment	299	298	195
IX.10 Improved physical access to the WIPO Campus	439	486	411
Total	46,271	40,688	38,665

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	17,351	18,780	18,780	100%
Non-personnel Resources	28,920	21,908	19,885	91%
TOTAL	46,271	40,688	38,665	95%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

24.14. The 2012/13 Budget after Transfers reflects a decrease in non-personnel resources, primarily for contractual services and maintenance contracts, reflected under Result IX.1 (Effective, efficient quality and customer-oriented support services) due to:

- cost efficiency gains, in accordance with the Organization’s commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium; and,
- the successful implementation of a stricter office space allocation policy resulting in a declining need for renting office space outside of the WIPO campus.

24.15. The increase in personnel resources was primarily due to the regularization of several long-serving temporary employees in the Program performing continuing functions.

B. Budget Utilization 2012/13

24.17. The budget utilization (non-personnel resources) amounted to 91 per cent primarily due to cost savings resulting from tenders carried out notably through cooperation with other international organizations, savings on energy consumption (energy and water) and the termination of the rental of two off-site storage areas.

PROGRAM 25 INFORMATION AND COMMUNICATION TECHNOLOGY**Program Manager Mr. A. Sundaram****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

25.1. During the reporting period, strong progress was made under the guidance of a renewed ICT Board chaired by the Director General on the development of a client-oriented ICT environment that is capable of providing a consolidated user experience with a more accessible, interoperable and compatible environment, both within WIPO and for its external stakeholders.

25.2. Significant progress was made to cost effectively strengthen business continuity capability by redesigning ICT infrastructure architecture and strategically outsourcing the infrastructure operations. The re-architecture of infrastructure and the switching of service management to an outsourcing model proved to be resource intensive during the transitional period.

25.3. In keeping up with the increasing organizational reliance on ICT, practices in managing information risks matured rapidly. In particular, WIPO achieved certification against the ISO 27001 standard for information security management covering the PCT application and data handling processes and systems.

25.4. As part of the ISO certification process, information risk assessment was carried out together with full reviews and updates of all WIPO Information Security Policies. Information security awareness campaigns were also intensified resulting in more than 30 per cent of all WIPO staff voluntarily taking the on-line pilot course.

25.5. The following highlights are indicators of progress in the field of Infrastructure Services, Business Solution Services (including Internet Services), IT Service Management Service and Information Security Service:

- (i) The Organization-wide deployment of the new internal data network architecture was completed in 2012, providing reinforced network security controls and the effective handling of multimedia (voice, video and data) traffic.
- (ii) A number of technology refreshments and enhancements were undertaken. These included:
 - The deployment of a new IP Telephony system for replacing the obsolete Nortel Telephone exchange, eliminating operational risks related to the use of obsolete technologies. It also enhanced service availability and reduced operational costs by avoiding the need for maintaining a separate telephony network while enabling new services such as integrated video and telephony services with the desktop computer environment;
 - The upgrade of office productivity systems to industry-standard platforms, including the replacement of obsolete laptops and desktop workstations, and outdated office software, which was hindering the effective implementation of the Organization's work with external entities;
 - The upgrade of PeopleSoft in preparation for the implementation of additional projects under the ERP portfolio. This made adequate vendor support possible and enabled new features and functionalities to users;
 - Development of a Web single sign-on (SSO) platform, allowing a more secure and efficient use of the new PeopleSoft and Oracle Hyperion EPM modules within the ERP portfolio;
 - Organizational resilience against external attacks, by adopting the Content Delivery Network and the deployment of enhanced technological controls;

- Enhancements of a number of administrative applications resulting in increased efficiency of administrative processes. These include the full integration of non-staff travel requests and invoicing process within the electronic Travel Authorization, improvements in user experience in AIMS and the payment gateway, and enhancements to the Performance Management and Staff Development System.
- (iii) In response to Member States requests, 40 WIPO meetings (18 in 2012 and 22 in 2013), as well as the Beijing and Marrakesh Diplomatic Conferences, were broadcast live over the Internet (via webcasting). The recorded video sessions were also made available through the WIPO Web site in the form of "video-on-demand". Essential technical coordination was also provided in support of the two Diplomatic Conferences.
- (iv) ICT-related preparatory work continued for the New Conference Hall, primarily focusing on technology selection, procurement and contract negotiations. Some of the technologies, such as the high capacity wireless (Wi-Fi) services, were deployed in 2013 covering Rooms A and B, paving the way to provide seamlessly integrated ICT services in and around the New Conference Hall.
- (v) Risks due to potential business impacts from localized disasters were significantly reduced with the establishment of two closely linked Data Centers, the redistribution of data storage systems, and the redundant backup, server infrastructure and network architecture for the two Data Centers. Additionally, 38 core ICT services were assessed and suitable measures implemented for mitigating risks and ensuring their enhanced availability.
- (vi) A number of externally oriented projects, such as the Trusted Intermediary Global Accessible Resources (TIGAR), WIPO Re:Search Enhancements, AMC e-filing and IP Statistics Database were further progressed in close collaboration with Programs 3, 7, 16 and 18.
- (vii) Major service contracts were reviewed. These included:
 - The re-negotiation of the network printing services resulting in significant cost savings;
 - The re-tender for support of the PeopleSoft system as well as general purpose ICT support contracts;
 - The re-tender of the telecommunications contract enabling enhanced service capabilities at reduced costs.

PERFORMANCE DATA

Expected Result: ICT investments are closely aligned with strategic priorities and yield business benefits				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of projects having benefit realization assessed post project implementation	0	20%	Out of 16 projects initiated after May 1, 2012 and formally managed by the Project Management Office (PMO) according to the customized Prince 2 processes, including a formal closure process, three projects were subject to a benefit review.	Partially Achieved
Maturity level of ITIL implementation based upon the official self-assessment on scale 5	In average two of the service support	Increase by one step	Maturity of incident and change management increased by one step (to three); no progress was made in problem and configuration management.	Partially Achieved

Expected Result: Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Outsourcing in operation and provision of IT technical infrastructure	Two hosted applications	30% of the server park hosted at ICC	75% of the server park was hosted at the UNICC and all new servers are now provisioned through UNICC.	Fully Achieved
WIPO meetings are accessible real-time over the Internet or after the event	Assemblies broadcasted	At least 20 meeting days broadcasted	Some 186 (88 in 2012 and 98 in 2013) days of meetings were subject to webcasting, including the Assembly meetings and Diplomatic Conferences. A video on demand archive of the webcasted meetings is available on the WIPO web site.	Fully Achieved
No. of communication channels seamlessly integrated	e-mail, phone separated	e-mail, phone, web conferencing, web meetings, webinars integrated	Successful integration of email, phone and web meetings. Integration of web conferences and webinars will be addressed in 2014/15.	Partially Achieved
Expected Result: WIPO staff, delegates, visitors and information and physical assets are safe and secure				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Comprehensiveness and relevance of the set of information security policies, procedures and standards	Eight policies, under revision	12 up-to-date policies	Security policies were reviewed, updated and approved by the ICT Board, resulting in 20 up-to-date policies being published on the WIPO Intranet.	Fully Achieved
Up-to-date information security risk registry	Risk registry has been created	Risk registry revised twice a year	The Information Security Risk Registry was updated biannually and was reviewed in detail in the context of the ISO 27001 certification of the PCT operations.	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)	45,827	46,199	46,340
IX.4 WIPO staff, delegates, visitors and information and physical assets are safe and secure	2,433	2,268	2,239
IX.14 ICT investments are closely aligned with strategic priorities and yield business benefits	2,147	2,155	2,002
Total	50,408	50,622	50,581

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	19,128	20,260	20,260	100%
Non-personnel Resources	31,279	30,363	30,321	100%
TOTAL	50,408	50,622	50,581	100%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

25.6. The 2012/13 Budget after Transfers reflects a decrease in non-personnel resources due to adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

25.7. This was offset by an increase in personnel resources, primarily due to the reclassification of a number of posts, including for the strengthening of the IT enterprise architecture function, and regularization of continuing functions.

25.8. Within the overall non-personnel budget, a shift can be observed from Results IX.4 (WIPO staff, delegates, visitors and information and physical assets are safe and secure) and IX.14 (ICT investments are closely aligned) to Result IX.1 (Effective, efficient, quality and customer-oriented support services) reflecting the increase in the outsourcing to UNICC.

B. Budget Utilization 2012/13

25.9. Overall budget utilization for the Program in the biennium was in accordance with the Budget after Transfer for 2012/13.

PROGRAM 26 INTERNAL OVERSIGHT**Program Manager Mr. T. Rajaobelina****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

26.1. The Internal Audit and Oversight Division (IAOD) underwent significant changes in staffing with the arrival of the new Director of IAOD and the appointment of a new Head for the Investigation Section. By the end of the biennium, all vacant posts had been filled and staffing was complete. Major changes also occurred with the introduction and use of an electronic working paper management software for recording oversight processes including planning, fieldwork, review and reporting. This software facilitated enhanced working processes, but required a significant amount of time to implement, which slightly impacted the plan for the biennium.

26.2. IAOD issued 19 audit and evaluation reports with 161 recommendations for improvements. IAOD's Oversight Plan was established by using IAOD's risk assessment methodology taking into account inputs received from Member States, the Independent Advisory Oversight Committee (IAOC), Senior Management and the External Auditor. Audit and evaluation activities covered various program and project management areas including Development Agenda projects, results based management, human resources management, the Conferences and Language Department, Information and Communication Technology, travel and revenue generation processes under the PCT, Madrid and the Hague Systems.

26.3. Through its independent and objective oversight work, IAOD assisted WIPO management in building up and maintaining a culture of learning and a strong commitment to accountability at all levels within the Organization while contributing to the fostering of improved organizational processes and operations.

26.4. The backlog of investigation cases came under control without the caseload compromising the IAOD work plan despite 40 new cases being submitted during the biennium. The Investigation Policy and the revision of the Investigation Procedures Manual proved to be important tools to better deal with the caseload.

26.5. To better understand expectations from colleagues and obtain their feedback on oversight work, IAOD launched client satisfaction surveys. Such surveys allowed IAOD to better measure stakeholders' expectations of its performance and identify areas for improvement.

26.6. Throughout the biennium, IAOD continued to reach out to staff, management and Member States through various presentations. It also organized a seminar to further raise awareness of the WIPO Evaluation Function and advocate for good evaluation practices and their usefulness for management and decision-making.

26.7. IAOD followed up on previous years' recommendations to ensure effective follow up by management. WIPO management also regularly consulted with IAOD on other issues such as drafting or revision of policies and the preparation of external reviews.

26.8. IAOD's work was closely reviewed by the IAOC throughout the biennium. In the past, IAOC had ranked the functioning of IAOD as a high risk. In its annual report to the PBC in 2012³⁹, the IAOC underlined that it believed that the progress made towards addressing deficiencies in IAOD has been sufficient to reduce the risk ranking of IAOD's work and commended the quality of some oversight reports⁴⁰.

³⁹ Previously rated as a "very high risk" - WO/PBC/19/10 from July 31, 2012 – paragraph 30 and 40

⁴⁰ WO/IAOC/31/2 from December 6, 2013 – paragraph 26.

IMPLEMENTATION OF THE DEVELOPMENT AGENDA

26.9. Four evaluations of Development Agenda projects were conducted, namely:

- DA Project on Developing Tools for Access to Patent Information;
- DA Project on Specialized Databases Access and Support;
- Pilot Project for the Establishment of "Start-Up" National IP Academies; and
- Project on Improvement of National, Sub-regional and Regional IP Institutional and User Capacity.

26.10. In addition, IAOD incorporated Development Agenda concerns in its country portfolio and program evaluations, where applicable.

PERFORMANCE DATA

Expected Result: An effective and professional internal audit function is in place covering all high risk work areas				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Number of audits performed in high risk areas	<i>Updated Baseline end 2011:</i> Six audits of high risk areas completed <i>Original Baseline P&B 2012/13:</i> Six audits completed (2010)	12 audits (in 2012/13)	2012/13: Eleven audits completed. Four audits of high risk areas were completed in 2012. Seven audits of high risk areas were completed in 2013.	Fully Achieved
The professional standards, code of ethics, and practice advisories of the Institute of Internal Auditors (IIA) are applied.	<i>Updated Baseline end 2011:</i> Quality assurance review of Internal Audit Function conducted by External Auditor <i>Original Baseline P&B 2012/13:</i> Internal audit section received "general conformance with the IIA standards" rating (External Auditor's quality assurance review of the Internal Audit Section, 2009)	Maintain the "meets general conformity with the IIA standards" rating in subsequent external quality assurance reviews	Audit work was subject to two level supervision and quality control to ensure compliance with IIA standards and practice advisory. To prepare for an external quality assessment, IAOD conducted a self-assessment in line with IIA standards. The report concluded that IAOD generally conforms to IIA standards.	Fully Achieved
Complete and accurate tracking of the implementation of oversight recommendations, showing all historical recommendations made, new ones added and their status	<i>Updated Baseline end 2011:</i> Bi-annual reporting on the implementation status of open oversight <i>Original Baseline P&B 2012/13:</i> IAOD reviewed the implementation status of oversight recommendations twice in 2010	The implementation of all IAOD recommendations is followed up every six months	Regular bi-annual reports to the Director General and the IAOC included all oversight recommendations.	Fully Achieved

Expected Result: Investigation reports provide a sound basis for decision making by the Director General				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Investigation activity is carried out in accordance with the Internal Oversight Charter, UN Uniform Guidelines for Investigation, the Investigation Procedures Manual and the Investigation Policy (currently in draft)	<p><i>Updated Baseline end 2011:</i> 12 months</p> <p><i>Original Baseline P&B 2012/13:</i> Investigations are carried out in accordance with the Internal Oversight Charter, the UN Uniform Guidelines for Investigation and the Investigation Procedures Manual</p>	Average elapsed time to complete investigations below six months	<p>21 investigation cases registered in 2012 and 19 in 2013, compared to 11 in 2011 and 13 in 2010.</p> <p>25 cases were closed in 2012 and 21 in 2013.</p> <p>The average time for completing an investigation case amounted to 6 months in 2012 and 3 months in 2013.</p>	Fully Achieved
Expected Result: Evidence-based evaluative information is available to senior management, program managers and Member States for decision making				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Evaluations are produced in line with the Evaluation Policy and Evaluation Section Procedures Manual.	<p><i>Updated Baseline end 2011:</i> 1 country portfolio evaluation (Kenya) was almost completed (draft final report received)</p> <p><i>Original Baseline P&B 2012/13:</i> The Evaluation Policy will be progressively implemented through 2012 and 2013</p>	At least six evaluations completed in the biennium	<p>Eight evaluations were completed in the biennium.</p> <p>Six in 2012:</p> <ul style="list-style-type: none"> - The Country portfolio evaluation (Kenya) - The, validation report of the PPR 2010/11 (in collaboration with the Audit Section) - Four DA project evaluations. <p>Two in 2013:</p> <ul style="list-style-type: none"> - Evaluation of Program 1 Patent Law - Evaluation Report on Support Services to the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) <p>All evaluations were produced in accordance with the Evaluation Policy and Evaluation Section Procedures Manual.</p>	Fully Achieved

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IX.11 An effective and professional internal audit function is in place covering all high risk work areas	1,364	1,553	1,834
IX.12 Investigation reports provide a sound basis for decision making by the Director General	1,364	1,641	1,497
IX.13 Evidence-based evaluative information is available to senior management, program managers and Member States for decision making	2,321	1,598	1,356
Total	5,050	4,792	4,687

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	4,250	3,987	3,987	100%
Non-personnel Resources	800	805	699	87%
TOTAL	5,050	4,792	4,687	98%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

26.11. The 2012/13 non-personnel Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium. This was offset by additional resources transferred to the Program for the conduct of the Independent External Review on WIPO Technical Assistance Program in Countries Subject to UN Sanctions.

B. Budget Utilization 2012/13

26.12. The Budget utilization reflects a slight increase in resources deployed for audit related activities reflected under Result IX.11 (An effective and professional internal audit function), due, *inter alia*, to the costs of outside expertise for specialized audits and investigations. This was offset by a decrease in resources utilized on evaluations as reflected under Result IX.13 (Evidence-based evaluative information) primarily due to the cost of external individual service providers being less than initially expected.

PROGRAM 27 CONFERENCE AND LANGUAGE SERVICES**Program Manager Mr. A. Sundaram****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

27.1. The implementation of the WIPO Language Policy, adopted by Member States at the 2011 Assemblies, commenced in 2012, with six-language coverage provided to documentation for meetings of all WIPO Committees and Main Bodies and was completed by the end of the biennium. As a result of the extended language coverage, translation volumes increased significantly during the biennium. Compared to a total of 24.52 million words (74,331⁴¹ standard UN pages) translated in 2010/11, a total of 33.17 million words (100,524⁴² standard UN pages) were translated in 2012/13, representing a workload increase of 35 per cent for the biennium. The effects of the new language policy were closely monitored throughout 2012, and rigorous rationalization and control measures were applied in 2013 to contain the increase. Whereas a 53 per cent increase was observed from 2011 to 2012, the number of words translated in 2013 decreased by 18 per cent compared to 2012.

27.2. The Secretariat continued placing a higher reliance on the outsourcing of translation services, with 56 per cent of the workload outsourced to individual and institutional translators in the biennium. To further improve translation quality, streamline work processes, and develop platforms for multilingual terminology databases, the Computer-Assisted-Translation (CAT) tools identified at the end of 2012, were successfully deployed in 2013. The CAT tool has now been fully incorporated in the work of the Program.

27.3. Interpretation services continued to be provided for all WIPO meetings, both at Headquarters and in other locations, as required.

27.4. The Program was actively involved in the organization of the Diplomatic Conference on the Protection of Audiovisual Performances in Beijing, China in June 2012, and the Diplomatic Conference to Conclude a Treaty to Facilitate Access to Published Works by Visually Impaired Persons and Persons with Print Disabilities in Marrakech, Morocco in June 2013. It provided conference, translation and interpretation services for the two events, which were each attended by some 900 participants.

27.5. Delegate services like webcasting, video-on-demand and online registration continued to be improved during the biennium. The use of online registration was extended to all principal Committees and Main Bodies of WIPO, and an enhanced version of the web registration system including functionality to facilitate registration for returning delegates was introduced for the two Assemblies sessions held in 2013.

27.6. During the biennium, some 260 intergovernmental meetings were held in Geneva, compared to 250 in 2010/11. The number of *ad hoc* meetings serviced (study visits, consultations, groups, bilateral meetings, side events, official visits and internal meetings), increased to 11,200 compared to 6,560 in 2010/11. In addition, a total of 167 meetings were serviced outside the standard meeting hours, i.e. beyond 6.30 p.m. or during weekends during the biennium.

27.7. The Records Management and Archiving Policy, adopted during the biennium, served as the general framework for the future development of WIPO's procedures and retention schedules, with respect to the use, control, security, preservation and disposition of WIPO Records.

27.8. In line with WIPO's commitment to implement cost efficiency measures, tariffs with external mail service providers continued to be negotiated. This resulted in an overall decrease in mailing costs by 23 per cent in 2013 compared with 2012.

27.9. Printing and publication services continued to be provided in an efficient and timely manner in spite of increased workload resulting from the increased number of meetings organized by WIPO during the biennium, in particular the two Diplomatic Conferences and the Extraordinary Sessions of the General Assemblies.

⁴¹ Excluding words reviewed as part of the quality control process (revision, reviewing and proofreading) for translated documents.

⁴² Idem.

PERFORMANCE DATA

Expected Result: Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)				
Performance Indicators	Baselines	Targets	Performance Data	TLS
% of internal and external users satisfied with WIPO's conference services	<i>Updated Baseline end 2011:</i> 89% favorable feedback <i>Original Baseline P&B 2012/13:</i> Rate at end 2011	ten per cent increase in rate by end 2013	A total of 260 intergovernmental meetings were held in Geneva during the biennium. In addition, conference support services were provided for some 11,200 other events, such as study visits, consultations, groups, bilateral meetings, side events, official visits and internal meetings. Results of a satisfaction survey, conducted in 2013 indicated that 98% of users considered the overall quality of WIPO's conference services either excellent (64%) or good (34%).	Fully Achieved
Translation productivity standards and cost per page of translation	<i>Updated Baseline end 2011:</i> 11,933,276 words in 2011 (approx. 36,161 UN standard pages) 213 Swiss francs per page <i>Original Baseline P&B 2012/13:</i> Productivity and cost levels at end 2011	ten per cent increase over baseline	A total of 18.24 million words (55,282 UN standard pages) were translated in 2012 and 14.93 million words (45,242 UN standard pages) in 2013. The cost per page (weighted average for the biennium) was 191 Swiss francs.	Fully Achieved
A comprehensive language policy adopted by Member States together with related resource allocation requirements	<i>Updated Baseline end 2011:</i> Language Policy 2011 elaborated for documentation of WIPO Standing Committees and Main Bodies <i>Original Baseline P&B 2012/13:</i> Language Policy elaborated in 2010 only for documentation of WIPO Standing Committees	Language policy covers documentation of all WIPO meetings, as well as language coverage of WIPO publications and website	The language policy was extended to all WIPO Standing Committees and Main Bodies.	Fully Achieved
Productivity rate for calculations, data input and collection and provision of statistics (mail delivery)	<i>Updated Baseline end 2011:</i> 1,694,940 items sent at a cost of 2,495,669 Swiss francs in 2011 <i>Original Baseline P&B 2012/13:</i> Rate of productivity at end 2011	ten per cent increase over baselines	Renegotiation of contracts with mail carriers and grouping of addresses resulted in an overall decrease in mailing costs by 23% in 2013 compared with 2012: - 1,803,346 items sent at a cost of 2,216,038 Swiss francs (2012) - 1,439,000 items at a cost of 1,705,981 Swiss francs (2013) 18% of registered mail for the Madrid System was sent by regular mail in 2013, also contributing to cost reductions.	Fully Achieved
% of PCT Media batch in paper and electronic format on time	Rates at end 2011	ten per cent improvement over baseline	PCT Media batch in paper format on time – 98% PCT Media batch in electronic format on time – 100%	Fully Achieved
% of Madrid Notifications in paper format on time	Rates at end 2011	ten per cent improvement over baseline	Madrid notifications in paper format available on time – 99%	Fully Achieved

% of Madrid Romarin in electronic format on time	Rates at end 2011	ten per cent improvement over baseline	Madrid Romarin available on time – 100% (beginning 2012) This service was discontinued in early 2012.	Discontinued
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BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result) (in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders (human resources, IT, conference, language, procurement, travel, printing and publication, premises management)	37,240	37,706	37,079
Total	37,240	37,706	37,079

Budget and Actual Expenditure (personnel and non-personnel) (in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	28,090	28,022	28,022	100%
Non-personnel Resources	9,150	9,684	9,057	94%
TOTAL	37,240	37,706	37,079	98%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

27.11. The increase in the Budget after Transfers reflects net additional resources transferred to the Program for:

- the implementation of the WIPO Language Policy, in particular to deal with the increase in the translation volumes as a result of the extended language coverage; and,
- the provision of interpretation services for the Extraordinary General Assembly in December 2013.

B. Budget Utilization 2012/13

27.12. The slight underutilization of resources in the biennium compared with the Budget after Transfer reflects a slower than anticipated development of IT translation tools, and costs savings in relation to mail expedition, printing services and records and archives management.

PROGRAM 28 SAFETY AND SECURITY**Program Manager Mr. A. Sundaram****ACHIEVEMENTS IN THE 2012/13 BIENNIUM**

28.1. Costs related to safety and security services during the 2012/13 biennium continued to be consistent with previous years' costs as a percentage of total organizational expenditure. During the biennium, the Program continued to manage organization-wide safety and security systems and gradually took over management responsibility of these systems in the New Building as the guarantees expired.

28.2. The biennium 2012/13 also saw the implementation of new policies on safety and security for official staff travel, standardization of badge layouts in line with United Nations Security Management System (UNSMS), improved biometric access controls to the New Building Datacenter and professionalized security management of WIPO sponsored events outside of Geneva. Most notably, comprehensive security services were provided leading up to and during the two significant Diplomatic Conferences - the Diplomatic Conference on the Protection of Audiovisual Performances in Beijing, China, from June 20-26, 2012 and the Diplomatic Conference to Conclude a Treaty to Facilitate Access to Published Works by Visually Impaired Persons and Persons with Print Disabilities in Marrakesh, Morocco, from June 17-28, 2013. Furthermore, following the decision of the CEB in November 2012, event security procedures were enhanced to ensure optimal safety and security management for these hi-profile events. As a result, improved venue risk assessments were performed, safety and evacuation protocols developed and strengthened security services were provided for several major external WIPO-sponsored events/conferences in 2013, namely the African Conference on the Strategic Importance of IP Policies to Foster Innovation, Value Creation and Competitiveness in Dar es Salaam, the United Republic of Tanzania, from March 12-13; the Worldwide Symposium on Geographical Indications in Bangkok, Thailand, from March 27-29; Meeting of ECOWAS and Mauritania Ministers with responsibility for copyright in Abidjan, Côte d'Ivoire, from December 4-6, as well as the afore-mentioned Diplomatic Conference in Marrakesh (Morocco).

28.3. Assessment audits of the WIPO External Office premises in Singapore and Tokyo were duly performed in 2012. However, the assessment audits of the Offices in Rio de Janeiro and New York, originally planned for the first half of 2013, were postponed due to the extensive preparations leading up to, and the increased demands needed for, the Diplomatic Conference in Marrakesh, as well as the Extraordinary General Assemblies held in December 2013. In addition, the Program provided extensive input into the Business Continuity Response Plan (BCRP) and the Business Continuity Management Strategy (BCMS) for WIPO operations.

28.4. The total number of reported safety and security incidents during the biennium remained low across both years, with six staff-related safety incidents resulting in injury in 2012 and four in 2013. The total percentage of staff related incidents with injuries amounted to less than two per cent during 2012/13.

28.5. Steady progress was made throughout the biennium on the construction and technical safety/security systems for the new Security Coordination Operations Center (SCOC) located on the ground floor in the GB1 complex. Work commenced on the SCOC in February 2012. The technical complexity of the SCOC required a separate local area network (LAN), which was installed at the end of 2012, independent of the area-wide network available to the rest of the Organization to ensure the connectivity and optimal performance of these security systems. In addition, specific safety/security technologies such as emergency communications and fire detection systems were installed by the end of 2013. Completion of the project is expected by the end of 2014.

28.6. Moreover, as part of WIPO's commitment to ensuring compliance with the Cantonal and the UN's Security Policy Manual on fire safety, a comprehensive review of current procedures was undertaken. As a result, the following measures were implemented during the biennium: (i) new fire safety signage; (ii) the installation of 58 automatically controlled fire doors; (iii) the upgrading of 240 fire-extinguishers; (iv) the installation of new sirens and sprinklers in certain facilities; (v) routine fire-safety inspections by a specially-trained guard; (vi) the designation of Floor Wardens in all WIPO buildings; and (vii) a training program for WIPO staff on fire prevention and fire-fighting techniques. This training was prioritized for WIPO's Floor Wardens. Moreover, in alignment with WIPO's commitment to improve safety preparedness, 12 basic first-aid training courses were provided to 200 WIPO staff, and first aid kits and defibrillators were deployed in all buildings of the WIPO campus.

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	2,693	2,280	2,280	100%
Non-personnel Resources	9,466	9,105	8,746	96%
TOTAL	12,159	11,385	11,026	97%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

28.7. The Budget after Transfer reflects a downward adjustment both in personnel and non-personnel resources, respectively, due to:

- the transfer of vacant posts from the Program to strengthen the Organization's work on economic studies and analysis in Program 16 and to facilitate the implementation of the WIPO Language Policy in Program 27;
- adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

B. Budget Utilization 2012/13

28.8. Budget utilization (non-personnel) amounted to 96 per cent primarily due to a slight delay in the implementation of the H-MOSS Security Project pending the appointment of a new project manager. In addition, the Arndt surge capacity foreseen for *ad-hoc* security requirements for unanticipated events was not fully utilized.

PROGRAM 29 CONSTRUCTION PROJECTS**Program Manager Mr. A. Sundaram****ACHIEVEMENTS IN THE 2012/13 BIENNIUM****NEW CONSTRUCTION PROJECT**

29.1. By the end of 2011, a number of repairs, replacement and finishing works had not been completed by the former general contractor. In view of the continued delays, the Secretariat engaged in a series of high-level discussions with the former general contractor from December 2011 to July 2012. Following these meetings, WIPO and the former general contractor agreed to jointly and amicably terminate the contract. As of August 2012, all repairs, replacement and finishing works are being carried out by WIPO, with the costs covered from funds retained from the last payments to the former general contractor. Most of the outstanding works concerning the facades and a variety of smaller items throughout the building were completed during the biennium. The remaining works relating mainly to the ground floor and garden windows required further assessment, which took place in the second semester of 2013. The necessary repair works are expected to take place in the 2014/15 biennium. The vegetation of the rooftop was postponed from autumn 2013 until spring 2014.

NEW CONFERENCE HALL PROJECT

29.2. The worksite for the New Conference Hall Project opened in mid-August 2011, and the excavation and construction of the main structure were ongoing until end-2011. In view of delays caused by the former general contractor at the beginning of 2012 and the consequent lack of compliance with certain contractual requirements, the Secretariat engaged in a series of high-level discussions with the former general contractor until July 2012. Following these meetings, WIPO and the former general contractor agreed to jointly and amicably terminate the contract. As of August 2012, the worksite has been under the direct responsibility of WIPO. A number of modifications to the governance and project management structure, as well as to the contractual framework, were introduced, and additional mandates were given to the architect, pilot and engineering firms so as to distribute all the elements previously included in the mandate of the general contractor. The adapted governance and project management structure brought added flexibility and agility and led to improved response times. As at the end of 2012, about 27 per cent of the contractors and providers were engaged by WIPO, corresponding to about 42 per cent of the total construction cost. By end 2013, the total number of contractors on site stood at around 50, for a total awarded contract amount of almost 50 million Swiss francs, which corresponds to approximately 98 per cent of the reference construction cost. The aforementioned arrangements also facilitated dealing with a number of project modifications and unforeseen matters identified during project execution in a proactive and timely manner.

29.3. The delays by the former general contractor, the subsequent amicable termination of the contract and the progress on the worksite led to a revised provisional timetable, bringing the expected completion date from April 2013, i.e. the initial delivery as per the contract with the former general contractor, to February 2014. The expected completion date was further amended from February 2014 to April 2014.⁴³

29.4. Part of the renovated basement of the AB Building was delivered and has been in use since September 2013. One new meeting room on the AB Building mezzanine has been in use since October 2013.

⁴³ The expected completion date was further amended at the beginning of 2014 to July 2014.

PERFORMANCE DATA

Expected Result: New conference hall and related facilities available for meetings of Member States				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Construction of new conference hall and related facilities in compliance with the approved quality, budget and time framework	n/a	n/a	<p>Completion of the construction phase of the New Conference Hall Project (new conference hall <i>per se</i>, modifications to the remaining two floors of the AB Building and the new access center to the WIPO campus) deferred until April 2014⁴⁴ for expected first use in September 2014.</p> <p>Completion of modifications to the basement of the AB Building as well as one new meeting room on the AB Building mezzanine in September and October 2013 respectively.</p> <p>Compliance with approved and required quality standards and budgetary limits continued to be closely monitored by the Pilot, Construction Management and Coordination Committee and the Construction Committee.</p>	Not Assessable
Expected Result: Costs related to the new administrative building are kept to a minimum				
Performance Indicators	Baselines	Targets	Performance Data	TLS
Use of remaining funds available under the approved consolidated budget and provisions during the construction guarantee period	n/a	n/a	Expenditure was within the budgetary limits at the end of 2012/13 biennium.	Not Assessable

BUDGET AND ACTUAL EXPENDITURE

Budget and Actual Expenditure (by result)
(in thousands of Swiss francs)

Expected Result No. and Description	2012/13 Approved Budget	2012/13 Budget After Transfers	2012/13 Expenditure
IX.4 WIPO staff, delegates, visitors and information and physical assets are safe and secure	46	48	60
IX.5 Costs related to the new administrative building are kept to a minimum	7,020	6,601	6,674
IX.6 New conference hall and related facilities available for meetings of Member States	608	587	350
Total	7,675	7,237	7,084

44 Idem.

Budget and Actual Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

	Approved Budget 2012/13	Budget after transfers 2012/13	Expenditures 2012/13	Utilization rate (%)
Personnel Resources	345	367	367	100%
Non-personnel Resources	7,330	6,870	6,717	98%
TOTAL	7,675	7,237	7,084	98%

NOTES:

(1) Budget after transfers reflects the adjusted budget of Programs, following transfers during 2012/13 in line with Financial Regulation 5.5.

(2) The personnel allocation for the 2012/13 Budget after transfers represents actual expenditures incurred in the biennium.

A. Budget after Transfers 2012/13

29.5. The non-personnel allocation for the 2012/13 Budget after Transfers reflects downward adjustments made for cost efficiency gains, in accordance with the Organization's commitment to reduce expenditures by 10.2 million Swiss francs in the 2012/13 biennium.

B. Budget utilization

29.6. Overall budget utilization for the Program in the biennium was in accordance with the Budget after Transfer for 2012/13.

[Appendix I follows]

VII. APPENDICES

APPENDIX I

BREAKDOWN OF THE PERFORMANCE ASSESSMENTS BY PROGRAM

The performance assessments for individual Programs in the PPR 2012/13 comprise:

Section I: Achievements in the 2012/13 Biennium

An analytical summary presenting results achieved in the biennium 2012/13 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 2010⁴⁵, the reporting on the DA includes detailed reporting on both the implementation of DA projects and DA Recommendations.

Section III: Performance Data

The table in this section recapitulates the Expected Results to which the Program contributes and the Performance Indicators, which measure Programs' contribution to the Results as approved by Member States in the Program and Budget 2012/13. Baselines have been updated, as appropriate, to reflect the status at the end of 2011. In line with Member States' requests, the performance data tables were enhanced in 2012/13 to reflect both the original baselines (as per the Program and Budget 2012/13), the updated baselines (as per the end of 2011), and targets (as per the Program and Budget 2012/13) for comparability purposes in relation to the performance data and assessments. The performance data for 2012/13 in relation to each indicator is provided in the fourth column. The fifth column provides an assessment of performance using the "traffic light system".

Section IV: Budget and Actual Expenditure for 2012/13

The final section provides information on the Approved Budget 2012/13, the Budget after Transfers 2012/13, actual expenditure and budget utilization in the biennium. The reporting in this section has been improved for 2012/13 and includes two tables:

The *Budget and Actual Expenditure (by result)* provides, for the first time, information on the Approved Budget 2012/13, the Budget after Transfer 2012/13, and actual expenditure by Result for the biennium.

The *Budget and Actual Expenditure (personnel and non-personnel resources)* provides information on the Approved Budget 2012/13, the Budget after Transfer 2012/13, and actual expenditure 2012/13 (personnel and non-personnel). Explanations are provided for the differences between the Approved Budget and Budget after Transfer, as well as for budget utilization, taking into account both a Results view and a view of type of expenditure (personnel and non-personnel).

[Appendix II follows]

⁴⁵Review 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.)

APPENDIX II

IMPLEMENTATION OF FUNDS-IN-TRUST 2013

As part of the efforts to enhance the integration of all activities under the results-based management framework of the Organization, irrespective of the source of funds, this Appendix provides an overview of activities implemented under the WIPO Funds-in-Trust (FITs). At the same time, this report responds to a request by donors for a more comprehensive report on all FITs, including both programmatic and financial information. In order to streamline reporting, the FIT report is an integral part of the Program Performance Report, providing an annual view of activities implemented in 2013. The next annual FIT report will be included in the mid-term PPR for 2014. This annex reports on the FITs listed in the table below and excludes the FITs for Junior Professional Officers (JPOs).

FUND-IN-TRUST	IMPLEMENTING SECTOR
Australia	Office of the Director General
Brazil	Global Infrastructure
EU/Pakistan	Development Sector
Finland Copyright III	Culture and Creative Industries Sector
France IP	Development Sector
Ibero-American Program for Industrial Property	Development Sector
Italy	Development Sector
Japan Copyright	Culture and Creative Industries Sector
Japan IP	Development Sector
Japan IP/Africa	Development Sector
Republic of Korea Copyright	Culture and Creative Industries Sector
Republic of Korea Education	Development Sector
Republic of Korea IP	Development Sector
Spain	Development Sector
US Copyright	Culture and Creative Industries Sector

AUSTRALIA

RESULT: Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
IP strategy missions	January to April, 2013	Cambodia	To assist Cambodia in formulating a national IP strategy with the aim of harnessing national IP capacities so as to achieve development goals and policies
Stock-taking and needs assessment mission	April 2 to 5, 2013	Solomon Islands	To produce a report on "Intellectual Property in Solomon Islands", providing an assessment of the current IP situation in the country and also serving as the basis for IP strategy development
A needs assessment and IP strategy mission	May 13 to 16, 2013	Vanuatu	To make a comprehensive assessment of the modernization of the national IP system and to prepare a first draft of a national IP strategy in order to enable the effective use of the national IP system for economic development
A needs assessment and IP strategy mission	May 20 to 23, 2013	Tonga	To make a comprehensive assessment of the modernization of the national IP system and to prepare a first draft of a national IP strategy in order to enable the effective use of the national IP system for economic development
RESULT: IP offices have a better understanding of, and are more confident of, accession requirements and processes required to implement the PCT in their country			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Sub-Regional Seminar on the PCT	February 19 and 20, 2013	South Africa/Rwanda, Uganda and the United Republic of Tanzania	To present an overview of the PCT, and ways of improving national patent systems within the context of the international system, to recently appointed heads of offices from several African countries
Sub-Regional Workshop on the PCT for countries in Asia-Pacific	April 15 to 17, 2013	Singapore/Cambodia, Lao People's Democratic Republic, Myanmar and the Philippines (hosted by the WIPO Singapore Office)	To deliver thorough training on the PCT System the functioning and advantages of the PCT for developing countries within the Asia and the Pacific region. To provide advice on accession to the PCT and its implications
Patent Examination Training	June 17 to 21, 2013	Australia/ Egypt	To provide substantive and concrete patent examination training to examiners of the Egyptian Patent Office (EgPO) on international search and preliminary examination procedures and practices. This training was provided by IP Australia and focused on equipping the examiners with the skills to act as an International Authority under the PCT and carry out the required processes under the Treaty
RESULT: IP offices have a better understanding of, and are more confident of, accession requirements and processes required to implement the Madrid Protocol in their country			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
		[no activity in 2013]	

RESULT:		Enhanced human resources capacities enable IP officials to deal with the broad range of requirements for the effective use of IP for development in DCs, LDCs and countries with economies in transition	
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
National Seminar on Copyright and Consultation Meeting with the Government of Tonga	January 14 to 17, 2013	Tonga	To increase capacity and awareness of copyright and related rights among government officials and related stakeholders. The Seminar focused on the relevance and importance of copyright in promoting cultural and economic development
Study Visit on Copyright	April 15 and 16; April 18 and 19, 2013	Samoa, Solomon Islands and Tonga (officials from the above-mentioned countries hosted in Australia)	To increase knowledge of and enhance understanding of copyright as well as to improve the capacity of heads of copyright offices and other senior officials to deal with copyright policies and strategies
Expert mission by an official from IP Australia	June 10 to 14, 2013	Cambodia	To introduce best practices of examination in the trademark system in the context of the revised Trademark Law Regulations of Cambodia
Expert mission by an official from IP Australia	July 8 to 12, 2013	Lao People's Democratic Republic	To provide on-the-job training of trademark examiners with a view to enhancing their knowledge and skills regarding examination based on absolute and relative grounds
Provision of a speaker for an International Forum on IP valuation	November 6 and 7, 2013	Malaysia hosted the Forum and the international speaker came from Brazil/ 400 participants from China (1), European Union (1), France (1), Japan (5), Malaysia (host - 381), Philippines(1), Singapore (2), Thailand (3), United Kingdom (1), United States of America (2) and Viet Nam (1)	To provide expertise on IP valuation, IP financing and the development of a sustainable IP ecosystem
RESULT:		IP-based tools and training are used to enhance knowledge transfer from developed to developing countries, particularly least developed countries, to address global challenges	
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Hosting arrangements for African biomedical scientists in research organizations outside of Africa	January to December 2013	Cameroon, Egypt, Ghana, Nigeria and South Africa (hosting institutions are in India, Switzerland and the United States of America)	The purpose of the hosting arrangements is to: (i) promote the effective use of IP to address a global health challenge (neglected tropical diseases), which affects many LDCs; and (ii) promote knowledge transfer for scientists, particularly from LDCs. Customized research programs were developed to ensure that participants upgrade research skills and are able to make a significant contribution in their home countries to research on neglected tropical diseases
National Workshop on Intellectual Property and Technology Management for Universities and Research and Development (R&D) Institutions	May 20 to 23, 2013	Indonesia	To develop skills on IPR management and technology transfer for national professionals from public universities and R&D institutions

National Training on Successful Technology Transfer	May 28 to 31, 2013	Thailand	To assist Thailand to develop human capital with necessary competences in the areas relevant for technology transfer, such as using licensing agreements as a tool for transfer of technology
National Workshop on Intellectual Property Valuation	June 5 to 7, 2013	Viet Nam (Hanoi)	To support Viet Nam to develop a critical mass of technology management and IP professionals with necessary skills in the area of IP valuation
National Workshop on Intellectual Property Valuation	June 10 to 12, 2013	Viet Nam (Ho Chi Minh City)	To support Viet Nam develop a critical mass of technology management and IP professionals with necessary skills in the area of IP valuation
Translation of WIPO Patent Drafting Manual into Vietnamese	September 2013	Viet Nam	To enable further dissemination of knowledge through use of the Manual in training provided by participants of the WIPO FIT course (see below) in their working environment
National Workshop on Patent Drafting	September 9 to 13, 2013	Viet Nam	To provide strategic knowledge of the patent system and practical training on the drafting of patent applications, particularly on the different strategies of designing claims
"Tool Box"	October 2013 to April 2014	All FIT beneficiary countries	To develop models of the IP-based agreements that will facilitate collaboration between academic institutions in the Asia Pacific region, in the research and business context, with other R&D institutions, consortia and industries
National Advanced Training Program on Successful Technology Licensing	November 4 to 7, 2013	Thailand	To upgrade knowledge and skills of national professionals in the area of licensing, in particular in the application of IP valuation methods in the context of licensing negotiation and in the drafting of a licensing agreement
RESULT:	Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain		
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Mission by WIPO consultants to Namibia, Bangladesh and Sri Lanka	February 2013 (Namibia) April 2013 (Bangladesh) December 2013 (Sri Lanka)	Bangladesh, Namibia and Sri Lanka	To explore the possibility of establishing a Memorandum of Understanding with a local NGO so as to build the capacity of this local organization that supports persons who are visually impaired, as well as to build the capacity of the national publishing industry and government services to produce or convert and distribute accessible format versions of books (braille, audio, large print)

AUSTRALIA Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
1,841,407	-13,623	694,474	-	1,333,310

¹ WIPO Financial Statements 2013 (Annex III)

BRAZIL

RESULT: Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Launch of The Mediation Center of INPI, including a workshop	March 12 to 14, 2013	Brazil	The Mediation Center of INPI was officially launched during a ceremony followed by a workshop at the Regional Federal Judiciary School (EMARF), on March 12 and 13, 2013. WBO participated in the opening ceremony to emphasize the importance of the partnership between WIPO and INPI in the establishment of the new INPI's Center. Moreover, the WIPO Mediation and Arbitration Center (AMC) reported on recent capacity building activities organized by INPI and WIPO to highlight the importance of training and encourage interest in mediation and alternative dispute resolution work.
Meeting of the PROSUR countries with IADB, USPTO and CIPO.	April 2 to 4, 2013	United States of America/Argentina, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Suriname, Uruguay	Meeting to discuss future strategies of the PROSUR platform Project
XXXI Seminar for Officials of IP Offices of Latin American Countries	April 15 to 19, 2013	Brazil/ Argentina, Brazil, Bolivia, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay	To create a forum for representatives from Latin American IP Offices to increase the exchange of experiences and partnership on IP in order to strengthen the use of intangible assets
"PI em questão"	April 8, 2013	Brazil	A lecture on <i>Aspects Related to the Development of Research Projects on the Economics of IP</i> to students of the Master Course on IP, Innovation and Development as well as to a group of Brazilian researchers
Training Program on IP Commercialization	May 13 to 14, 2013	Brazil	To build capacity in the private sector and research institutions related to the management of intangibles
Global Agenda Council IP Meeting	June 11 and 12, 2013	Brazil/ Colombia, Peru and Uruguay	To create a forum for discussion on the future of the IP System with a focus on development, in particular in the context of the Thematic Network of Councils of the World Economic Forum for more than 1,500 leaders committed to addressing pressing issues and providing new ideas and solutions for sustainable economic development
II Inter-Regional Forum for Heads of Industrial Property Offices of Arab and South American Countries	June 25 to 27, 2013	Brazil/Argentina, Chile, Colombia, Ecuador, Paraguay, Peru, and Uruguay (Participants funded by FIT Brazil); Egypt, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Sudan, Tunisia, and Yemen (funded by Program 30)	To: (i) discuss the increasing importance of innovation strategies for economic competitiveness and social development; (ii) to strengthen the cooperation between the two regions; and (iii) to facilitate the sharing of experiences and similar challenges on IP matters
Two Workshops on IP and Technology Transfer organized by the Catholic University of Rio de Janeiro (PUC-Rio) and the Catholic University of Rio Grande do Sul (PUC-RS)	July 1 to 4, 2013	Brazil (Rio de Janeiro and Porto Alegre)/Brazil	To discuss aspects related to public policies on innovation and IP as they relate to the challenges of knowledge transfer faced by technology transfer offices of universities and research institutions

Conference on the Strategic Use of Intellectual Property by the Sport Industry	July 30 and 31, 2013	Brazil	To strengthen the understanding of the importance of: (i) a strategic approach to create IP legacy after major sports events; (ii) an informed use of trademarks and patents for the success of commercial transactions undertaken in the context of major sport events.
VI International Congress on Free Software and Electronic Government (CONSEGUI)	August 13 and 15, 2013	Brazil	To promote a forum for debate between representatives from the Government of Brazil and civil society on projects and initiatives related to knowledge-sharing, adoption of open-source standards and promotion of free software solutions, in order to contribute to the enhancement of public policies on information and communication technologies
WIPO Inter-Regional Workshop on Patent Analytics	August 26 to 28, 2013	Brazil/ Chile, Colombia, Cuba, Mexico and the Philippines	To: (i) discuss patent landscaping challenges; (ii) share best practices; (iii) identify opportunities for enhanced cooperation in the field of use of patent information; and (iv) to provide a platform for discussion and feedback to the draft WIPO Patent Landscaping Reports Guidelines
PROSUR consultancy	September 3 to October 3, 2013	Argentina, Chile, Colombia, Ecuador, Paraguay, Peru, Suriname, Uruguay	To develop an evaluative study on the institutionalization of the PROSUR Platform (Regional Cooperation System on IP)
Workshop on the Strategic Use of IP for SMEs	September 10 and 11, 2013	Brazil	To promote a better understanding and use of the IP system by SMEs
Annual Meeting of the IP Network of Rio de Janeiro (REPICT)	September 12 and 13, 2013	Brazil	REPICT has served as a model to optimize the delivery of IP services, as well as to contribute to a more inclusive discussion among the Brazilian scientific and technological community on issues such as the innovation law, incentives to R&D investments and to IP protection, innovation and commercialization models. This was the sixteenth edition of REPICT's Annual Meeting, which is one of the most important regular events on IP and technology transfer in Brazil.
Workshop on IP and Technology Transfer in the Context of Green Technologies	October 22 to 24, 2013	Brazil	To: (i) discuss mechanisms for accessing green technology in the context of the WIPO GREEN platform and challenges related to negotiating transfer of green technologies; and (ii) to present successful business cases, in which the management of IP was central for the development of clean and sustainable technologies
Conference of Patent Statistics for Decision Makers (PSDBM 2013)	November 11 to 13, 2013	Brazil	The PSDBM 2013 was organized by the Organization for Economic Cooperation and Development (OECD), the European Patent Office (EPO), the National Institute of Industrial Property (INPI) of Brazil and WIPO. The Conference addressed the management of patent applications by IP offices, the relationship between IP and the global mobility of human capital, the geography of innovation and technological change, among other topics. Moreover, the Conference offered the opportunity to enlarge the understanding of Patent Statistics and how they can serve as tool for policy.

VI Academic Meeting on Intellectual Property, Innovation and Development (ENAPID)	November 26 to 28, 2013	Brazil	To provide a forum for academic discussions on Geographical Indications (GIs), green patents, technology transfer offices (TTOs), business strategies and IP education. Three international experts from Colombia, Mexico and Uruguay, participated in the meeting. They presented different experiences regarding the management of IP networks and also debated over economic gains from geographical indications protection.
Intermediate Course for Classification, Search and Examination in the Chemical and Pharmaceutical Field	November 25 to December 5, 2013	Brazil/ Argentina, Chile, Colombia, Cuba, Ecuador, Paraguay, Peru and Uruguay	To promote the exchange of experiences among examiners from the Latin American Region

Brazil Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
466,247	293,548	269,066		490,730

¹ WIPO Financial Statements 2013 (Annex III)

EUROPEAN UNION (Pakistan Project)

RESULT: Tailored and balanced IP legislative, regulatory and policy frameworks			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Final consultations with national stakeholders on Utility Model protection	February 25 to 26, 2013	Pakistan 17 participants	To: (i) present the finalized paper "Utility Model Protection in Pakistan - An Option for Incentivizing Incremental Innovation"; and (ii) discuss the recommendations of the paper and the way forward
Expert mission for development of an IP curriculum for law, business and engineering universities	February 25 to March 1, 2013	Pakistan 13 participants	To: (i) consult with educational and IP authorities on current status of IP teaching in law, business and engineering universities in Pakistan; (ii) identify requirements of such universities in regard to establishing an IP curricula; and (iii) develop an appropriate IP curricula, based on the findings, including training objectives and course content and structure
Final consultations with national stakeholders on branding options for a horticultural product (Kinnow) through use of IP instruments	March 8 to 11, 2013	Pakistan Over 50 participants	To: (i) present the draft paper on Kinnow; (ii) review and analyze additional data for completion of the paper including marketing potential and institutional mechanisms; (iii) discuss possible use of collective/certification marks and GIs; and (iv) discuss plan of action and next steps
Final consultations with national stakeholders on establishment of a collective management organization (CMO)	September 12 to 13, 2013	Pakistan 43 participants	To: (i) present the updated study on establishment of a CMO in Pakistan; (ii) share experiences of establishing viable CMOs in the region and elsewhere; (iii) discuss recommendations of the study; and (iv) discuss specific steps for establishing an effective CMO in Pakistan
Roundtable on establishment of Technology Management Offices (TMOs)	December 9 to 10, 2013	Pakistan 30 participants	To: (i) take stock of current status of TMOs in Pakistan; (ii) exchange views on functions and structure of TMOs; (iii) identify challenges in establishing and operating effective TMOs; and (iv) identify elements of a roadmap for establishing and strengthening TMOs in Pakistan
RESULT: Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Enrollment in the WIPO-Turin University's LLM in Intellectual Property	June to December 2013 ⁴⁶	Pakistan 1 IPO Pakistan official	To: (i) develop capacity in IPO Pakistan officials dealing with policy related matters from a deeper understanding of IP law; and (ii) enable the trained official to provide inputs (papers, policy briefs, comments) on specific IP law questions
Procurement of IP reference material for selected IP teaching and training institutions	December 2013	Pakistan IPO Pakistan and Pakistan Institute of Trade and Development (PITAD)	To build capacity in the field of teaching and training IP in Pakistan

⁴⁶ Program completion date is February 28, 2014

RESULT:		Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Training on Java and GlassFish Application Server technologies	May 20 to 24, 2013	Pakistan 7 IPO Pakistan officials	To: improve technical skills and expertise of IPO Pakistan IT team to support and sustain the automation systems of the Patent Office and the Trade Marks Registry
Two Trainings on IPAS Java and Electronic Document Management System (EDMS)	(i) May 27 to June 7, 2013; (ii) Nov. 25 to 29, 2013	Pakistan (i) 5 IPO Pakistan officials (ii) 8 IPO Pakistan officials	To train IPO Pakistan IT team on: (i) basic installation and administration of IPAS Java; use of IPAS Designer tool for customization; and (ii) configuration of WIPOscan and EDMS applications
Digitization of IP records of IPO Pakistan	Started July 2013 <i>(expected completion end 2014)</i>	Pakistan Patent Office and Trade Marks Registry of IPO Pakistan	To: (i) scan more than six million pages of patent and trademark records; (ii) capture about 25,000 records missing in patent and trademark databases; and (iii) validate records in patent and trademark databases

EUROPEAN UNION (Pakistan Project) Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
619,665	284,598	298,731		605,533

¹ WIPO Financial Statements 2013 (Annex III)

FINLAND/ COPYRIGHT III

RESULT: Evidence-based decision making on copyright issues			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Preparation of a methodology on measuring economic, social and cultural impact of Copyright in the Creative Industries	January to December 2013 (On-going since 2012)	All users	To provide a robust methodology for measuring Copyright impact
Launch of a pilot project on measuring economic, social and cultural impact of copyright in the creative industries	July 2013	Finland	To provide expert advice on the application of the methodology on measuring broader copyright impacts
Launch of a pilot project on measuring copyright piracy	June 2012 to July 2013	Philippines	To provide expert advice on the application of methodological guidelines on measuring copyright piracy
Revision of the WIPO guidelines on measuring the economic contribution of copyright industries	June to December 2013	All countries	To develop revised guidelines on measuring the economic contribution of copyright industries based on the experience gained through national surveys

FINLAND/ COPYRIGHT III Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
182,635	39,270	51,767		170,138

¹ WIPO Financial Statements 2013 (Annex III)

FRANCE/INDUSTRIAL PROPERTY

RESULT:		Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
IP Finance and Valuation Conference organized by the National Institute of Industrial Property (INPI) France, and the Intellectual Property Office in Singapore (IPOS)	August 29, 2013	Singapore	To explore the evolution of IP valuation and IP financing in the framework of IP week @SG (August 26 to 30, 2013)
Two Sub-regional seminars to promote Building Respect for IP (BRIP) organized by INPI France, OAPI and WIPO	November 25 to 27 2013	Cameroon (Douala)/ 28 officials from the Congo and Gabon	The objectives of the seminars were to: (i) enhance capacity of judges and officials on matters of enforcement of Intellectual Property Rights (IPRs); and (ii) provide the opportunity for officials from OAPI countries to meet, discuss and share experiences in the field of BRIP
	November 25 to 27 2013	Senegal (Dakar)/ 35 officials from Côte d'Ivoire and Burkina Faso	

FRANCE/ INDUSTRIAL PROPERTY Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
547,288	301,206	96,020		752,474

¹ WIPO Financial Statements 2013 (Annex III)

IBERO-AMERICAN PROGRAM FOR INDUSTRIAL PROPERTY⁴⁷

RESULT: Upgraded IP Management skills for business			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Implementation of a Platform in Spanish on IP services and contents to the Ibero-American entrepreneurial sector with special focus on SMEs (CIBEPYME)	January to December 2013	All Ibero-American countries	To promote the use of IP as an important tool for business
RESULT: Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Preparation of a situation analysis and action plan proposal by an external expert consultant	November and December, 2013 ⁴⁸	All Ibero-American countries	Horizontal cooperation among IP Offices to reduce asymmetries in relation to quality management in information technology. The tasks of the consultant are: (i) to detect asymmetries between IP Offices as regards quality management and information technology; (ii) design a program of action aimed at eliminating asymmetries through training; and (iii) coordinate the implementation of this project

IBERO -AMERICAN PROGRAM FOR INDUSTRIAL PROPERTY Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
44,600	64,314	86		108,828

¹ WIPO Financial Statements 2013 (Annex III)

ITALY

RESULT: Increased awareness of the Hague System			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Round Table and Exhibition on Italian Design at WIPO Headquarters, Geneva	September to November, 2013	Switzerland/All	To promote the importance of industrial design and garner support from Member States for agreement on a new Design Law Treaty. The exhibit featured some of the most representative objects from the latest Italian design collections.

ITALY Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
737,040	230	112,590		624,680

¹ WIPO Financial Statements 2013 (Annex III)

⁴⁷ In October 2012, a Memorandum creating the FIT/IBERO was signed as a financial instrument of the Ibero-American Program of Industrial Property

⁴⁸ Expected completion of the recruitment process is June 2014.

JAPAN/COPYRIGHT

RESULT: Increased awareness and capacity of Member States in copyright and related rights			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
National Seminar on the Role of Copyright in Cultural and Economic Development	May 28 and 29, 2013	Bhutan/30 local participants	To promote better understanding of the role of copyright and related rights in cultural and economic development and assist in encouraging efficient exploitation of cultural works through copyright and related rights
National Workshop on Capacity Building	July 3, 2013	Nepal/ 40 local participants	To promote better awareness and improve capacity in copyright and related rights and to launch a Handbook on Copyright and Related Rights in Nepali, which has been developed under the FIT Japan 2012 Work Plan
Asia-Pacific Regional Workshop on the Development and Implementation of National Copyright Policies and Strategies	September 16 and 17, 2013	Thailand/20 foreign participants from 20 Asia and Pacific countries	To provide a platform for exchanging views and information among officials from copyright offices from countries in the region on the necessity of developing national copyright policies and strategies that are of particular relevance and importance for developing countries
Evaluation and Review of FIT Japan	July 4 and 5, 2013; September 18, 2013	Nepal and Thailand	To evaluate the effectiveness and impact of FIT Japan- funded activities on capacity and awareness building and improvement of their copyright systems over the past years
National Seminar on Awareness Building on Copyright and Related Rights	November 6 and 7, 2013	Brunei Darussalam/ 40 local participants	To improve understanding on the relevance and importance of a copyright system and to discuss methods and approaches to promote better awareness among government officials and main stakeholders
Special Workshop on the Protection of Copyright and Related Rights	November 18 to 29, 2013	Japan/12 participants from Cambodia, China, Lao People's Democratic Republic, Maldives, Mongolia and Myanmar	To share information and experience among officials from copyright Offices of the region about the importance of the protection of copyright and related rights
Study Visit to Copyright Management Organizations	November 25 to 29, 2013	Japan/6 participants from Indonesia, Malaysia and Thailand	To: (i) deepen knowledge and understanding of the participants on copyright management issues; (ii) facilitate cooperation and coordination among copyright Offices and copyright management organizations; and (iii) learn about Japanese experience in the field of copyright and related rights
Translation and Printing of WIPO Publications on Copyright and Related Rights into the Local Language	December 2013 ⁴⁹	Myanmar	To enhance greater awareness of copyright and related rights among government officials, creators and users of copyright works, as well as members of the public in the country

JAPAN/COPYRIGHT Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
282,946	469,281	474,825		277,402

¹ WIPO Financial Statements 2013 (Annex III)⁴⁹ Expected completion date: October 2014.

JAPAN/INDUSTRIAL PROPERTY

RESULT: Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Support to Study Visit to Japan for the Establishment of National IP Strategies and Policies	May 27 to 30, 2013	Japan/Myanmar	To provide an opportunity to Myanmar senior officials to observe and learn from the experience of Japan in developing and using the IP system
Support to Study Visit to Japan for the Establishment of National IP Strategies and Policies	October 29 to November 1, 2013	Japan/Cambodia	To provide an opportunity to Cambodian senior officials to learn from the experience of Japan in formulating and implementing its National IP Strategy, and in effectively utilizing the IP system for economic growth
RESULT: Enhanced technical and knowledge infrastructure for IP offices and other IP institutions leading to better services			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Project for Digitization and Data Capture of IP Documentation	March 5 to 7, 2013	Cambodia	To analyze the overall business of the Office as well as its current situation regarding IP related documentation, and hold consultations with officials concerned in the Office to establish a feasible and sustainable plan for digitization
Development of software platform and WIPO CASE linkage with the IP5 One Portal Dossier (OPD)	April 2013 (Initiated)	Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam	To: (i) create a system that can support a global network of IP Offices participating in work sharing programs through the WIPO CASE platform linked with the IP5 One Portal Dossier (OPD) system as a pilot project; (ii) provide easier access to, and the promotion and use of the examination works, from ASEAN national IP Offices that may also contribute to utilization of scientific and technical information embedded in patent database; and (iii) provide the Offices with detailed information that may be used to formulate regional strategies for IT platforms to facilitate work sharing
WIPO Sub-regional Workshop on ASEAN IT Roadmap	November 5 to 8, 2013	Philippines/ Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, Singapore, Thailand and Viet Nam	To: (i) share experiences and best practices between IP offices in the ASEAN region on efficient IT-driven business services; (ii) facilitate the promotion and use of the WIPO business products and services (WIPO CASE, IPAS and WIPOScan) for the benefit of the region; and (iii) enable national Offices and users to better access and utilize valuable information concerning innovation and business activities
WIPO Essential Web Portal	August 2012 to March 2013	All WIPO Member States	To build a systematic and pragmatic platform to efficiently provide information on health related patents so that governments, procurement agencies and others have easy access to pertinent information
WIPO GREEN Database	July 2011 to March 2013	All WIPO Member States	To add supplementary features to the WIPO GREEN database based on feedback from users
RESULT: Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
WIPO Regional Workshop on Building Respect for Intellectual Property	February 13 and 14, 2013	Maldives/Bangladesh, Bhutan, Malaysia, Pakistan and Sri Lanka	To: (i) enhance the understanding of the role of IP in socio-economic development, the consumer's attitudes and motivations, as well as the role of businesses in balancing IP rights and interests; (ii) provide stakeholders with the necessary information on how to develop and implement national awareness raising strategies with a view to curbing the demand for counterfeit goods; and (iii) foster strategic cooperation between stakeholders from both the public and private

WIPO Regional Workshop on Effective Utilization of Search Results and Communications Derived from the Patent Cooperation Treaty (PCT) System in National/Regional Phase	February 27 to March 1, 2013	Japan/Burundi, Egypt, Indonesia, Lao People's Democratic Republic, Madagascar, Malaysia, Mongolia, Philippines, Singapore, Sri Lanka, Thailand and Viet Nam	sectors To: (i) share challenges and best practices of effective use of information on patent examinations conducted by other IP Offices; (ii) examine ways to establish a platform to facilitate access to such information; and (iii) deepen the understanding of the utility of IT to develop platforms for regional and international cooperation in patent examination
WIPO Regional Seminar on Effective Utilization of the Patent Cooperation Treaty (PCT) and International Work Sharing Initiatives	November 26 to 28, 2013	Japan/ Brunei Darussalam, Cambodia, Egypt, Indonesia, Lao People's Democratic Republic, Kenya, Malaysia, Myanmar, Philippines, Singapore, Thailand, Viet Nam, OAPI and ARIPO	To deepen understanding on: (i) PCT functions and advantages; (ii) how to get positive reports from International Search Authority (ISA)/Internal Preliminary Examination Authority (IPEA); and (iii) how national offices can effectively utilize these reports
WIPO Regional Seminar on Effective Utilization of Patent Classification Systems	December 11 to 12, 2013	Japan/ Brunei Darussalam, Cambodia, India, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, Myanmar, Pakistan, Philippines, Sri Lanka, Thailand and Viet Nam	To provide the participants with an opportunity to learn about patent classification systems, including the IPC system and other useful classification systems
WIPO Regional Seminar on Effective Utilization of Statistical Data in the field of Intellectual Property	December 17 to 19, 2013	Philippines/ Bangladesh, Brunei Darussalam, Cambodia, India, Indonesia, Lao People's Democratic Republic, Malaysia, Pakistan, Singapore, Sri Lanka and Viet Nam	To: (i) deepen the understanding about the importance of IP statistics; (ii) exchange views on the differences of statistical data at each IP Office and the utilization of such statistical data; and (iii) discuss possible measures for the development of statistics and sharing of statistics and data among IP Offices
Expert Mission for Training on Nice, Vienna and Locarno Classifications	May 27 to 31, 2013	Indonesia/ Brunei Darussalam and Malaysia	To train trademark examiners on the Nice and Vienna Classifications and design examiners on the Locarno Classification
Training Course on the Examination Practice of Industrial Property (Basic Program)	January 21 to February 1, 2013	Japan/Bhutan, Brunei Darussalam, Cambodia, China, Ethiopia, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, Morocco, Nigeria, Pakistan, Papua New Guinea, Peru, Sri Lanka and Viet Nam	To enhance important basic knowledge of the laws and substantive examination procedures in the field of examination of industrial property rights
Training Course on Industrial Property Administration	February 4 to 8, 2013	Japan/Bangladesh, China, India, Indonesia, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand, Tunisia and Viet Nam	To: (i) enhance the knowledge of senior managers of IP Offices on modern practices and tools for administrating IP Offices; (ii) increase the capacity of the participants to effectively administer the IP system in accordance with modern management practices; and (iii) expose the participants to management approaches that would enable IP Offices to contribute to overall national development policies and goals
Training Course for Patent Examiners on Specified Technologies (Computer Program)	February 13 to 20, 2013	Japan/China, Indonesia, Kenya, Malaysia, Morocco, Philippines, Singapore, Turkey and Viet Nam	To: (i) acquaint the participants with current trends and modern practices in the examination of patents regarding optical apparatus; (ii) impart practical knowledge and insights on examination methodologies; (iii) share experiences and views among participants on patent examination issues; and (iv) enhance participants' professional capabilities for examination in the field of computer program
Training Course for Patent Examiners on Specified Technologies	February 21 to 28, 2013	Japan/China, Egypt, Indonesia, Malaysia, Mexico, Morocco, Pakistan, Philippines,	To: (i) acquaint the participants with current trends and modern practices in the examination of patents regarding pharmaceuticals; (ii) impart practical knowledge and insights on examination

(Lighting)		Thailand, Viet Nam and OAPI	methodologies; (iii) share experiences and views among participants on patent examination issues; and (iv) enhance participants' professional capabilities for examination in the field of lighting
Training Course on the Use of Information Technology in Industrial Property Administration	October 28 to November 8, 2013	Japan/ Bangladesh, Brazil, Brunei, Cambodia, Chile., India, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, Morocco, Philippines, Sri Lanka, Thailand and Tunisia	To: (i) familiarize the participants with the implications of recent developments in information technology in relation to industrial property administration; (ii) impart practical knowledge of the use of information technology through interactive sessions; and (iii) exchange views on topical related issues, and thereby enhance the participants' professional capacities in planning and managing the use of information technology in industrial property administration
Training Course on the Examination Practice of Industrial Property (Advanced program)	November 11 to 22, 2013	Japan/Brazil, China, India, Indonesia, Malaysia, Pakistan, Philippines, Thailand, Turkey and Viet Nam	To impart knowledge of the laws and substantive examination procedures of examination of industrial property
Training Course on the Enforcement of Intellectual Property Rights	December 2 to 13, 2013	Japan/Algeria, Bhutan, Cambodia, China, Indonesia, Lao People's Democratic Republic, Malaysia, Morocco, Myanmar, Pakistan, Philippines, Thailand and Viet Nam	To: (i) review current trends and practices in the area of IPR enforcement; (ii) examine the justification, elements, investigation, prosecution of, and liabilities for, IP crimes and infringements; and (iii) discuss various topical policy issues relating to IP enforcement
Research by WIPO Japan Office on Successful Cases linking Business and IP	January to December 2013	All WIPO Member States	To undertake research and collection of successful cases linking business and IP, by the WIPO Japan Office, with particular emphasis on cases associated with developing countries. This would also enrich the IP Advantage Database
Translation of WIPO Publication	January to December 2013	Viet Nam	On-going translation into Vietnamese of the WIPO publication: Making IP Work for Business (WIPO Publication No. 956)
Translation of WIPO Publication	January to December 2013	Cambodia	On-going translation into Khmer of the WIPO publication: Guide to the International Registration of Marks (WIPO Publication No. 455): Madrid agreement concerning the international registration of mark (WIPO Publication No. 204)
Translation of WIPO Publication	January to December 2013	All ASEAN Member States	Translation and printing of "HONMONO" into languages of ASEAN countries is in progress (WIPO Publication No. 1028)
Translation of Laws	July to December 2013	Maldives	The national draft laws on trademarks and geographical indications are being translated into the local language
Provision of IP Reference Material	November 2013	Cambodia and Myanmar	One set of IP reference materials was provided to the Ministry of Science and Technology of Myanmar, and another set is being provided to Ministry of Commerce of Cambodia

JAPAN/ INDUSTRIAL PROPERTY Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
1,914,176	4,332,131	1,958,836		4,287,471

¹ WIPO Financial Statements 2013 (Annex III)

JAPAN/IP/AFRICA-LDCs

RESULT: Enhanced technical and knowledge infrastructure for IP offices and other IP institutions leading to better services			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Regional workshop for patent examiners for French Speaking countries on utilization of examination results of other IP Offices (IPOs)	January 30 to February 1, 2013	Cameroon/17 participants from 17 African countries	To: (i) provide participants with an opportunity to understand the effectiveness of utilizing preliminary examination results (search and/or examination reports) prepared by other IPOs, e.g. in the PCT national phases or final examination results (granted claims or rejections) in reducing workloads in IPOs and streamlining patent granting procedures; (ii) develop skills to utilize services such as the International cooperation on Examination (ICE) by WIPO and the Advanced Industrial Property Network (AIPN) by the Japan Patent Office (JPO); (iii) exchange best practices of analyzing claims and drafting amended claims in certain fields of technology; and (iv) share experiences of various IPOs and examiners on the challenges encountered in accelerating examination processes and increasing quality of patents
Deployment of Data Capture Projects	January to December 2013	Mauritius and Zimbabwe	To assist the electronic capture of backlog trademark files maintained in paper form into digital form in preparation for the deployment of the Industrial Property Automation System (IPAS) through the outsourcing of a local specialized contractor. The objective is to build and populate an existing database containing textual bibliographic information, selected digitized images and workflow information for the industrial property files kept by IPOs
Technology and Innovation Support Center (TISC) Second Workshop on Developing the TISC Project and Searching Patents and Scientific & Technical Journals, and the TISC Launch	March 25 to 27, 2013	Rwanda/50 local participants	To: (i) discuss with the national authorities TISC project planning; (ii) raise awareness and train researchers, professors and students on searching and retrieving patent information and non-patent literature; and (iii) train the trainers to give TISC presentations and launch the network of TISCs in the country
WIPO Regional Training Workshop on IPAS for the African Member States	October 14 to 18, 2013	Zimbabwe/21 African participants	To: (i) build capacity and technical skills of IPAS focal points on both business and technical sides; (ii) deepen the understanding of the system architecture of both systems and build a regional support network for the system; and (iii) share knowledge and experiences on IPAS support and troubleshooting in the region
Establishment of TISCs in the United Republic of Tanzania, Dar es Salaam,	July 30 to August 1, 2013	United Republic of Tanzania/50 local participants	To provide basic infrastructure capable of accessing the internet and to train staff in TISCs so as to assist local users in developing countries to effectively use and exploit technologies found in internet databases
Technology and Innovation Support Center (TISC) Meeting on Developing the TISC Project and Searching Patent and Scientific and Technical Journal databases	July 16 to 18, 2013	Zambia/35 local participants	To: (i) meet with the TISCs stakeholders to review the TISC project document and discuss the planning and implementations details on the national level in Zambia; (ii) carry out a one day second TISC training seminar on the patent information search, in particular, the types of search in patent databases as well as the search in scientific and technical journal databases; and (iii) conduct one day training of trainers workshop to provide an in-depth training to the TISC staff and the representatives from various stakeholders

RESULT: Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Training Course on the Examination Practice of Industrial Property (Basic Program)	January 21 to February 1, 2013	Japan/3 African Participants from Ethiopia, Morocco and Nigeria	To assist the participants to acquire a basic knowledge of the laws and substantive examination procedures in the field of examination of industrial property rights through lectures, practical exercises, and case studies
Training Course on Industrial Property Administration	February 4 to 8, 2013	Japan/participant from Tunisia	To: (i) increase the knowledge of participants of modern IP management practices; and (ii) enhance the capacity of participants to formulate, implement and evaluate IP Office plans that are time-bound, result-oriented, and have a measurable impact
Training Courses for Patent Examiners on Specified Technologies (Computer Program)	February 13 to 20, 2013	Japan/2 African participants from Morocco and Kenya	To: (i) acquaint the participants with current trends and modern practices in the examination of patents related to Computer Program; (ii) impart practical knowledge and insights on patent examination methodologies; (iii) offer an opportunity to share experiences and views among participants on patent examination issues; and (iv) enhance participants' professional capabilities for examination of Computer Program patents
Training Courses for Patent Examiners on Specified Technologies (Lighting)	February 21 to 28, 2013	Japan/3 African participants from Egypt, Morocco and OAPI	To: (i) acquaint the participants with current trends and modern practices in the examination of patents related to Lighting; (ii) impart practical knowledge and insights on patent examination methodologies; (iii) offer an opportunity to share experiences and views among participants on patent examination issues; and (iv) enhance participants' professional capabilities for examination of Lighting patents
WIPO Workshop on Effective Utilization of Search Results and Communications Derived from the Patent Cooperation Treaty (PCT) System in the National Stage	February 26 to March 1, 2013	Japan/3 African participants from Egypt, Burundi and Madagascar	To: (i) Provide an opportunity to share challenges and best practices of the effective use of information on patent examination conducted by other IP Offices; (ii) study and examine ways to establish a platform to facilitate access to such information, with particular reference to on-going international projects; and (iii) deepen the understanding of the utility of IT to develop the platform for regional and international cooperation in patent examination
African Conference on the Strategic Importance of Intellectual Property (IP) Policies to Foster Innovation, Value Creation and Competitiveness, and the ECOSOC Regional Preparatory Meeting for Africa	March 12 to 14, 2013	United Republic of Tanzania/Over 200 African participants	The objective of the Conference was to highlight the importance of intellectual property for business development, wealth creation, overall economic growth as well as the effectiveness of intellectual property policies at the national, institutional and corporation level in tapping the opportunities afforded by the intellectual property system. The Meeting addressed: (i) the current state and the importance of innovation for finding solutions to face development challenges; (ii) how to create, promote and sustain an innovative environment; and (iii) how to convert innovation solutions into marketable products
WIPO GREEN - Climate Change and Innovation in Africa: Climate for Sustainable Development	June 24 to 26, 2013	Kenya/200 participants representing 13 countries in Africa	To provide a forum for dialogue with various stakeholders involved in climate change, innovation and development in Africa to: (i) share knowledge, network and facilitate transfer of green technologies; (ii) encourage innovative initiatives and collaboration in addressing climate change in Africa; (iii) raise awareness on how IP can be effectively used to support innovation and transfer of technology; and (iv) advocate the urgency and the need to pursue climate resilient and climate proof development in Africa and specifically in East Africa through better informed policies, practices and innovations
PCT Regional Seminar for ARIPO	June 25 to	Namibia/30 African	To favor the interchange of experiences amongst PCT Member States and those who are considering

Member States	27, 2013	participants	accession to the PCT, and offer an update on the latest developments on PCT in the framework of ARIPO as a regional patent organization
Partnership between WIPO/OAPI (Denis Ekani Training center) and the University of Yaoundé II	October 3, 2012 to June 30, 2013	Cameroon/10 scholarships to African students	To provide opportunities for human resource development and capacity building through IP training and teaching for persons engaged in teaching and research on IP at universities and other institutions
Partnership between WIPO/ARIPO and Africa University in Mutare, Zimbabwe	August 15, 2012 to July 27, 2013	Zimbabwe/8 scholarships to African students	To provide opportunities for human resource development and capacity building through IP training and teaching for persons engaged in teaching and research on IP at universities and other institutions
Sub-Regional Training course on IP Management and Formulation and Implementation of Results-Based IP Office Plans	August 26 to 30, 2013	Cameroon/14 heads of OAPI National Liaison Offices	The course addressed key challenges faced by IP Offices, including: providing effective and efficient IP services; the contribution to the development and implementation of national IP and innovation strategies; the promotion of IP among SMEs and research institutions; the promotion of the utilization of IP to enhance the competitiveness of SMEs; promotion of innovation; promotion of the utilization of IP in the agricultural industry through branding (presentations by the ITC); and results-based management practices focused on the formulation, monitoring and evaluation of IP Office plans, within the overall context of national IP strategies
Regional Workshop on Building Respect for IP for the Judiciary and Law Enforcement Officials for the Member States of Southern African Development Community (SADC) and African Regional Intellectual Property Organization (ARIPO)	October 30 and 31, 2013	Namibia/48 African participants	Within the framework of WIPO Strategic Goal VI to: (i) consider the impact of IP protection and enforcement to the social and economic development of the participating countries; (ii) examine the minimum standards and flexibilities contained in Part III of the TRIPS Agreement; (iii) review topical issues, including consumer awareness-raising as a preventative measure and the equitable disposal of infringing goods; and (iv) envisage national and regional strategies for effective cooperation, including public/private partnership
Training Course on the Use of Information Technology in Industrial Property Administration	October 28 to November 8, 2013	Japan/2 African Participants from Morocco and Tunisia	To familiarize the participants with recent developments in information technology in relation to: (i) industrial property administration, dissemination of industrial property information, and provision of on-line services; (ii) impart practical knowledge of latest tools and technologies via interactive sessions, as well as through visits to relevant private entities; and (iii) provide an opportunity to exchange views and concerns among participants on topical related issues, and thereby enhance the participants' professional capacities in planning and managing the use of information technology in industrial property administration
Sub-regional workshop and training Course on IP Management and the Formulation and Implementation of Result-Based IP Office Plans (For ARIPO member states and English Speaking countries in Africa)	November 19 to 22, 2013	Uganda/20 African participants	To: (i) Increase the knowledge of participants on modern IP management practices; and (ii) enhance the capacity of participants to formulate, implement and evaluate IP office plans that are time-bound, result-oriented and have a measurable impact
WIPO Regional Seminar on Effective Utilization of the Patent Cooperation Treaty (PCT) and International Work	November 26 to 28, 2013	Japan/4 African participants	To deepen understanding on: (i) PCT functions and advantages; (ii) how to get positive reports from International Search Authority (ISA)/Internal Preliminary Examination Authority (IPEA); and (iii) how national offices can effectively utilize these reports. In addition, the event provided an opportunity for sharing views and

Sharing Initiatives			experiences on the utilization of international work sharing frameworks, including the PCT and Patent Prosecution Highway (PPH)
WIPO-South Africa Advanced Summer School on Intellectual Property (IP) and Transfer of Technology (TOT),	November 25 to December 6, 2013	South Africa/10 African participants	To: (i) provide an opportunity for students (graduates and post-graduate students) and young professionals to acquire deeper knowledge on intellectual property and transfer of technology; (ii) discuss current issues pertaining to the management and commercialization of intellectual property; and (iii) teach students about the role WIPO plays in the global administration of intellectual property in enhancing transfer of technology
Training Course on the Enforcement of Intellectual Property Rights	December 2 to 13, 2013,	Japan/2 African participants from Algeria and Morocco	To: (i) consider the minimum standards and options contained in Part III of the Trade-Related Aspects of Intellectual Property Rights (TRIPS) Agreement; (ii) discuss various issues relating to building respect for intellectual property (IP) and IP enforcement, such as alternate models to address counterfeiting and piracy, the disposal and destruction of infringing goods, the consumer attitudes towards counterfeiting and piracy, and the various recent developments in the integration case-law; (iii) examine the motivation, elements, investigation and prosecution of IP crimes and infringement, including sentencing and proportionality; and (iv) analyze the role of the various stakeholders in the interest of strategic and effective cooperation

JAPAN/ IP/ AFRICA- LDCs Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
1,507,801	1,100,656	1,216,674		1,391,783

¹ WIPO Financial Statements 2013 (Annex III)

REPUBLIC OF KOREA/COPYRIGHT

RESULT: Increased awareness and capacity of Member States in copyright and related rights
Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition

Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Inter-Regional Workshop for Local Experts on Capacity Building in Copyright	April 22 to 25, 2013	Republic of Korea/12 foreign participants from Brazil, China, Egypt, India, Jordan, Kenya, Mozambique, Senegal, Thailand and OAPI	To provide local experts on the capacity building in copyright to update their knowledge, share their experience in capacity building, exchange views on and methodologies of various capacity building programs, and discuss how to enhance copyright capacity building programs at national, regional and international levels
National Seminar on Copyright and Related Rights	May 23 and 24, 2013	Mongolia/75 local participants	To enhance understanding among government officials, legal experts as well as right holders on the importance of copyright, and the methods and approaches of promoting copyright awareness amongst different target groups
National Seminar on Copyright and Related Rights	June 6 and 7, 2013	Cambodia/85 local participants	To assist the country in strengthening its copyright office and to provide information about content and benefits of international treaties in the area of copyright and related rights
National Workshop on Copyright and Creative Industries	July 23 and 24, 2013	Philippines/100 local participants	To raise awareness among policy makers and key stakeholders in the creative industries on the importance of copyright in ensuring the sustainable growth of creative industries and cultural prosperity, and to provide them with practical knowledge to assist them to develop and maintain adequate copyright policies and strategies
Sub-Regional Workshop on Cooperation in Copyright and Related Rights	August 28, 2013	China/9 participants from Mongolia, the Republic of Korea and the Russian Federation, and 12 local participants	To provide an opportunity to share information and experience among neighboring countries regarding the issues and development of copyright system and to seek further cooperation in the area of copyright and related rights

RESULT: Increased awareness and capacity of Member States in copyright and related rights
Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders

Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Translation into Bengali and Printing of the WIPO Publications entitled "From Artist to Audience" and "Learn from the Past, Create the Future: The Arts and Copyright"	July 2012 to July 2013	Bangladesh	To enhance awareness of copyright and related rights among government officials and legal experts as well as rights holders and users, by providing translation of WIPO publications on copyright and related rights into local languages
Translation and Printing of the WIPO Copyright Treaty and WIPO Performances and Phonograms Treaty into the Local Language of Cambodia	March 2013 to June 2013	Cambodia	To enhance awareness of copyright and related rights among government officials and legal experts as well as rights holders and users, by providing translation of WIPO treaties on copyright and related rights into local languages
Study Visit to the Korea Copyright Commission (KCC)	October 22 to 25, 2013	Republic of Korea/ 12 foreign participants from Bahrain, Brazil, Chile, Ecuador, Ghana, India, Indonesia, Malaysia,	To provide an opportunity for participants to share the Korean experience in the administration of copyright and related rights which would enable them to strengthen their capacity to formulate copyright policies, modernize legislative and administrative frameworks as well as to improve the functioning of the copyright management

		Philippines, Sudan, Thailand and Yemen	organizations in their respective countries
Translation and Printing of WIPO Publications into the Local Language of Ethiopia	November 2013 to April 2014	Ethiopia	To enhance awareness of copyright and related rights among government officials and legal experts as well as rights holders and users, by providing translation of WIPO publications on copyright and related rights into local languages
Country Project for Enhancing Awareness of Copyright and Related Rights in Bhutan	November to December 2013 ⁵⁰	Bhutan	To enhance a country's capacity to undertake systematic awareness and capacity building programs, thereby establishing an environment that is conducive for the effective use and protection of copyright and related rights
Compilation of Cases of Copyright and Related Rights in the Field of Music in the Asia-Pacific Region	October to December 2013 ⁵¹	Asian and Pacific countries	To provide updated information to developing countries in the Asia-Pacific region on the latest cases regarding copyright and related rights in the music industry

REPUBLIC OF KOREA/COPYRIGHT Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
532,905	339,245	306,326		565,824

¹ WIPO Financial Statements 2013 (Annex III)

REPUBLIC OF KOREA (EDUCATION) - Scholarships on IP (Academy)

RESULT:				Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)	
Scholarships for the WIPO-QUT MIP Program	February 25 to October 28, 2013	Australia/Republic of Korea (5), Malaysia (1) and Thailand (1)	The FIT provided scholarships for five government officials from KIPO of Republic of Korea and two students from developing countries in Asia to participate in the WIPO-QUT MIP Program.	
Scholarships for the WIPO-SNU MIP Program	January to December 2013	Republic of Korea/China, Malaysia, Mongolia, Philippines and Uzbekistan(2)	During 2013, the FIT continued to provide scholarships for six students from the Asia and the Pacific region to participate in the WIPO-SNU program in Seoul, Republic of Korea, which is a two year program (September 2012 to June 2014).	

REPUBLIC OF KOREA (EDUCATION) - Scholarships on IP (Academy) Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
229,820	172,622	154,953		247,489

¹ WIPO Financial Statements 2013 (Annex III)

⁵⁰ Expected completion date: April 2014.

⁵¹ Idem.

REPUBLIC OF KOREA/ INTELLECTUAL PROPERTY

RESULT: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and socio-economic development			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Appropriate Technology Competition	August to November 2013	Viet Nam/300 participants	To encourage and reward excellence in innovative solutions to frequently occurring problems, especially solutions that utilize technologies appropriate to local conditions. The utilization of patent information for devising solutions was a key element of the competition The competition comprised an orientation workshop (September 16 and 17, 2013), evaluation and short-listing of submitted entries (146 submissions), presentations by shortlisted candidates and an award ceremony (November 7 to 9, 2013)
Appropriate Technology Competition	May to December 2013	Zambia/60 participants	The competition comprised an orientation workshop (May 23, 2013), evaluation and short-listing of submitted entries (23 submissions). Presentations by shortlisted candidates, an award ceremony and a workshop on commercialization will be held from February 4 to 6, 2014
Sub-Regional Seminar on Public-Private Partnership in the Development and Commercialization of Appropriate Technologies	October 21 and 22, 2013	Ethiopia/50 participants from Ethiopia, Ghana and Zambia	The Seminar participants (i) exchanged views on issues related to development of ATs; and (ii) identified ways to overcome challenges in commercialization of ATs. The Seminar brought together Government; private sector representatives; inventors; and IP Attorneys and other officials.
RESULT: Tailored and balanced IP legislative, regulatory and policy frameworks			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Expert Mission	October 1 to 3, 2013	Myanmar	To consult on the enforcement-related provisions of the draft Patent, Trademark, Industrial Design and Copyright Laws
Publication of a Study on the accession to the Madrid System and its use in selected countries	April 2013	All WIPO Member States	The study addresses issues involved in the accession to the Madrid System, and its use in five countries (Mongolia, Republic of Korea, Singapore, Turkey, and Viet Nam).
RESULT: Clearly defined and coherent national innovation and intellectual property (IP) policies, strategies and development plans consistent with national development goals and objectives			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Study Visit	August 26 to 29, 2013	Republic of Korea/ Myanmar	To learn from the experience of Korea in providing Intellectual Property (IP) advisory and information services, and in promoting effective use of IP by the business community. Myanmar delegation, comprising UMFCCI and Ministry of Science and Technology officials, visited Daejeon and Seoul, Republic of Korea

RESULT:		Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development	
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Workshop on Patent Law and Examination	March 5 to 14, 2013	Republic of Korea/15 patent examiners from 11 countries	To provide an overview and explanation of global patent system, principles of patent law and examination procedures
Workshop on Trademark Law and Examination	April 17 to 26, 2013	Republic of Korea/18 trademark examiners from 12 countries	To provide an overview and explanation of principles of trademark law and examination procedures, as well as the Madrid System
Workshop on Industrial Design Law and Examination	June 11 to 14, 2013	Republic of Korea/14 trademark examiners from 14 countries	To enhance the capacity of selected countries to undertake industrial design examination and broaden their understanding of ongoing developments in the field of industrial design
Production of Intellectual Property Educational Material	August 2013 initiated	All WIPO Member States	To: (i) develop IP educational material easily accessible to non-IP experts; (ii) enhance the interest of the public on IP issues; and (iii) assist schools and other educational institutions in developing creativity enhancing curricula. The Material would include activities and exercises which secondary school students may be encouraged to undertake in order to better grasp basic concepts pertaining to creativity, inventiveness and IP
Production of Intellectual Property Educational Guide	January 2013 initiated	All WIPO Member States	To support teachers to educate children on basic concepts of IP, the relationship of IP to creativity, and the benefits to be derived from the use of IP

REPUBLIC OF KOREA/ INTELLECTUAL PROPERTY Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
1,165,387	656,646	549,279		1,272,754

¹ WIPO Financial Statements 2013 (Annex III)

SPAIN

RESULT: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
XII WIPO/EPO/OEPM Regional Seminar on Intellectual Property for Judges and Prosecutors from Latin American countries, Cartagena de Indias (Colombia)	November 4 to 7, 2013	Colombia/ All Latin American countries and Tribunal of Andean Community	To: (i) provide judges and public prosecutors responsible for IP from Latin American countries with training on IP matters for the decision of litigation cases; and (ii) provide participants with updated information and practical training in the fields of patents, trademarks, copyright and enforcement cases
RESULT: Upgraded IP Management skills for business			
Activity	Date	Country/Recipients	Purpose(s)/Description
Project to develop a platform in Spanish with content and services on industrial property to the Ibero-American entrepreneurial sector with special focus on SMEs (CIBEPYME)	January 2013 to December 2013 (Project on-going since 2010)	All Ibero-American countries	To continue to design and create one Platform addressed to the private sector in order to: (i) provide assistance and services in their use of IP; (ii) to increase the value of their business; and (iii) provide a private sector forum for the exchange of ideas and experiences
Spanish Patent and Trademark Office (SPTO) progress in hiring an enterprise for the development of the platform, adapted to the needs of Ibero-America	January 2013 to December 2013 (Project on-going since 2010)	All Ibero-American countries	To continue development of the CIBEPYME Platform
SPTO hosted a server for the platform	January 2013 to December 2013 (Project on-going since 2010)	All Ibero-American countries	To make the CIBEPYME Platform accessible
WIPO recruitment of an expert consultant for the development of services and content of the platform, and coordinate the inputs of Ibero-America	October to December 2013	All Ibero-American countries	To develop content and services and coordinate inputs from countries into the CIBEPYME
Training course for the expert on development of services and content of the platform	November 2013	All Ibero-American countries	Training for the expert on development of services and content of the platform
Coordination and progress meeting of the countries participating in the Project	October 2013	All Ibero-American countries	To provide progress updates and coordinate the CIBEPYMEProject.

RESULT: Enhancement of overall PCT System and Informed strategic use of the PCT by all innovators who could benefit from it			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Regional Seminar on PCT addressed to Latin American countries: the PCT in the framework of the Institutional Organization of the IP management, Peru	July 15 and 16, 2013	Peru (Lima)/ All Latin American and Caribbean countries	The objective of this Seminar, which is traditionally organized every year in cooperation with the Spanish Patent and Trademark Office (OEPM), is to promote discussions about PCT in the region and foster the exchange of ideas and experiences on PCT implementation
Regional Automation Project for translation into Spanish the advanced level of the International Patent Classification (IPC)	January to December 2013 (Project on-going since 2010)	All Latin American and Caribbean countries	To:(i) implement automation for Spanish translation of the advanced level of the IPC, as it was originally commissioned in English and French only; and (ii) make it available to the service of industrial property offices in Latin American and Caribbean countries
RESULT: New or strengthened cooperation mechanisms, programs and partnerships			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Sub-Regional Meeting on Trademarks from Central American Countries, Panama and the Dominican Republic for the Review and Approval of a Manual on the Examination of Trademark Applications	February 20 and 21 2013	Panama/All Ibero-American countries	To: (i) provide an opportunity for a final review of the Manual on Trademark Examination for Central American Countries, Panama and the Dominican Republic; (ii) propose measures conducive to future use of the Manual in those countries' examination processes; and (iii) establish measures to achieve a consensus on mechanisms to help maintain Manual relevance
Latin America: Regional Project on Documentation and Access Mechanisms to Legal and Administrative Decisions related to Intellectual Property	2012/2013	All Ibero-American countries	To: (i) compile and disseminate information; and (ii) promote the use of an internet platform for the IP case law database of the region
Ibero-American IP Program	On-going		To promote social and economic development in the region in the framework of the Summit of Heads of States and Governments from Ibero-American countries
RESULT: Increased understanding/capacity of SMEs and SMEs support institutions to successfully use IP to support innovation and commercialization			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
Regional Seminar on Trademarks & Industrial Design as an Innovation Factor See Platform in Spanish on industrial property services and contents to the Ibero-American entrepreneurial sector with special focus on SMEs (CIBEPYME).	November 25 to 29, 2013	Uruguay/ All Latin American countries	To: (i) provide participants with updated information, practical training and useful tools in the field of the strategic use of trademarks and industrial design for business; and (ii) promote and exchange experiences, including best practices, in order to identify successful mechanisms for making IP rights more accessible and relevant to the Latin American entrepreneurial sector.

RESULT: Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
IV Regional Seminar on Strategic Planning and Management for Industrial Property (IP) Offices from Latin American Countries	October 7 to 10 2013	Colombia/ All Latin American countries	To: (i) provide participants with updated information, practical training and useful tools in the field of strategic planning, human resources policies and management of quality; (ii) modernize IP administrations; and (iii) develop an important sense of service-oriented management among administrators in IP Offices from Latin American countries
RESULT: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
LATIPAT PROJECT IX Regional Meeting WIPO/OEPM/EPO of IT Specialist and Management of Patent Information of Industrial Property Offices in Latin America	November 4 to 6 2013	Chile/ All Latin American countries	The LATIPAT Project was created to develop and provide a database with patent information from all Latin American countries. Currently, the LATIPAT Project is an example, not only for the Latin American countries, but also for the different international forums related to patent information, commitment, perseverance and teamwork. Over a period of 13 years the database has amassed more than 2 million documents and receives an average of 14,000 hits per month

SPAIN Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
121,400	179,285	135,093		165,592

¹ WIPO Financial Statements 2013 (Annex III)

UNITED STATES OF AMERICA/ COPYRIGHT

RESULT: Evidence-based decision making on copyright issues			
Activity	Date	Host Country/ Recipients	Purpose(s)/Description(s)
National studies on the economic contribution of the copyright-based industries	January to December (On-going since 2012_2013)	Albania, Argentina, Brazil, China, Indonesia, Jordan, Lithuania, Malawi, The Organization of Eastern Caribbean States (OECS), Republic of Korea, Thailand, Trinidad and Tobago, United Republic of Tanzania, South Africa	To: (i) quantify the economic contribution of copyright-based industries in an economy; and (ii) provide a basis for policy-making through the use of statistical information
Impact Studies on the Specific Copyright-Based Industries	January to December 2013 (On-going since 2012_	China, Mexico, Lebanon	To: (i) analyze the impact of copyright in specific copyright-based industries; and (ii) ensure a better understanding of the trends in creative industries and factors affecting their performance
RESULT: Enhanced human resources capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition			
Preparation, translation and publication of WIPO studies and training tools on the management of IP in specific copyright industries	January to December 2013	All WIPO Member States	To enhance knowledge of stakeholders in creative industries to understand and manage IP/copyright in relevant specific creative industries

UNITED STATES OF AMERICA/ COPYRIGHT Donor Contributions and Expenditure in 2013¹

Balance as of December 31, 2012	Income 2013	Expenditure 2013	Reimbursements	Balance as of December 31, 2013
112,008	1,449	110,747		2,709

¹ WIPO Financial Statements 2013 (Annex III)

[Appendix III follows]

APPENDIX III

ACRONYMS AND ABBREVIATIONS USED IN THE PRESENT DOCUMENT

ACE	Advisory Committee on Enforcement
ADR	Alternative Dispute Resolution
AGICOA	Association of International Collective Management of Audiovisual Works
AIPMS	Arab IP Management System
aRDi	Access to Research for Development and Innovation
ARIPO	African Regional Intellectual Property Organization
ASEAN	Association of South East Asian Nations
ASHI	After-Service Health Insurance
ASPI	Access to Specialized Patent Information
CASE	Centralized Access to Search and Examination Results
ccTLDs	country code Top-Level Domain
CDIP	Conference on Development and Intellectual Property
CERN	European Organization for Nuclear Research
CLIR	Cross Lingual Information Retrieval
CMG	Crisis Management Group
CMOs	collective management organizations
CWS	Committee on WIPO Standards
DA	Development Agenda
DAG	Development Agenda Group
DAS	Digital Access Service for Priority Documents
DL	distance learning
ECLA	patent classification assigned by the European Patent office
EDMS	Electronic Document Management System
EGEDA	<i>Entidad de Gestión de Derechos de los Productores Audiovisuales</i>
EPM	enterprise performance management
EPO	European Patent Office
ERM	enterprise risk management
ERP	enterprise resource planning
EU	European Union
FAO	Food and Agricultural Organization
FI	patent classification assigned by the Japanese Patent office
FIT	Fund-in-Trust
GCC	Cooperation Council for the Arab States of the Gulf
GDA	software for collective management of copyright and neighboring rights
GEW	Global Entrepreneurship Week
GII	Global Innovation Index
GIs	geographical indications
GNIPA	Global Network of IP Academies
GRs	genetic resources
gTLDs	generic Top-Level Domains

HLCM	High Level Committee on Management
HR	human resources
HRMD	Human Resources Management Department
IB	International Bureau
IAOC	Independent Advisory and Oversight Committee
IAOD	Internal Audit and Oversight Division
ICANN	Internet Corporation for Assigned Names and Numbers
ICE	International Cooperation on Examination
ICS	Individual Contractual Services
ICSEI	International Cooperation for the Search and Examination of Inventions
ICSC	International Civil Service Commission
ICT	Information and Communication Technology
IGC	Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore
IGF	Internet Governance Forum
IGOs	inter-governmental organizations
IIA	Institute of Internal Auditors
ILO	International Labour Organisation
IP	Intellectual Property
IPAS	IP Office Administration System
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
LDCs	Least Developed Countries
MDGs	Millennium Development Goals
MGS	Madrid Goods and Services Manager
MoU	Memorandum of Understanding
MTSP	Medium Term Strategic Plan
NGOs	non-governmental organizations
OAPI	<i>l'Organisation Africaine de la Propriété Intellectuelle</i> (African Intellectual Property Organization)
OECD	Organization for Economic Cooperation and Development
OHIM	Office for Harmonization in the Internal Market (Community Trademarks)
OPD	One Portal Dossier system
PCT	Patent Cooperation Treaty
PLR	Patent Landscape Reports
PLT	Patent Law Treaty
PMSDS	Performance Management and Staff Development System
PPR	Program Performance Report

RBM	Results-based Management
R&D	research and development
RFPs	Requests for Proposals
RO	Receiving Office
SCCR	Standing Committee on Copyright and Related Rights
SCP	Standing Committee on the Law of Patents
SCT	Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications
SLC	Special Labor Contract
SMEs	small and medium sized enterprises
SSA	Special Service Agreements
SRP	Strategic Realignment Program
TA	Travel Authorization
TAD	IP Technical Assistance Database
TCEs	Traditional Cultural Expressions/Folklore
TIGAR	Trusted Intermediary Global Accessible Resources
TISCs	Technology Innovation Support Centers
TK	Traditional Knowledge
TTO	Technology Transfer Office
UDRP	Uniform Domain Name Dispute Resolution Policy
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UN CEB	United Nations Chief Executives Board
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	Framework Convention on Climate Change
UNICC	UN International Computing Centre
UNIDO	United Nations Industrial Development Organization
USPTO	United States Patent and Trademark Office
VIP	Visually Impaired Persons and other persons with print disabilities
WBO	WIPO Brazil Office
WCT	WIPO Copyright Treaty
WHO	World Health Organization
WIPOCOS	software for collective management of copyright and neighboring rights
WJO	WIPO Japan Office
WPPT	WIPO Performances and Phonograms Treaty
WSIS	World Summit on the Information Society
WSO	WIPO Singapore Office
WTO	World Trade Organization

[End of Appendix III and of document]