

**A. RESULTS FRAMEWORK 2012/13**

The results framework for the biennium 2012/13:

1. Provides for the first time a strategic overview of results and resources by Strategic Goal. This is in addition to the traditional Program structure which has been preserved. Further, an overview of the development share of each expected result (mainstreaming of development) has been included.
  - Guidance provided by Member States through their inputs on the Program and Budget questionnaire
  - Overall strategic context provided by the Medium Term Strategic Plan (MTSP) and the comments from Member States as reflected in the report of the Assemblies 2010 and its annex
  - Budget and development share by expected result rolled up from Program level planning (bottom-up exercise)
  - Consolidation of results to be achieved in 2012/13 (eliminating duplicative results and moving them from the Program to the organizational level) resulting in a total of 60 expected results for 2012/13 from 139 in 2010/11.
  - Mainstreaming of development and DA projects into the Program and Budget in accordance with the mechanisms approved by the WIPO Assemblies in 2010
2. Facilitates easy review by Member States of the deployment of the Organization's resources to results.
3. Provides a transparent overview of Programs' contributions to the organizational expected results
  - "Working as one" – no more silos
4. Contains strengthened performance measurement metrics (performance indicators, consistent baselines and targets). Will facilitate and strengthen results-based performance reporting to Member States.

The following represent the changes at the level of Programs

- SMEs has been integrated into Program 1 (Patent Law and Innovation). It will also have linkages with Program 2 (Trademarks and Industrial Designs). All of these elements - innovation, brands and designs - are key to enhancing competitiveness and enabling SMEs to participate more effectively in the global IP system.
- Innovation and technology transfer moved from Program 18 (IP and Global Challenges) to Program 1 (Patent Law and Innovation).
- New Program 13 (Global Databases - Patentscope, Global Brand Database) has been created emphasizing the Organization's focus on developing a global IP infrastructure.
- New Program 31 (The Hague System): increased visibility of the Hague system to demonstrate enhanced focus on the promotion of a wider use of the system

**B. DEVELOPMENT**Definition

"Expenditure is qualified as *development expenditure*, only where the beneficiary is a developing country and the equivalent expenditure is not available for developed countries"<sup>1</sup>.

This does not take into account the development share of the results related to WIPO services which are benefiting all Member States (in particular under Strategic Goal II).

Development Share

In the Proposed Program and Budget 2012/13, the share of development increases from 19.4% to 21.7% as compared to the previous biennium.

This represents an increase of 20.3 million Swiss francs i.e. from 120.2 million in 2010/11 to 140.5 million under the Proposed Program and Budget 2012/13 – an increase of 16.9%.

Development Activities in 2012/13  
(in thousands of Swiss francs)

Programs (relevant shares of program resources)	2010/11 Approved Budget*	2010/11 Budget after transfers*	2012/13 Proposed Budget*	2012/13 Development Agenda	2012/13 Total w/Development Agenda
1 Patent Law and Innovation	4,729	8,739	12,562	1,780	14,342
2 Trademarks, Industrial Designs and Geographical Indications	1,493	2,136	2,486	-	2,486
3 Copyright and Related Rights	5,459	8,476	14,492	-	14,492
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	6,443	5,959	6,322	-	6,322
5 The PCT System	4,052	2,768	5,453	-	5,453
6 Madrid, and Lisbon Systems	2,368	1,864	4,821	-	4,821
7 Arbitration, Mediation and Domain Names	-	-	303	-	303
8 Development Agenda Coordination	5,337	5,269	4,788	-	4,788
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	42,178	35,534	34,024	1,078	35,102
10 Cooperation with Certain Countries in Europe and Asia	6,111	6,460	6,439	-	6,439
11 The WIPO Academy	10,193	9,492	9,822	510	10,332
12 International Classifications and Standards	419	197	1,213	-	1,213
13 Global Databases	-	138	1,126	-	1,126
14 Services for Access to Knowledge	1,493	1,224	5,140	1,898	7,038
15 Business Solutions for IP Offices	4,653	5,712	7,813	-	7,813
16 Economics and Statistics	2,236	2,621	359	1,149	1,508
17 Building Respect for IP	2,608	3,017	2,437	-	2,437
18 IP and Global Challenges	4,744	3,914	4,538	-	4,538
19 Communications	11,591	11,877	7,376	-	7,376
20 External Relations, Partnerships and External Offices	2,440	4,840	4,563	-	4,563
21 Executive Management	-	-	2,102	-	2,102
22 Program and Resource Management	-	-	605	-	605
26 Internal Oversight	-	-	1,741	-	1,741
<b>TOTAL</b>	<b>118,548</b>	<b>120,236</b>	<b>140,523</b>	<b>6,415</b>	<b>146,939</b>
<b>Resources devoted to development activities as % of total budget</b>	<b>19.2%</b>	<b>19.4%</b>	<b>21.7%</b>		

\*Excludes Development Agenda project resources

<sup>1</sup> Consistent with past practice, development expenditure also includes expenditure for countries with economies in transition.

Development Agenda

Resources estimated for DA projects are set out in the table below.

Development Agenda Projects - Summary of Resource Requirements 2012/13  
(in thousands of Swiss francs)

Projects	Programs	2012/13 Total Budget			
		Project Personnel		Non-Personnel	Total
		Number	Cost		
Patents and Public Domain <sup>2</sup>	Program 1	-	-	128	128
IP and Technology Transfer: Common Challenges - Building Solutions <sup>1</sup>	Program 1	3	300	617	917
Open Collaborative Projects and IP-Based Models <sup>1</sup>	Program 1	1	161	574	735
	Program 16	-	-	30	30
IP and Product Branding for Business Development in Developing Countries and Least-Developed Countries (LDCs) <sup>1</sup>	Program 9	-	-	120	120
South-South Cooperation on IP and Development among Developing Countries and LDCs <sup>2</sup>	Program 9	1	202	755	958
Pilot Project for the Establishment of "Start-Up" National IP Academies <sup>3</sup>	Program 11	-	-	510	510
Developing Tools for Access to Patent Information <sup>3</sup>	Program 14	-	-	292	292
Specialized Databases' Access and Support <sup>3</sup>	Program 14	4	1,006	600	1,606
IP and Socio-Economic Development <sup>1</sup>	Program 16	1	252	592	844
IP and Brain Drain <sup>2</sup>	Program 16	1	126	150	276
<b>Total</b>		<b>11</b>	<b>2,047</b>	<b>4,368</b>	<b>6,415</b>
<b>Reserve funded Development Agenda Projects</b>					<b>7,902</b>
<b>2010/11 Regular Budget funded Development Agenda projects</b>					<b>6,109</b>
<b>Total Resources allocated to Development Agenda projects (since 2009)</b>					<b>20,427</b>

<sup>1</sup>Approved by CDIP.

<sup>2</sup>Subject to CDIP approval.

<sup>3</sup>Subject to evaluation of Phase 1 and subject to CDIP approval of Phase 2.

Mainstreaming

- One of the objectives of the 2012/13 biennial planning process has been the mainstreaming of development across all Strategic Goals and all relevant programs of the Organization in line with the DA recommendations. This is evidenced by the fact that all Strategic Goals and 40 out of 60 expected results have a development share.
- DA projects and DA recommendations have been mainstreamed in all relevant Programs and reflected as part of Program implementation strategies (reflecting the horizontal nature of Strategic Goal III: Facilitating the use of IP for Development and in line with the Budgetary Process for Projects Proposed by the CDIP for the Implementation of DA Recommendations, approved by the WIPO Assemblies in 2010<sup>2</sup>).
- The Regional Bureaus, the Certain Countries in Europe and Asia (CCEA) and the least Developed Countries (LDC) Divisions remain primarily responsible for the two expected results related to National IP strategies and Capacity building.

<sup>2</sup> A/48/5/Rev.

- Two expected results a) strengthening IP institutions (IP office modernization, Technology and Innovation Support Centers (TISCs) and Technology Transfer Office (TTO s)) and b) legislative advice have been mainstreamed into the substantive sectors (Programs 1, 2, 3, 14 and 15) who are responsible for delivery of services, in close coordination with the Regional Bureaus, CCEA and LDC Divisions, in accordance with the strategies and country plans.

#### Planning and delivery model

The planning and delivery model aims at ensuring consistent and coherent delivery of services to developing countries, LDCs and countries with economies in transition

- Country plans would aim at enhancing the involvement of Member States in the planning process through consultation, strategic dialogue on needs and with Member States' input.  
Delivery of development activities will be in accordance with country plans. This represents a shift from the current ad hoc request-driven approach to a more strategic needs driven approach.
- Country plans to be in place for the biennium 2012/13. The planning process will allow for flexibility to ensure that priorities can be addressed as they emerge.

### **C. FINANCIALS**

The top-line (income) figure is 647.4 Million Swiss francs. This represents 4.7% growth over 2010/11.

The Program and Budget proposal is balanced – zero deficit.

It represents zero nominal growth in Member States' contributions.

#### Financial management measures adopted:

- Eliminating overlaps and duplications
- Cost efficiency and assessment of real needs (including looking at under spends in the current biennium)
- No new posts or headcount for the new biennium. The emphasis will be on consolidation of existing human resources, managing performance and increasing alignment of the existing workforce.
- Regularization of short termers approved by Member States proposed to be undertaken for 60 posts in the next biennium out of the 156 approved in principle by Member States to be implemented over five years.
- Information and Communication Technologies (ICT) consolidation across Programs; PCT Information Systems Service and Madrid and other areas
- Limited reclassifications and regularizations
- Measured outsourcing based on structured cost-benefit analysis

#### Extra-budgetary resources

To enhance transparency, the amount of extra-budgetary resources estimated to be available for programmatic activities has been indicated Program-by-Program.

Expenditure increases

Strong upward pressure on costs due to the following factors:

*International registration systems*

- Growth in the international registration systems needs to be serviced (ex. Asian languages)
- Promotion of the international registration systems to expand geographical coverage and use
- Improving service delivery (ICT)

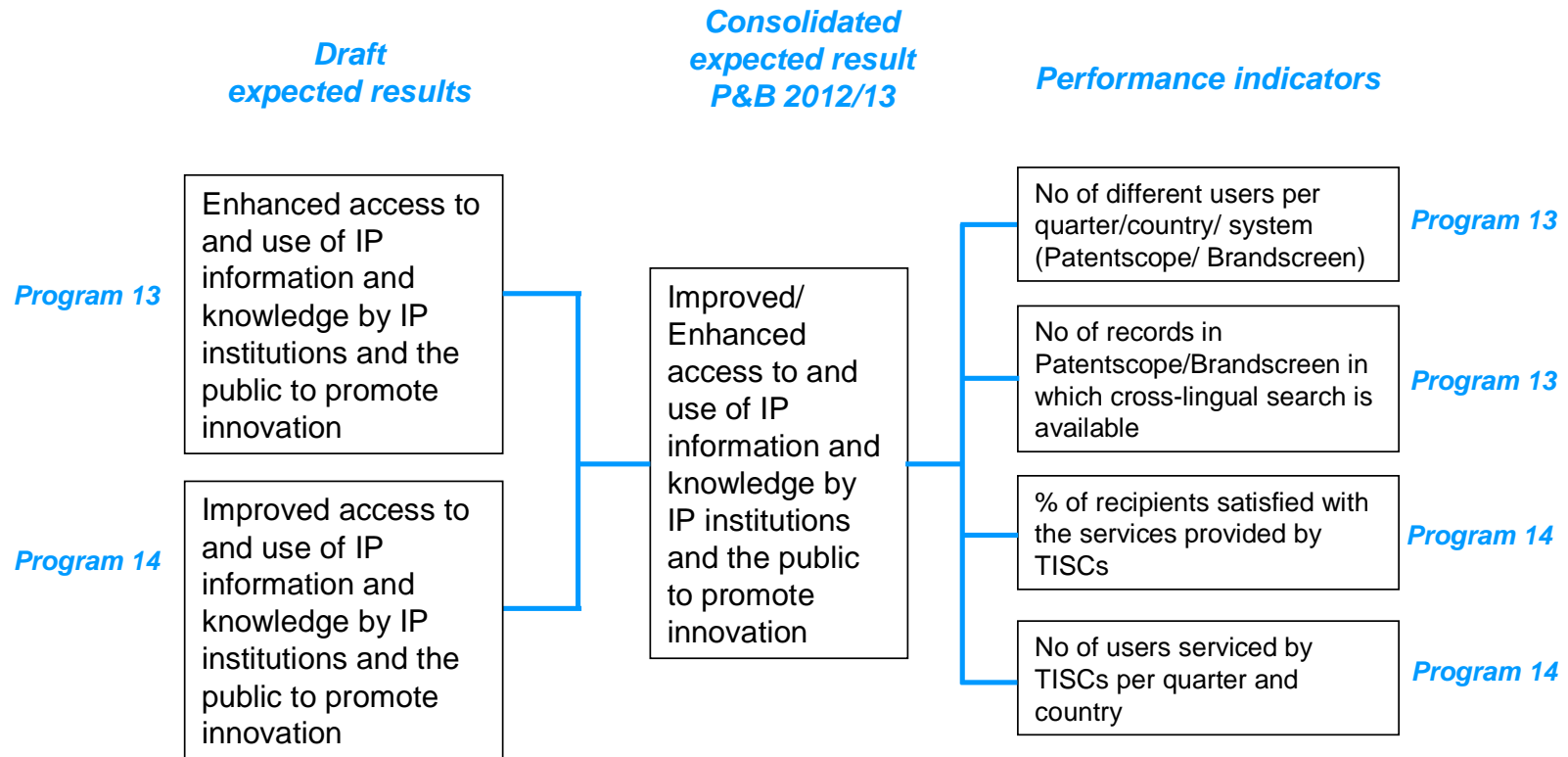
*Other priorities*

- Progress in IP normative areas
- IP global infrastructure
- Servicing growing demands in development services
- Strategic ICT investments
- Increased support costs (mainly premises and security)
- Increased cost of existing staff in the next biennium (including statutory increases).

However, the proposed expenditure increase has been contained at the level of the increase in income.

## Example of consolidation of expected results

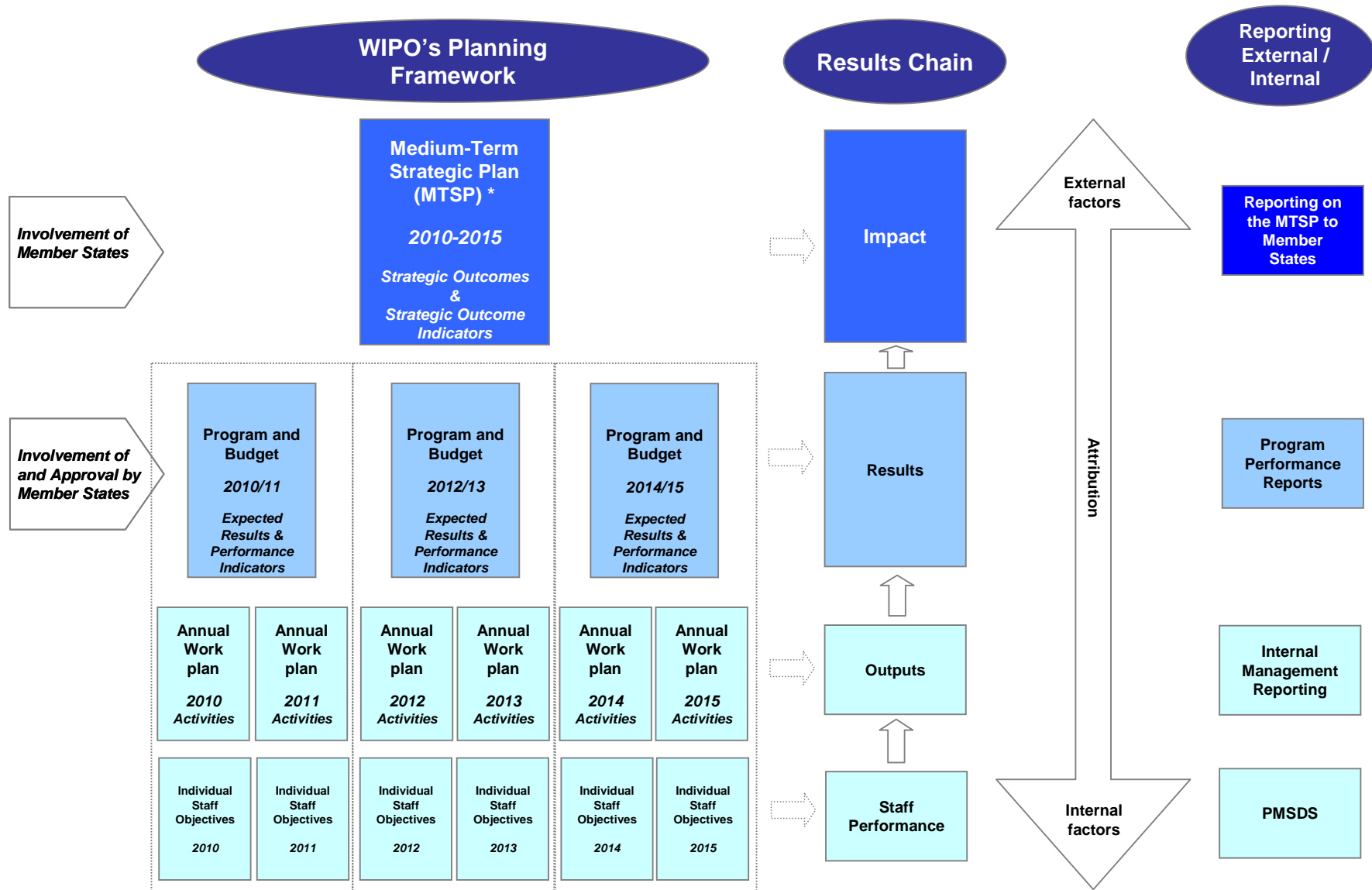
### **Strategic Goal IV:** Coordination and Development of Global IP Infrastructure



Mainstreaming of legislative advice and strengthening IP institutions

Mainstreaming Strategic Goal III - Facilitating the Use of IP for Development & Development Agenda	Strategic Goal I: Balanced Evolution of the International Normative Framework for IP	Strategic Goal III: Facilitating the Use of IP for Development	Strategic Goal IV: Coordination and Development of Global IP Infrastructure
	<p>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 <i>Proposed Budget 12/13: 15,256</i> <i>Development share: 7,263</i></p> <p>Evidence-based decision making on copyright issues <i>Proposed Budget 12/13: 2,754</i> <i>Development share: 2,754</i></p> <p><b>Tailored and balanced IP legislative, regulatory and policy frameworks</b> <i>Proposed Budget 12/13: 9,769</i> <i>Development share: 9,530</i></p> <p>Increased protection of State emblems and names and emblems of International Intergovernmental Organizations <i>Proposed Budget 12/13: 556</i> <i>Development share: 37</i></p>	<p>Clearly defined and coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives <i>Proposed Budget 12/13: 10,570</i> <i>Development share: 10,570</i></p> <p>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 <i>Proposed Budget 12/13: 35,922</i> <i>Development share: 35,457</i></p> <p>Easier access to IP education <i>Proposed Budget 12/13: 3,903</i> <i>Development share: 3,903</i></p> <p>Upgraded IP Management skills for business <i>Proposed Budget 12/13: 843</i> <i>Development share: 843</i></p> <p>DA principles further mainstreamed into the Organization's programs and activities <i>Proposed Budget 12/13: 4,199</i> <i>Development share: 4,199</i></p> <p>Effective planning, implementation, monitoring, evaluation and reporting on the DA recommendations <i>Proposed Budget 12/13: 1,220</i> <i>Development share: 1,220</i></p> <p>Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders <i>Proposed Budget 12/13: 1,523</i> <i>Development share: 1,523</i></p> <p>Recognition by Member States, communities, organizations and other stakeholders of the relevance and effectiveness of WIPO's resources, programs and tools <i>Proposed Budget 12/13: 825</i> <i>Development share: 771</i></p> <p>New or strengthened cooperation mechanisms, programs and partnerships in LDCs <i>Proposed Budget 12/13: 1,517</i> <i>Development share: 1,517</i></p> <p>Increased understanding/capacity of SMEs to successfully use IP to support innovation and commercialization <i>Proposed Budget 12/13: 5,253</i> <i>Development share: 5,253</i></p> <p>Increased extra-budgetary resources available for IP for development, either through direct contributions to WIPO or access to other external funding mechanisms <i>Proposed Budget 12/13: 1,769</i> <i>Development share: 1,429</i></p>	<p>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 <i>Proposed Budget 12/13: 6,932</i> <i>Development share: 1,213</i></p> <p><b>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</b> <i>Proposed Budget 12/13: 14,974</i> <i>Development share: 12,478</i></p> <p>Increased dissemination of digitized patent collections of national/regional offices of WIPO Member States <i>Proposed Budget 12/13: 1,210</i> <i>Development share: 302</i></p> <p>Timeliness of Patentscope updates regarding PCT applications <i>Proposed Budget 12/13: 2,159</i> <i>Development share: 540</i></p> <p><b>Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders</b> <i>Proposed Budget 12/13: 16,832</i> <i>Development share: 16,540</i></p>

### WIPO's Results Based Management (RBM) Framework



\* MTSP and ) and the comments from Member States as reflected in the report of the Assemblies 2010 and its annex