

WIPO



DATE: October 4, 2006

WORLD INTELLECTUAL PROPERTY ORGANIZATION GENEVA

QUESTIONNAIRE

ON THE

DRAFT PROGRAM AND BUDGET FOR THE 2008/09 BIENNIUM

I. BACKGROUND

This questionnaire is the first step of the new mechanism for the preparation and follow up of the Program and Budget of the Organization following the adoption of that mechanism by the 2006 session of the Assemblies of the Member States, as illustrated in Annex I.

Member States' replies to the questionnaire shall be published on the website (see below) in the original language, and analyzed by the Secretariat. These replies will guide the Secretariat in the preparation of the Director General's outline document on the next program and budget proposal which will be reviewed at the informal session of the Program and Budget Committee scheduled to take place in December 2006.

II. QUESTIONS

First of all, we would like to welcome this questionnaire and the opportunity to comment on the Program and Budget 2008/09 Biennium. We do, however, find that the questionnaire along with the contextual information given is based on very general statements and therefore difficult to assess in an appropriate manner.

We would furthermore like to associate ourselves with the UK reply to the questionnaire. We can fully support their comments to question no. 1 to 11.

QUESTION 1: STRATEGIC GOALS

The Program and Budget for the 2006/07 Biennium is elaborated on the basis of five strategic goals. These are:

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| Strategic Goal One: | To Promote an IP Culture |
| Strategic Goal Two: | To Integrate IP in National Development Policies and Programs |
| Strategic Goal Three: | Progressive Development of International IP Law |
| Strategic Goal Four: | Delivery of Quality Services in Global IP Protection Systems |

Strategic Goal Five: Greater Efficiency of Management and Administrative Support Processes within WIPO

Does your Government consider that the program and budget for the 2008/09 biennium should continue to be based on the same strategic goals? If not, please elaborate.

The strategic goals 1-5 cover what we perceive as WIPO's most important tasks. We can thus see that important issues such as PCT, SPLT, development and governance questions are covered.

We do, however, believe that the goals are based on very general statements and can support what have been put forward by the UK delegation, that the ideal structure would be to have long term goals, medium term objectives for working towards those goals, and short term actions to achieve the objectives.

QUESTION 2: PROGRAMS

./ The 2006/07 Program and Budget consists of 31 programs organized under the five strategic goals referred to above. This is illustrated in Annex II (Strategic Framework). Does your Government consider that the 2008/09 Program and Budget should continue to be based on the same programs? Should any program(s) be added? If so, please explain which ones and why. In your opinion, what would be the objective of any suggested new program and what would be the expected results (measurable outcomes)? Should certain programs or groups of programs be consolidated? If so, how?

We do not, at this time, have any suggestions to the consolidation of existing programs or any propositions to new programs.

Does your Government have any views on the respective level(s) of resources of the program(s) of the Organization? In your Government's view, should any upward or downward adjustment(s) be made?

We do not at this moment have a definite view on the respective level of resources given to the different programs. We do, however, believe that there should be full transparency in relation to resources and priority.

QUESTION 3: PROGRAMMATIC PRIORITIES

Kindly indicate which are the programmatic areas of the Organization's work to which your Government attaches the greatest importance (priorities).

In principle, we believe that the different programs should be placed on an equal footing, but given the fact that we are dealing with 31 different programs a clear sense of priority is necessary. In order to have well -functioning programs in general the programs relating to Governance questions should be given a very high priority.

QUESTION 4: EFFICIENCY-GAIN TARGETS

The 2006/07 Program and Budget contains a number of efficiency-gain targets and related benchmarks. These are reproduced in Annex III. Does your Government have suggestions for ways in which these targets and benchmarks can be further improved or extended to apply to other areas of the Organization's work?

We believe that the efficiency-Gaintargets could be further developed and specified and a good way forward could be to get inspiration from national examples. We further believe that easily manipulated "unit costs" should be avoided. Our national system at the Danish Patent and Trademark Office is primarily based on measuring of quality and efficiency on the basis of an ISO certification

QUESTION 5: RESULTS-BASED BUDGET

The 2006/07 Program and Budget contains a number of objectives, expected results (measurable outcomes) and performance indicators, on a program by program basis. These results frameworks were elaborated to facilitate the assessment of the performance and impact of a given program. Please indicate for which programs you consider a further refinement of the results framework to be necessary. Could you provide examples of objectives, expected results (measurable outcomes) and performance indicators for such programs? Do you consider the quantification of the performance indicators (i.e. targets) to be useful?

We believe that the outcome of this result-based budget should be anchored in something recognizable and concrete in order to be a trustworthy assessment instrument.

QUESTION 6: LEVEL OF EXPENDITURE

The 2006/07 Program and Budget represents a 1.5 per cent increase over the revised budget for the 2004/05 biennium. What are the views of your Government on what the evolution of the level of expenditure of the Organization in the 2008/09 biennium should be?

It is difficult to relate to a 1,5 per cent increase over the revised budget without knowing the increase in the efficiency level that will follow as a result hereof. As the UK replied our first priority is also to achieve greater efficiency rather than increased spending.

QUESTION 7: BUDGETARY POLICY

In the 2006/07 Program and Budget the level of expenditure matches the expected level of income, with no deficit and no surplus. This budgetary balance was welcomed by Member States. Numerous delegations also expressed the wish that budgetary balance should become a policy in the medium term. In the view of your Government, should the 2008/09 Program and Budget continue to be based on full budgetary balance?

As a principle, we believe that a balanced budget is desirable, but the question should be seen in a broader context where the question of efficiency also plays an essential role. We further believe that a deficit can be accepted for a shorter period in order to make investments in efficiency gaining initiatives in the longer term.

QUESTION 8: LEVEL OF RESERVE AND WORKING CAPITAL FUNDS

In the year 2000, Assemblies of the Member States determined that the target level of reserve and working capital funds of the Organization should correspond, on average, to 18 per cent of biennial expenditure (document A/35/15, paragraph 151). In its 2006 report, the External Auditor recommended that this target be reviewed and increased to 25 per cent of biennial expenditure (Report of the Auditor to the Assembly of the Member States of WIPO on the 2004-2005 Biennium, paragraph 57, Recommendation 5). Does your Government consider that the target level of reserve funds should be reassessed by Member States? Should the 2008/09 Program and Budget be based on the target level established by Member States in the year 2000 or should the Secretariat base its proposals for the 2008/09 biennium on the approach recommended by the External Auditor? And, should the Organization generate any surplus in the 2008/09 biennium, would your Government consider that this surplus should remain in the reserves? Or should it be utilized for a specific purpose? If so, which?

We believe that in order to give a qualified response to this question, the reasoning behind the level of reserves equivalent to 6 months expenditure should be absolutely clear and included in any corporate plan along with the mentioning of the risk factors involved.

QUESTION 9: FUTURE ACTUARIAL LIABILITY FOR SEPARATION FROM SERVICE (RETIREMENTS) AND POSTSERVICE MEDICAL BENEFITS

The Organization has contractual obligations to provide staff members with certain benefits at the time of their retirement. The Organization also has a contractual obligation to provide retired staff members with post-service medical benefits. These contractual obligations have long-term financial implications and therefore represent a financial liability for the Organization. With the adoption, by the United Nations system of organizations, by 2010 at the latest, of the International Public Sector Accounting Standards (IPSAS), UN organizations, including WIPO, shall be required to record them in the accounts. As shown in the Financial Management Report for 2004/05, a provision corresponding to six per cent of biennial staff (post) expenditure was made to start covering such liability. Would your Government consider it appropriate that a similar amount be earmarked under the 2008/09 Program and Budget to cover such liability?

Denmark believes, that it is extremely important that the future financial liability for pensions is reflected in the present accounts and we strongly encourage WIPO to commission an external actuarial study concerning the appropriate level of financial resources needed to cover future pension liabilities.

We can further support the proposition put forward by UK to support full liability now and giving consideration to how it is to be financed.

QUESTION 10: INFORMATION

Is there any other information that your Government would like to see in the draft Program and Budget for 2008/09 document?

At this moment we do not have any other information that we would like to see in the draft program. We can support the Budget presentation improvements suggested by UK.

QUESTION 11: OTHER ISSUES

Is there any other issue your Government would like to address in the context of the preparation of the next draft Program and Budget of the Organization?

We welcome this questionnaire and the possibility to comment on the program and budget for 2008/09 Biennium. However, as already mentioned at the beginning of this document more detailed information is needed in order to given useful comments to the questionnaire. We can further support the UK proposition to have a longer term plan for WIPO.