

**Program and Budget  
for the 2018/19 biennium**

**2018  
19**



# **World Intellectual Property Organization**

Program and Budget  
for the 2018/19 Biennium



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# FOREWORD BY THE DIRECTOR GENERAL

The Program and Budget is a defining document for the Organization. It establishes the results that Member States wish to see achieved by the Organization over the coming biennium and authorizes the programs and resources necessary for the realization for those results.

It is a pleasure to present here the main highlights of the Program and Budget for the 2018-2019 biennium that is presented in this document for the consideration of the Member States.

## Financial Basis and Management

The Organization is fortunate to enjoy a sound financial situation, facilitated by the services that it provides under its Global IP Systems, principally the Patent Cooperation Treaty (PCT), the Madrid System for marks and the Hague System for designs. In recent years, those systems have experienced growth levels that well exceed those of the world economy.

In continuation of that growth trend, based on the estimates prepared by the Chief Economist and his team, we are projecting that, compared to the 2016-2017 Biennium, the revenue of the Organization will grow in the 2018-2019 biennium by 10.9% to CHF 829.6 million. We are proposing that expenditure increase by 2.7% to CHF 725.9 million. After estimated adjustments to expenditure pursuant to International Public Service Accounting Standards (IPSAS), we predict a surplus of CHF 65 million. While such a result would represent a healthy surplus, it is necessary to introduce a cautionary note based on the lingering uncertainty and lack of visibility in the performance of the global economy, both of which factors suggest that prudence is desirable with respect to the projected result.

The excellent financial performance of the Organization has given rise to several dividends. We have been able to maintain fees under the Global IP Systems at a constant nominal level, continuing the unprecedented record of the past nine years of constant nominal fees. This record has resulted not only from the good growth rates of the Global IP Systems, but also from sound management and productivity gains arising from the development of the IT environments of the Global IP Systems, which have enabled us to manage growth without increasing staff numbers or fees.

The improved situation of the net assets of the Organization is also a beneficiary of the good growth rates and sound management of the Global IP Systems. The net assets of the Organization stood at CHF 311.3 million at the close of 2016, of which CHF 135.5 million were liquid assets. The projected surplus for the next biennium will enable the level of liquid assets to rise. The sound position of the net assets has also enabled us to repay the loan of CHF 70.5 million on the new building, therefore reducing projected interest payments in the next biennium by CHF 4.2 million.

We are presenting a Capital Master Plan for the next ten years in order to foresee and to meet in a prudent manner the future capital liabilities of the Organization. The main areas of capital expenditure foreseen under the plan are information and communication technology (ICT), which is the basis of the delivery of the services of the Organization and, thus, the basis of revenue generation, as well as the principal means of containing staff costs and maintaining constant fees; physical and cyber security, in order to mitigate risks and vulnerabilities arising from the current world environment and to assure the safety of staff and delegates and the security and resilience of the ICT platforms on which the Global IP Systems depend; and the maintenance of the WIPO Campus in order to avoid large one-off liabilities to repair or to renovate premises and facilities that fall into a state of dilapidation.

The increase in personnel costs for the coming biennium has been contained at 0.8% compared to the 2016-2017 approved budget. No new posts are foreseen. The share of budgeted personnel costs in the total budget will decrease from 64.6% in the 2016-2017 biennium to 62.4% in 2018-2019. Within this context, we treat geographical diversity and gender parity as priority objectives for human resource policy.

## Program Trends and Highlights

The maintenance of the competitive position of the Global IP Systems will continue to be a principal focus for the new biennium. We will pursue similar strategies to those of the immediate past in this area. These involve working to extend the global reach of the Systems, particularly the Madrid and Hague Systems, and to increase the participation of States from poorly represented regions, notably Latin America; investing in the improvement of the IT environments of the Global Systems to enhance their user friendliness, security and resilience; and improving the processes and procedures of the Systems to strive for simplicity and certainty in the operation and performance of the Systems. In particular, we expect to make progress towards the development of a new IT environment for the Madrid System and to deploy a new

IT environment for the Hague System, which will enable the expected high growth rates of the Hague System to be managed without the inflation of staff costs. We shall also continue the work begun in the current biennium on integrating, to the extent desirable, and finding synergies between the IT environments of the Global IP Systems and finance, with a view to presenting a seamless and consistent user experience in a global IP platform.

The area of Global Infrastructure has produced major results in recent years for the benefit of IP Offices, users and the general public. This area will also continue to be a primary focus in response to the heavy demand from Member States, with over 80 IP Offices worldwide, particularly from the developing, least developed and transition countries, using to various degrees the IT modules for office administration and processing offered by the Organization. We see the IT platforms, tools and databases developed by the Organization rapidly evolving into a WIPO Knowledge Network. The Network links the IP Offices of Member States and the Organization's Global IP Systems into a global system for capturing data on IP activity worldwide and re-packages those data into useful knowledge products in the form of the Global Databases, TISCs (Technology and Innovation Support Centers) and reports on statistics and economic analysis. The Network also offers the considerable advantage of enabling data in different languages to be shared and better understood through sophisticated language translation tools, such as WIPO Translate, where the Secretariat has done some pioneering work with neural network deep learning technology.

The work of the Secretariat on statistics and economic analysis has been highly appreciated by Member States and the general public for assisting policy makers in understanding the increasingly complex IP landscape worldwide. We shall continue to invest in the development of this area. In particular, we hope to continue to improve the Global Innovation Index, building also upon the innovative work done on the identification of clusters at the sub-national level, and to extend our capacity on indices to the area of the creative industries.

As always, human capacity building remains a priority. We hope to see the successful and highly demanded programs of the WIPO Academy further developed. We will commence work on a digital tutor, enabled by artificial intelligence. Preliminary findings on the use of digital tutors show very promising results. Such a tool would contribute greatly to the capacity of the Organization to meet growing demand in its distance learning programs.

Progress in the normative program depends upon the engagement of the Member States and their political will to reach results. We have allowed for the possibility of the convening of a diplomatic conference should the Member States reach agreement in one of the mature areas of discussions to take the final step towards the conclusion of a treaty.

The development dimension is integrated into all programs of the Organization, as well as coordinated through the Development Sector and the Development Agenda. It continues to be a major priority for the Organization and all of its programs. Expenditure on development, based on the newly approved definition of development expenditure, will amount to 18.3% (a figure that does not have a comparable counterpart in the current biennium owing to the change in definition).

Likewise, the Sustainable Development Goals (SDGs) feature prominently in program design and delivery. The Organization's Results Framework prominently highlights the Strategic Goals and Expected Results which contribute directly to the SDGs.

The preparation of a Program and Budget is a massive and complex task. I should like to take this opportunity to thank all of my colleagues throughout the Organization for their time, effort and commitment to the preparation of this document.



Francis Gurry  
Director General



# I. FINANCIAL AND RESULTS OVERVIEW

1. This Program and Budget provides the planning for the biennium 2018/19 guided by the Medium Term Strategic Plan 2016-2021 (MTSP)<sup>1</sup>, inputs received from Member States and the 2030 Agenda for Sustainable Development. Table 1 below provides an overview of the key financial planning parameters for 2018/19.

2. Income in the biennium 2018/19 is estimated at 829.6 million Swiss francs reflecting a 10.9 per cent increase in income compared to the 2016/17 Approved Budget (accrual basis). The unit contribution value for the 2018/19 biennium has been maintained at the same level as in 2016/17.

3. The proposed expenditure budget for the biennium amounts to 725.9 million Swiss francs. After estimated International Public Sector Accounting Standards (IPSAS) adjustments on expenditure, a surplus of approximately 65 million Swiss francs is predicted at the end of the biennium.

**Table 1: Budget for 2018/19 and Key Planning Parameters**

*(in millions of Swiss francs)*

Key Parameters for 2018/19	Amounts
Income forecast for 2018/19	829.6
Expenditure 2018/19	725.9
<i>Personnel expenditure</i>	460.0
<i>Non-personnel expenditure</i>	265.9
Estimated IPSAS adjustment to expenditure	38.8
<b>Total expenditure after IPSAS adjustments</b>	<b>764.6</b>
<b>Operating Result</b>	<b>65.0</b>

Note: The figures may not add up due to rounding

## Income

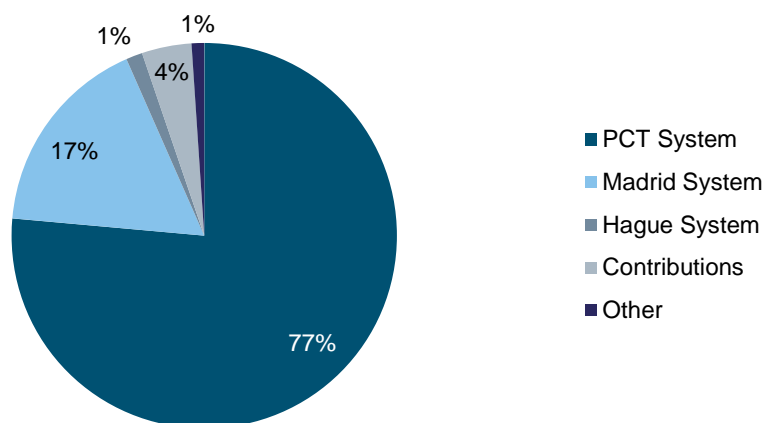
4. Overall income in 2018/19 is projected to reach 829.6 million Swiss francs, representing an increase of 10.9 per cent compared to the 2016/17 Approved Budget (accrual basis) and an increase of 5.5 per cent compared to the 2016/17 Updated Estimates (accrual basis).

<sup>1</sup> Document A/56/10 together with the comments by Member States received thereon. In accordance with the decision of the 26th session of the PBC (document WO/PBC/26/11), details on the personnel expenditure figures according to the ICSC decision and the outcome of the consultations between Geneva-based Organizations and the ICSC in Vienna, July 2017, are included in the section on Personnel Costs, paragraphs 25-33.

**Table 2: Income Estimates for 2018/19**  
(in millions of Swiss francs)

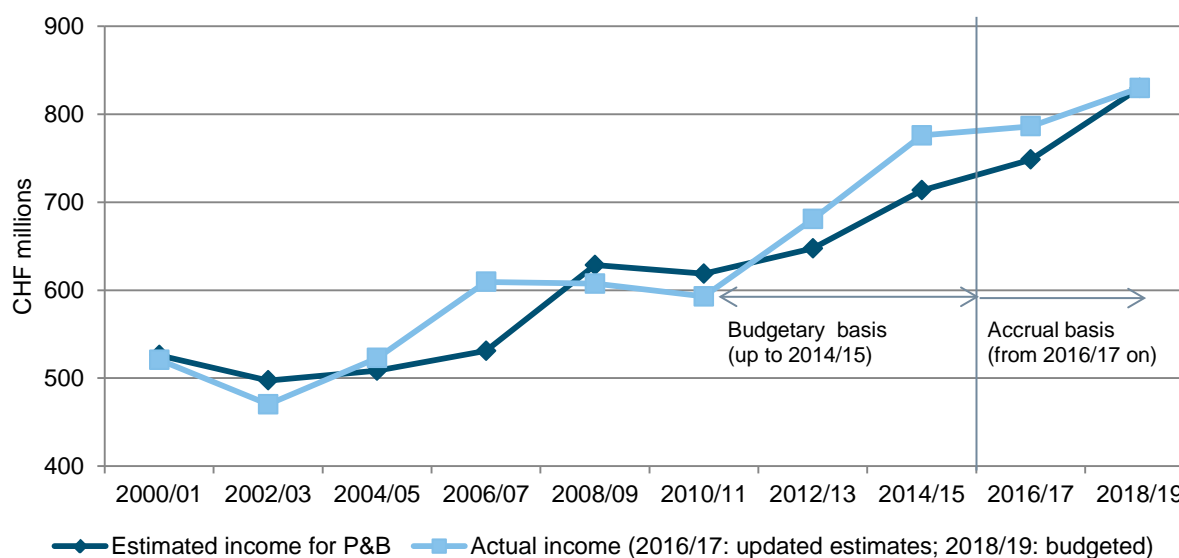
	2016/17 Program & Budget (budgetary basis)	2016/17 Program & Budget (accrual basis)	2016/17 Updated Estimates (accrual basis)	2018/19 Income Estimates (accrual basis)	Difference 2018/19 vs. 2016/17 Program & Budget (accrual basis)		Difference 2018/19 vs. 2016/17 Updated Estimates (accrual basis)	
					Amount	%	Amount	%
<b>Contributions</b>								
<i>Contributions (unitary)</i>	34.7	34.7	34.7	34.8	0.0	0.1%	0.0	0.1%
<i>Subventions (Lisbon)</i>	-	-	1.2	-	-	n/a	(1.2)	-100.0%
Sub-total, Contributions	34.7	34.7	35.9	34.8	0.0	0.1%	(1.2)	-3.3%
<b>Fees</b>								
<i>PCT System</i>	575.9	568.4	597.9	634.1	65.7	11.6%	36.2	6.1%
<i>Madrid System</i>	128.8	128.3	132.0	140.8	12.5	9.7%	8.8	6.7%
<i>Hague System</i>	10.3	10.2	9.9	11.3	1.2	11.6%	1.4	14.2%
<i>Lisbon System*</i>	0.0	0.0	0.0	0.0	0.0	33.3%	(0.0)	-11.1%
Sub-total, Fees	715.0	706.9	739.9	786.3	79.4	11.2%	46.4	6.3%
<i>Arbitration</i>	2.5	2.5	3.1	3.1	0.6	24.0%	-	0.0%
<i>Publications</i>	0.3	0.3	0.8	0.4	0.1	32.3%	(0.4)	-50.2%
<b>Other</b>								
<i>Investment revenue**</i>	-	-	0.0	0.0	0.0	n/a	0.0	10.7%
<i>Miscellaneous</i>	3.8	3.8	6.3	5.1	1.3	33.5%	(1.2)	-19.5%
Sub-total, Other	3.8	3.8	6.3	5.1	1.3	34.7%	(1.2)	-19.3%
<b>Total</b>	<b>756.3</b>	<b>748.2</b>	<b>786.1</b>	<b>829.6</b>	<b>81.4</b>	<b>10.9%</b>	<b>43.6</b>	<b>5.5%</b>
<i>Note (thousands of Swiss francs):</i>								
<i>*Details of Lisbon fee income</i>	30.0	30.0	45.0	40.0	10.0	33.3%	(5.0)	-11.1%
<i>**Details of Investment rev.:</i>	-	-	41.6	46.0	46.0	n/a	4.4	10.7%

5. The share of income by source is illustrated in Chart I below. Fee income from the PCT, Madrid and the Hague registration Systems represent 94.8 per cent of total income. PCT fee income alone represents 76.4 per cent.

**Chart 1: 2018/19 Income Share by Source**

6. The overall evolution of income from 2000/01 to 2018/19 is presented in Chart II below.

Chart 2: Evolution of Income from 2000/01 to 2018/19



## Methodology

7. Income estimates for 2018/19 have been prepared for the first time on an accrual basis. This methodology aims at better aligning budgeted income estimates and actual income reported in the annual financial statements as per IPSAS (International Public Sector Accounting Standards). The change in income estimation methodology affects PCT, Madrid and the Hague fee income, with the budgeted income estimates for 2018/19 being based on the publication date of PCT, Madrid and the Hague applications rather than the filing date.

## Planning assumptions

8. The performance forecasts for the PCT, Madrid and the Hague registration Systems have been prepared by the Chief Economist, taking into account historical filing trends for the main PCT origins and the gross domestic product forecasts contained in the World Economic Outlook (WEO), published by the International Monetary Fund (IMF). Table 3 and Annex IV present a summary as well as the details of the performance forecasts for each registration system, respectively.

**Table 3: Estimated Demand for Services under the PCT, Madrid and Hague Systems**

	2016/17 Program & Budget	2016/17 Updated Estimates	2018 Estimates	2019 Estimates	2018/19 Estimates	Difference 2018/19 vs. 2016/17 Program & Budget		Difference 2018/19 vs. 2016/17 Updated Estimates	
						Amount	%	Amount	%
<b>1. PCT System</b>									
As Filed	451,600	476,000	251,200	259,600	510,800	59,200	13.1%	34,800	7.3%
<b>2. Madrid System</b>									
Applications	101,581	107,400	56,300	58,300	114,600	13,019	12.8%	7,200	6.7%
Registrations	96,039	103,426	54,300	56,100	110,400	14,361	15.0%	6,974	6.7%
Renewals	60,600	61,428	33,300	34,890	68,190	7,590	12.5%	6,762	11.0%
<b>3. Hague System</b>									
Applications	10,650	11,492	6,600	7,310	13,910	3,260	30.6%	2,418	21.0%
Registrations	10,210	10,627	5,650	6,117	11,767	1,557	15.2%	1,140	10.7%
Renewals	5,770	6,530	3,450	3,500	6,950	1,180	20.5%	420	6.4%

Note: 2016/17 Updated Estimates as at April 2017.


- **PCT fee income.** The projected increase in the number of PCT filings in 2018/19 amounts to 7.3 per cent as compared to the 2016/17 Updated Estimates based on the projected medium to long term growth of around 3 per cent. Due to continuing uncertainties in the global economy, PCT fee income in the 2018/19 Proposed

Budget is estimated at 634.1 million Swiss francs, 2 per cent lower than the projected base-case scenario, i.e. an increase of 6.1 per cent as compared to the 2016/17 Updated Estimates (accrual basis).

- **Madrid fee income.** The number of Madrid registrations and renewals is projected to increase by 6.7 per cent and 11 per cent in 2018/19, respectively, as compared to the 2016/17 Updated Estimates. These estimations are based on a 3-4 per cent longer-term projected growth in applications with continued strong filing numbers expected from top filing offices. Taking duly into account operational factors, the Madrid fee income for 2018/19 is estimated at 140.8 million Swiss francs, 2 per cent lower than the projected base-case scenario, i.e. representing an increase of 6.7 per cent as compared to the 2016/17 Updated Estimates (accrual basis).
- **The Hague fee income.** The increase in the number of registrations and renewals under the Hague System is estimated at 10.7 per cent and 6.4 per cent in 2018/19, respectively, compared to the 2016/17 Updated Estimates. This estimate is based on the assumption of a double-digit growth from 2018 onwards, following the expected accessions by China and the Russian Federation. The Hague fee income is therefore expected to reach 11.3 million Swiss francs, an increase of 14.2 per cent compared to the 2016/17 Updated Estimates (accrual basis).
- **Lisbon fee income.** The number of applications under the Lisbon System is estimated at 20 applications per year in 2018/19. The corresponding Lisbon fee income for the biennium is estimated at 40,000 Swiss francs, an increase of 33.3 per cent compared to the 2016/17 Program and Budget estimate.
- **Assessed contributions.** Estimates for Member States' assessed contributions in 2018/19 are based on a contribution unit value of 45,579 Swiss francs<sup>2</sup>. The contribution class per country is assumed to be similar in 2018/19 to the class in 2017. Income from Member States Contributions is therefore estimated at 34.8 million Swiss francs in 2018/19 as compared to 34.7 million Swiss francs in 2016/17.
- **Income from the WIPO Arbitration and Mediation Center.** Based on a similar volume of WIPO domain name cases in 2018 and 2019 as in 2016, in which a record number of WIPO domain name cases were filed, income from the Arbitration and Mediation Center is projected at 3.1 million Swiss francs, that is at the same level as the 2016/17 Updated Estimates. This represents an increase of 24 per cent compared to the 2016/17 Program and Budget estimate.
- **Income from publications.** Following the implementation in 2017 of the Global Dissemination Of IP Data Initiative, which enables users to access IP data more cost-efficiently, the publications income is estimated at 0.4 million Swiss francs, which represents a decrease of 50.2 per cent compared to the 2016/17 Updated Estimates.
- **Investment revenue.** By the end of 2017, operating, core and strategic cash will be invested in line with the new investment policy. Investment revenue is estimated based on current interest rates and projected at 46,000 Swiss francs in 2018/19.
- **Miscellaneous income.** Miscellaneous income is projected at 5.1 million Swiss francs in 2018/19, an increase of 1.3 million Swiss francs, or 33.5 per cent, compared to the 2016/17 Program and Budget estimate but a decrease of 1.2 million Swiss francs, or 19.5 per cent compared to the 2016/17 Updated Estimates. The increase in the 2016/17 Updated Estimates and the 2018/19 Income Estimates as compared to the 2016/17 Program and Budget is primarily due to higher income expected from administrative charges on the Funds-in-Trust (based on income received in 2016) and the recognition of deferred revenue on the Fondation des Immeubles pour les Organisations Internationales (FIPOI)-financed security perimeter construction work. The decrease in the 2018/19 Income Estimates as compared to the 2016/17 Updated Estimates is due to an assumption of no exchange rate gains and/or credit notes in 2018/19.

<sup>2</sup> See Appendix A on Member States' Contributions

**RESULTS FRAMEWORK AND PROGRAM AND BUDGET 2018/19 INCLUDING DEVELOPMENT SHARE BY RESULT**  
(in thousands of Swiss francs)

CROSS-CUTTING ISSUES DEVELOPMENT GENDER SUSTAINABLE DEVELOPMENT GOALS (SDGS)	<b>Strategic Goal VIII:</b> A responsive communications interface between WIPO, its member states and all stakeholders						
	VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role 12,406 (-)	VIII.2 Improved service orientation and responsiveness to inquiries 7,128 (-)	VIII.3 Effective engagement with Member States 7,342 (-)	VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders 786 (-)	VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations 6,357 (-)	<b>Total SG VIII: 34,019 (-)</b>	
	<b>Strategic Goal I:</b> Balanced Evolution of the International Normative Framework for IP	<b>Strategic Goal II:</b> Provision of Premier Global IP Services	<b>Strategic Goal III:</b> Facilitating the Use of IP for Development	<b>Strategic Goal IV:</b> Coordination and Development of Global IP Infrastructure	<b>Strategic Goal V:</b> World Reference Source for IP Information and Analysis	<b>Strategic Goal VI:</b> International Cooperation on Building Respect for IP	<b>Strategic Goal VII:</b> Addressing IP in Relation to Global Policy Issues
	I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP 13,167 (4,489)	II.1 Wider and more effective use of the PCT System for filing international patent applications, including by developing countries and LDCs 30,302 (8,127)	III.1 National IP strategies and plans consistent with national development objectives 10,312 (10,312)	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 7,215 (511)	V.1 Wider and better use of WIPO IP statistical information 2,659 (116)	VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda 2,080 (967)	VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges 6,968 (5,824)
	I.2 Tailored and balanced IP legislative, regulatory and policy frameworks 8,915 (8,403)	II.2 Improved productivity and service quality of PCT operations 185,277 (-)	III.2 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 33,712 (33,712)	IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity 18,726 (10,336)	V.2 Wider and better use of WIPO economic analysis in policy formulation 4,259 (1,286)	VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP 941 (-)	
	I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations 511 (-)	II.3 Wider and more effective use of the Hague System, including by developing countries and LDCs 7,125 (2,706)	III.3 Mainstreaming of the DA recommendations in the work of WIPO 3,680 (3,680)	IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases 2,476 (1,236)			
	I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information 312 (-)	II.4 Improved productivity and service quality of the Hague operations 5,744 (-)	III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs 10,179 (9,712)	IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration 17,434 (16,159)			
		II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs 14,196 (6,819)	III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation 7,011 (7,011)				
		II.6 Improved productivity and service quality of Madrid operations 46,296 (-)					
		II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods 5,238 (497)					
	II.8 Effective intellectual property protection in the gTLDs and the ccTLDs 7,110 (120)						
	II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs 703 (810)						
	II.10 Improved productivity and service quality of Lisbon operations 644 (-)						
	<b>Total SG I: 22,905 (12,891)</b>	<b>Total SG II: 302,635 (19,080)</b>	<b>Total SG III: 64,894 (64,426)</b>	<b>Total SG IV: 45,851 (28,242)</b>	<b>Total SG V: 6,918 (1,402)</b>	<b>Total SG VI: 3,021 (967)</b>	<b>Total SG VII: 6,968 (5,824)</b>
Contributing to:							
							
<b>Strategic Goal IX:</b> Efficient administrative and financial support structure to enable WIPO to deliver its programs							
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders 162,673 (-)	IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results 37,208 (-)	IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns 2,107 (-)	IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure 21,890 (-)	IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight 7,411 (-)	<b>Total SG IX: 231,289 (-)</b>		

- The proposed budget by results does not include the proposed budget for unallocated: 7,357 million Swiss francs

- Development share: Expenditure is qualified as "development expenditure" when it is used to finance development-oriented activities provided by WIPO to developing countries and Least Developed Countries (LDCs), and the equivalent expenditure is not provided to developed countries. Consistent with past practice, countries with economies in transition are included for the purpose of the Program and Budget. The revised definition of development expenditure is detailed in Annex B document WO/GA/43/21.

- The figures for Development Share include Development Agenda project resources

- Figures might not add up to total budget due to rounding

**Total proposed budget 2018/19: 725,857**  
**(Total development share: 132,832)**



## Results and resources

9. The proposal for the biennium 2018/19 ensures that the Organization's resources continue to be deployed towards the achievement of results that are of highest value to Member States and other stakeholders. The total proposed expenditure for the 2018/19 biennium amounts to 725.9 million Swiss francs, representing an increase of 18.9 million Swiss francs or 2.7 per cent over the 2016/17 Approved Budget of 707 million Swiss francs. This should be seen in the context of a projected increase in filings under the international registration systems and associated increase in income of 12.5 per cent compared to the 2016/17 Approved Budget.

10. The Organization requires continued capital investments in the areas of premises, safety and security, and ICT initiatives in order to remain fit-for-purpose. A Capital Master Plan (CMP) outlining the major premises as well as safety and security related capital investments required over 10 years has been developed. In addition, several high priority ICT projects have been identified to strengthen the business operations of the international registration systems and the integration and resilience of WIPO's major IT systems. The CMP<sup>3</sup> identifies five key capital investment projects with a total estimated budget of 25.5 million Swiss francs for implementation in the 2018/19 biennium, proposed to be financed from the Reserves in line with the Revised WIPO Policy related to Reserves<sup>4</sup>.

11. The Results Framework Chart sets out the 38 organizational Expected Results for the 2018/19 biennium, as compared to 39 in 2016/17,<sup>5</sup> providing the mandate for the Programs contributing to these results. In addition, the Expected Results under Strategic Goals II, VII and IX have been chronologically renumbered. The WIPO Development Agenda, Gender and the Sustainable Development Goals (SDGs) are cross-cutting issues, which are mainstreamed across all Strategic Goals. The Chart also provides the results-based view of the budget for the biennium 2018/19 and the development share of resources for each result. A breakdown of the extra-budgetary resources potentially available under each Program is reflected at the program level and in Annex V.

12. The 2018/19 Proposed Budget by Program and cost category is summarized in Tables 4 and 5 below. The Program structure remains the same as in the biennium 2016/17. The comparison of the 2018/19 Proposed Budget by Program with the 2016/17 Approved Budget and Budget after Transfers<sup>6</sup> is provided in Annex II. Annex III, contains the 2018/19 allocation of income and expenditure by Unions. The Annex has been considerably improved compared to previous biennia and now includes detailed substantive explanations of the current union allocation methodology.

13. The income estimates for the biennium 2018/19 have been prepared on an accrual basis. The expenditure budget is prepared on a modified accrual basis in accordance with the Organization's Financial Regulations and Rules. The IPSAS requirement for annual reporting of the Organization's financial statements also requires the Organization to present its budget on an annual basis. For this purpose, annual budget figures are provided for both income and expenditure in Annex VI of this document.

<sup>3</sup> Document WO/PBC/26/9.

<sup>4</sup> Document WO/PBC/23/8

<sup>5</sup> Expected Result III.3 (Mainstreaming of the DA) and III.5 (Enhanced understanding of the DA) have been merged and the activities consolidated under Expected Result III.3.

<sup>6</sup> As at March 8, 2017

**Table 4. 2018/19 Proposed Budget by Program**  
(in thousands of Swiss francs)

Program	2018/19 Proposed Budget		
	Personnel Resources	Non-Personnel Resources	Total
1 Patent Law	3,567	1,398	4,965
2 Trademarks, Industrial Designs and Geographical Indications	4,053	872	4,925
3 Copyright and Related Rights	10,135	6,545	16,680
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	4,524	2,534	7,057
5 The PCT System	132,025	81,082	213,107
6 Madrid System	42,521	16,319	58,839
7 WIPO Arbitration and Mediation Center	8,140	3,182	11,322
8 Development Agenda Coordination	2,246	1,209	3,455
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	22,297	8,488	30,785
10 Transition and Developed Countries	6,781	1,898	8,679
11 The WIPO Academy	8,293	5,322	13,614
12 International Classifications and Standards	5,471	1,745	7,215
13 Global Databases	6,407	2,434	8,840
14 Services for Access to Information and Knowledge	6,405	1,444	7,850
15 Business Solutions for IP Offices	8,100	6,473	14,574
16 Economics and Statistics	5,748	1,170	6,918
17 Building Respect for IP	3,261	841	4,102
18 IP and Global Challenges	4,860	788	5,648
19 Communications	13,923	2,489	16,412
20 External Relations, Partnerships and External Offices	9,561	3,693	13,255
21 Executive Management	16,780	3,268	20,047
22 Program and Resource Management	25,120	13,083	38,203
23 Human Resources Management and Development	19,030	5,600	24,630
24 General Support Services	17,108	21,526	38,634
25 Information and Communication Technology	13,631	38,457	52,088
26 Internal Oversight	4,849	700	5,550
27 Conference and Language Services	29,386	9,750	39,136
28 Information Assurance, Safety and Security	5,754	17,350	23,104
30 SMEs and Entrepreneurship Support	4,765	1,561	6,326
31 The Hague System	8,767	2,426	11,193
32 Lisbon System	1,136	211	1,347
Unallocated	5,357	2,000	7,357
<b>GRAND TOTAL</b>	<b>460,000</b>	<b>265,857</b>	<b>725,857</b>

### Key priorities in the biennium 2018/19 and associated budget impact

14. The increase in personnel costs for 2018/19 has been contained at 3.4 million Swiss francs, or 0.8 per cent, compared to the 2016/17 Approved Budget (see Table 5). This is the result of continuous ongoing efforts to limit increases of personnel costs and move towards a more flexible, agile workforce for time-bound projects and initiatives.

15. The increase in non-personnel resources in 2018/19 amounts to 15.4 million Swiss francs, or 6.1 per cent, compared to the 2016/17 Approved Budget. Anticipated savings are baselined in the budget estimates taking duly into account cost efficiencies, changes in business models, automation and investment decisions.

16. The following outlines the main focus areas and high level implementation strategies in the biennium 2018/19 by Strategic Goal with associated planning assumptions and impact on the 2018/19 Proposed Budget as compared to the 2016/17 Approved Budget.

### Development of a balanced international normative framework for IP

- Facilitate enhanced cooperation and agreement among Member States on the further development of a balanced international normative framework for IP based on the decisions by Member States.
- Continue to encourage accession to and implementation of WIPO treaties, in particular, the Beijing Treaty, the Marrakesh Treaty, the WIPO Internet Treaties, the Singapore Treaty and the Patent Law Treaty.



Program	Planning assumptions	Impact on budget
	A provision of 1 million Swiss francs has been included in the budget for the possibility of a Diplomatic Conference should Member States decide to convene one in the biennium 2018/19. The provision is reflected in "Unallocated".	
Program 1 (Patent Law)	Up to three sessions of the Standing Committee on the Law of Patents (SCP)	Additional estimated non-personnel resources of 60,000 Swiss francs for translation costs related to the SCP survey
Program 2 (Trademarks, Industrial Designs and Geographical Indications)	Up to three sessions of the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT)	Additional estimated non-personnel resources of 107,000 Swiss francs
Program 3 (Copyright and Related Rights)	Up to four sessions of the Standing Committee on Copyright and Related Rights (SCCR)	Additional estimated non-personnel resources of 80,000 Swiss francs for the promotion, in particular, of the Beijing and Marrakesh treaties
Program 4 (Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources)	Up to four sessions of the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC)	The associated resources are reflected in the Program

Note: Comparisons are against the 2016/17 Approved Budget

## International registration systems

- Ensure a more widespread and better use of the services provided by WIPO's global registration systems, in particular, the PCT, Madrid and the Hague Systems, being the main foundation for the Organization's long term financial sustainability.
- Continue meeting the challenges of the changing geographical composition of demand for such services, including the associated language skills requirements, and of the rapidly expanding membership of the Madrid and the Hague Systems.
- Amplify efforts to enhance operational efficiency of the registration systems moving towards a fully electronic, integrated and secure ICT environment for the PCT, Madrid and the Hague.

Program	Planning assumptions	Impact on budget
Program 5 (PCT)	13% increase in applications	Additional estimated non-personnel resources of 6.8 million Swiss francs for PCT operations
Program 6 (Madrid System)	15% and 12.5% increase in registrations and renewals respectively	Additional estimated non-personnel resources of 2.2 million Swiss francs for Madrid operations
Program 31 (The Hague System)	15.2% and 20.5% increase in registrations and renewals respectively	Additional estimated non-personnel and personnel resources of 1.1 million and 2.5 million Swiss francs, respectively, for strengthening the Hague operations and deployment of the new IT platform

Note: Comparisons are against the 2016/17 Approved Budget

## Facilitating the use of IP for Development

- Further strengthen the implementation of WIPO's development-oriented activities guided by the integrated and indivisible Sustainable Development Goals (SDGs) and the principles enshrined in the 2030 Agenda for Sustainable Development and the WIPO Development Agenda Recommendations; strengthen focus on improving the design, planning, monitoring and evaluation of WIPO's development-oriented activities and creating enduring partnerships at all levels to enhance sustainability of development results.
- Strengthen WIPO's contribution to SDG 9: Industry, Innovation and Infrastructure, through the strengthening of IP legal frameworks, WIPO's international registration systems, databases and platforms, analysis and statistics, partnerships and capacity building<sup>7</sup>.

<sup>7</sup> Innovation in practice contributes directly to the achievement of SDGs 2, 3, 6, 7, 8, 11 and 13. Innovation as a policy setting can assist in realizing SDGs 1, 8, 14 and 15. A mapping of the SDGs to which WIPO contributes is included in Annex IX.

Program	Impact on budget
	The total development share of the 2018/19 budget for the Organization amounts to 132.8 million Swiss francs or 18.3 % in 2018/19
Program 8 (Development Agenda Coordination)	The associated resources are reflected in the Program
Program 10 (Transition and Developed Countries)	Additional estimated personnel resources of 760,000 Swiss francs to facilitate the use of IP in transition countries
Program 11 (The WIPO Academy)	Additional estimated non-personnel resources of 329,000 Swiss francs for the implementation of the DA Project on Cooperation with Judicial Training Institutes. Additional estimated non-personnel resources of 189,000 Swiss francs for the mainstreaming of the same project
Program 14 (Services for Access to Information & Knowledge)	Additional estimated personnel and non-personnel resources for the implementation of the DA Projects on the Use of Information in the Public Domain (350,000 Swiss francs) and the IP Management and Technology Transfer (509,000 Swiss francs)
Program 16 (Economics and Statistics)	Estimated non-personnel and personnel resources of 225,000 and 357,700 Swiss francs, respectively, for the mainstreaming of the DA project on IP and Socio-economic development

Note: Comparisons are against the 2016/17 Approved Budget

## Global IP Infrastructure

- Continue enhancing access to, and use of, IP information by IP institutions and the public to promote innovation and creativity.
- Further improve the International Patent Classification (IPC), the Nice, Locarno and Vienna Classification systems; develop a software tool to support the implementation of WIPO Standard ST.26 (presentation of nucleotide and amino acid sequence listings).
- Expand the geographical coverage of WIPO Global Databases, PATENTSCOPE, Global Brand Database and Global Design Database, by increasing the national data collections, as well as improving the quality of data and timeliness of updating; further refine the search tools, in particular, by improving WIPO Translate using Neural Machine Translation technology.
- Further develop the IPAS suite of applications (IPAS, WIPO File, WIPO Publish, WIPOScan), ensuring that it meets the needs of IP Offices at different levels of maturity; solicit direct feedback from IP Offices on the future direction of the work program through the establishment of an advisory group with representation from all regions; deploy the WIPO Connect solution in at least eight CMOs and further enhance the system with a view to ensuring long-term sustainability.

Program	Impact on budget
Program 12 (International Classifications and Standards)	Additional estimated non-personnel resources of 350,000 Swiss francs for the development of a software tool to support the implementation of ST 26 (presentation of nucleotide and amino acid sequence listings)
Program 13 (Global Databases)	Additional estimated non-personnel and personnel resources of 700,000 Swiss francs and 814,600 Swiss francs, respectively, for the expansion of the geographical coverage of WIPO Global Databases and the improvement of WIPO Translate.
Program 14 (Services for Access to Information & Knowledge)	The associated resources are reflected in the Program
Program 15 (Business Solutions for IP Offices)	Additional estimated non-personnel and personnel resources of 423,532 and 357,700 Swiss francs, respectively, to support the IPAS suite of applications in national IP Offices, the establishment of the advisory group and WIPO Connect

Note: Comparisons are against the 2016/17 Approved Budget

## World Reference Source for IP Information and Analysis

- Continue to expand the geographical and thematic coverage of IP statistics collected through WIPO's annual statistics survey; continue to benchmark innovation performance by enriching and co-publishing the Global Innovation Index; provide in-depth analysis on the role the IP system plays in the global economy by publishing thematic World Intellectual Property Reports; further develop and solidify the research program on policy and performance in the creative economy.

Program	Impact on budget
Program 16 (Economics and Statistics)	Additional estimated non-personnel and personnel resources of 215,000 and 357,700 Swiss francs, respectively, for enhancing statistical reporting and economic research and analysis using big data techniques and enriching the Global Innovation Index

Note: Comparisons are against the 2016/17 Approved Budget

## Building Respect for IP

- Continue fostering the sharing of national experiences on legal and regulatory enforcement frameworks as well as prevention activities that account for the socio-economic interests in building respect for IP.

Program	Planning assumptions	Impact on budget
Program 17 (Building respect for IP)	2 sessions of the Advisory Committee on Enforcement (ACE)	Additional estimated non-personnel resources of 162,450 Swiss francs

Note: Comparisons are against the 2016/17 Approved Budget

## Responsive Communications Interface

- Implement integrated marketing, communications and press strategies; create engaging multimedia content and news for dissemination to key audiences (e.g. WIPO website and social media channels, WIPO Wire, WIPO Magazine, Newsletters, etc.); support and promote WIPO's flagship economics and statistics publications and public-private initiatives; optimize and grow WIPO's social and other digital media presence, including the development of a new mobile app and increasing multi-format and interactive content.
- Strengthen partnerships with UN Organizations and IGOs to support the implementation of the 2030 Development Agenda and other shared global goals; support the United Nations Framework Convention on Climate Change (UNFCCC) process, in particular, the UNFCCC Technology Mechanism; develop new strategic cooperation possibilities with existing and new partners to support implementation of WIPO's Programs.
- Ensure that WIPO's External Offices, including the new External Offices in Algeria and Nigeria, form a seamless extension of the Organization in the field and are fully integrated into the functioning of the Organization.

Program	Impact on budget
Program 19 (Communications)	The associated resources are reflected in the Program.
Program 20 (External Relations, Partnerships and External Offices)	Additional estimated non-personnel resources of 600,000 Swiss francs are provisioned for the establishment of two new External Offices in Algeria and Nigeria Additional personnel resources of 562,700 Swiss francs for the consolidation of the WIPO Office in the Russian Federation A provision of 1 million Swiss francs has been included in the budget for the establishment of new External Offices in 2018/19 in line with the decisions of the Member States. The provision is reflected in "Unallocated".

Note: Comparisons are against the 2016/17 Approved Budget

## Efficient Administrative and Financial Support Structure

- Strengthen the Organization's engagement with Member States to disseminate information and garner feedback on program implementation; facilitate coordination and cooperation within the United Nations (UN) System through WIPO's contribution to the UN Chief Executive Board (CEB); coordinate the functioning of WIPO's External Offices aiming at ensuring that the network adds value, efficiency and effectiveness to program delivery; provide event-related services to Member States and other stakeholders.

Program	Impact on budget
Program 21 (Executive Management)	Additional estimated non-personnel resources of 1.2 million Swiss francs provisioned for the organization of events at WIPO premises, protocol services and the organization of the WIPO Assemblies

Note: Comparisons are against the 2016/17 Approved Budget

- Manage investments, under the oversight of the Advisory Committee on Investments (ACI) and with the assistance of investment advisors; strengthen management of foreign exchange risks by gradually extending the netting solution for foreign exchange flows between IP Offices and the IB; implement a common payment platform that will better integrate with the Organization's business operations, in particular, those that generate revenue from fees.

- Complete and close the ERP Portfolio of projects and effectively mainstream the delivered systems into operations; transform related structure, processes and skill sets and shift towards managed services to ensure effective operation of the ERP system and its ongoing evolution to respond to business needs; and support for the ERP system which will have a significantly enlarged footprint after the completion of the portfolio of projects.

Program	Impact on budget
Program 22 (Program and Resource Management)	Additional estimated non-personnel and personnel resources of 150,865 and 1.7 million Swiss francs respectively for treasury management and mainstreaming of ERP projects

Note: Comparisons are against the 2016/17 Approved Budget

- Implement a strategic and proactive approach to WIPO's sourcing activities to ensure efficient, customer-oriented and compliant processes for procuring goods, services, individual contractors, travel and event-associated requirements, including through expanding the use of Long Term Agreements and enhancing cooperation with the UN.
- Carry out regular quality maintenance of the premises and technical installations on the WIPO Campus, with a view to preserving optimal working conditions and reduce the need for delayed, emergency and costly repairs and interventions.

Program	Impact on budget
Program 24 (General Support services)	The associated resources are reflected in the Program

- Provide reliable, secure and cost-effective ICT infrastructure services to WIPO's key business sectors and users across the Headquarters in Geneva and External Offices in compliance with WIPO's security and risk management framework; review and re-align ICT processes, structure and service delivery models to enhance responsiveness to business needs; ensure cost-effectiveness of ICT operations and services through optimization of existing infrastructure, strategic sourcing and strengthened vendor and service provider management.

Program	Planning assumptions	Impact on budget
Program 25 (ICT)	Rationalization of servers and storage Unit cost decrease	Additional estimated non-personnel resources of 603,848 Swiss francs for hosting of WIPO's major business systems and applications

Note: Comparisons are against the 2016/17 Approved Budget

- Provide high-quality translation and interpretation services in a timely and cost-effective manner, in line with the WIPO Language Policy and treaty obligations including through the adoption of new translation technologies; continue to promote and implement the policy of multilingualism within the Secretariat.

Program	Impact on budget
Program 27 (Conference and Language Services)	The associated resources are reflected in the Program

- Continue to progress the implementation of information assurance (IA) strategies, focusing on strengthening current IA capabilities; limit exposure and protect areas of highest risks to WIPO's business; protect WIPO's sensitive information assets by enforcing the information classification and handling policy; implement risk-based protection mechanisms to enhance resilience of PCT and other sensitive business systems; improve WIPO's cyber-security operations by expanding knowledge of actionable internal and external threat intelligence and 24/7 security monitoring.
- Continue the implementation of plans for safety and security aiming at optimizing existing investments in physical security and safety systems and building new capabilities focusing on prevention, preparedness and resilience; enhance protection of staff, visitors and delegates from likely threat scenarios by enhancing security capabilities such as continuous threat monitoring, risk analysis and risk-based protection mechanisms (lock-down doors, protective screening controls, deterrence etc.).

Program	Impact on budget
Program 28 (Information Assurance, Safety & Security)	Additional estimated non-personnel and personnel resources of 3.9 million and 1.4 million Swiss francs, respectively, for strengthening cyber and physical security and safety

## 2018/19 Budget by cost category

17. The estimated cost for “Posts”<sup>8</sup> in 2018/19 has increased by 11.1 million Swiss francs, or 3 per cent, compared to the 2016/17 Approved Budget. This increase is partially offset by an overall decrease of 8.7 million Swiss francs, or 29 per cent, in the costs of “Temporary Staff”. The shift in personnel resources from “Temporary Staff”<sup>9</sup> to “Posts” is primarily driven by regularizations of continuing functions.

**Table 5: 2018/19 Proposed Budget by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	420,411	413,122	431,546	11,135	2.6%
<i>Temporary Staff</i>	29,719	27,449	20,978	(8,741)	-29.4%
<i>Other Staff Costs</i>	2,120	2,120	2,120	-	0.0%
<b>Sub-total, A w/out Unalloc.</b>	<b>452,250</b>	<b>442,691</b>	<b>454,643</b>	<b>2,394</b>	<b>0.5%</b>
<i>Unallocated (Personnel)</i>	4,319	1,171	5,357	1,037	24.0%
<b>Total, A. Personnel Resources</b>	<b>456,569</b>	<b>443,862</b>	<b>460,000</b>	<b>3,431</b>	<b>0.8%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	765	1,114	712	(53)	-6.9%
<i>WIPO Fellowships</i>	5,533	6,263	6,802	1,270	23.0%
Sub Total	6,297	7,377	7,514	1,217	19.3%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	12,956	12,583	13,758	801	6.2%
<i>Third-party Travel</i>	15,260	16,154	15,310	49	0.3%
<i>Training and Related Travel Grants</i>	3,129	2,787	2,643	(486)	-15.5%
Sub Total	31,346	31,525	31,710	365	1.2%
<b>Contractual Services</b>					
<i>Conferences</i>	6,878	7,887	6,624	(254)	-3.7%
<i>Publishing</i>	323	420	519	196	60.6%
<i>Individual Contractual Services</i>	26,391	30,958	27,917	1,526	5.8%
<i>Other Contractual Services</i>	120,468	122,189	145,887	25,419	21.1%
Sub Total	154,060	161,454	180,948	26,888	17.5%
<b>Finance Costs</b>	7,342	14,189	1,702	(5,640)	-76.8%
Sub Total	7,342	14,189	1,702	(5,640)	-76.8%
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	34,278	35,383	27,949	(6,329)	-18.5%
<i>Communication</i>	5,379	3,926	5,207	(172)	-3.2%
<i>Representation &amp; Other Operating Expenses</i>	1,073	1,755	1,712	639	59.6%
<i>UN Joint Services</i>	1,874	1,885	1,202	(672)	-35.8%
Sub Total	42,603	42,949	36,070	(6,533)	-15.3%

<sup>8</sup> **Posts** – this category covers staff on fixed term, continuing or permanent contracts against approved posts in the Professional and General Services categories.

<sup>9</sup> **Temporary staff** – this category covers staff holding temporary contracts.

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	1,635	1,591	1,872	237	14.5%
<i>Supplies &amp; Materials</i>	5,183	3,842	4,040	(1,143)	-22.0%
Sub-Total	6,818	5,433	5,913	(906)	-13.3%
<b>Sub-Total, B. w/out Unalloc.</b>	<b>248,467</b>	<b>262,925</b>	<b>263,857</b>	<b>15,390</b>	<b>6.2%</b>
<i>Unallocated (Non-Personnel)</i>	2,000	249	2,000	-	0.0%
<b>Total, B.</b>	<b>250,467</b>	<b>263,174</b>	<b>265,857</b>	<b>15,390</b>	<b>6.1%</b>
<b>TOTAL</b>	<b>707,036</b>	<b>707,036</b>	<b>725,857</b>	<b>18,821</b>	<b>2.7%</b>
<b>POSTS</b>	<b>1,205</b>	<b>1,205</b>	<b>1,205</b>	<b>-</b>	

18. The estimated “WIPO Fellowships” cost for 2018/19 has increased by 1.3 million Swiss francs, or 23 per cent, compared to the 2016/17 Approved Budget. This increase is essentially generated by the increases of 0.9 million Swiss francs, or 60 per cent, for the strengthening of the Madrid fellowship program in Program 6 (Madrid System); and 0.3 million Swiss francs, or 15 per cent, to support the increased workload related to domain names and alternative dispute resolution (ADR) cases in Program 7 (Arbitration and Mediation).

19. An increase of 0.8 million, or 6.2 per cent, compared to the 2016/17 Approved Budget, can be observed under “Staff Missions” within the “Travel, Training and Grants” category. This increase is mainly composed of cost increases in Program 3 (Copyright and Related Rights), Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDC), Program 6 (Madrid System) and Program 31 (The Hague System).

20. The estimated cost for “Individual Contractual Services” in 2018/19 has increased moderately by 1.5 million Swiss francs, or 5.8 per cent, compared to the 2016/17 Approved Budget. The overall increase compared to the 2016/17 Approved Budget, is primarily driven by increases of 1 million and 1.9 million Swiss francs for the outsourcing of translation in Program 27 (Conference and Language Services) and information assurance specialists in Program 28 (Information Assurance, Safety and Security), respectively. These increases are partially offset by decreases of 1.9 million and 0.9 million Swiss francs in Program 5 (PCT) and Program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, LDC), respectively.

21. The budget for “Other Contractual Services” has increased substantially from 120.5 million Swiss francs in the 2016/17 Approved Budget to 145.9 million Swiss francs in 2018/19, which represents an increase of 25.4 million Swiss francs or 21.1 per cent. This is primarily driven by an increase of: (i) 9.7 million Swiss francs in Program 28 (Information Assurance, Safety and Security) for additional security guard surge capacity, additional security elements to the guard contract, and a shift of physical security costs from “Premises and Maintenance” to “Other Contractual Services”; (ii) 7.7 million Swiss francs for PCT translation in Program 5 (PCT); and (iii) 4.2 million Swiss francs in Program 22 (Program and Resource Management).

22. The estimated “Finance Costs” for 2018/19 have decreased by 5.6 million Swiss francs, or 76.8 per cent, compared to the 2016/17 Approved Budget. This decrease is primarily driven by the repayment of the loans on the New Building in 2017. The relevant provision for interest payments of 4.2 million in 2016/17 has subsequently been removed from Program 24 (General Support Services).

23. The estimated “Premises & Maintenance” cost for 2018/19 has decreased by 6.3 million Swiss francs, or 18.5 per cent, compared to the 2016/17 Approved Budget. This is mainly driven by, on the one hand, a decrease of 6.5 million Swiss francs in Program 28 (Information Assurance, Safety and Security), which includes a shift for security guard costs to “Other Contractual Services”, and, on the other hand, increases in Program 5 (PCT) and Program 20 (External Relations, Partnerships and External Offices).

24. The budget for “Representation & Other Operating Expenses” in 2018/19 has increased by 0.6 million Swiss francs, or 59.6 per cent, compared to the 2016/17 Approved Budget. This is primarily driven by a shift of 0.4 million Swiss francs from “Finance Costs” to “Representation & Other Operating Expenses” in Program 22 (Program and Resource Management), reflecting a more accurate classification of external auditor costs, and an increase of 0.2 million Swiss francs in Program 21 (Executive Management) for the organization of events at WIPO premises.

## Personnel costs

### Methodology

25. The personnel resource budget for the biennium 2018/19 continues to be derived on the basis of actual costs, following the change in the costing methodology introduced in 2016/17, and a number of planning assumptions outlined below. Changes to the planning assumptions will affect actual personnel expenditure in the biennium which is reported on in the Annual Financial Statements, the Program Performance Reports and the Financial Management Report..

26. The 2018/19 personnel resource budget incorporates the changes related to the introduction of the unified salary scale from January 1, 2017 and the new common system compensation package for the professional and higher categories, as established by the International Civil Service Commission<sup>10</sup> (ICSC) and the related amendments to the Staff Regulations and Rules.

27. The ICSC, at its 85th session in July 2017, decided to: (i) approve a margin of 3 percent to be added to the results of all cost-of-living surveys conducted in 2016 that are lower than the prevailing pay index by more than 3 per cent; (ii) change the implementation date of the results of the 2016 cost-of-living survey in Geneva from May 1, 2017 to August 1, 2017; (iii) pay in full the personal transition allowance (PTA)<sup>11</sup> for the first six months after the implementation date; (iv) adjust the PTA downward every four months until it is phased out<sup>12</sup>; and, (v) request the Advisory Committee on Post Adjustment Questions to continue its work on improving the methodology underlying the post adjustment system, in collaboration with representatives of administrations and staff federations of the UN common system.

28. At the moment of budgeting of personnel costs for the biennium 2018/19 the Secretariat needed more guidance in order to translate the ICSC decisions taken at its 85th session into precise planning parameters. The ICSC will provide all information requested in due time, so that WIPO implements ICSC decisions, including and in relation to all those listed in paragraph 27 that will have to be applied from 1st February 2018.

29. While costs for occupied positions are based on the latest available UN salary and pensionable remuneration scales, as well as applicable policies for benefits and entitlements, the cost for vacant positions is based on average standard costs.

### Planning Assumptions

- For occupied positions, costing of salaries for 2018/19 takes into account the latest available scales (for general services category) and/or the unified salary scale and within-grade step increments effective January 1, 2017 (for professional and higher categories), prorated for 2018/19. It also takes into account the revised compensation package for staff in the professional and higher categories and the amended Staff Regulations and Rules (SRR). For vacant positions, standard costs are calculated based on grade step I;
- The exchange rate and post adjustment multiplier (PAM) are applied as of March 2017, where applicable (for salaries of professional and higher categories);
- The USD/CHF exchange rate is applied at a 1:1 ratio for pensionable remunerations at the applicable ICSC salary scale as of February 2017;
- All applicable benefits and entitlements for occupied positions are estimated at position level, taking into account both the revised ICSC dependency allowances and the latest payroll information. An average cost has been estimated for vacant positions;
- Provisions for home leave have been revised to take into account the full implementation of the new policy on home leave introduced in 2014;
- Provisions for education grant take into account the revised education grant system based on a global sliding scale of reimbursement of a streamlined list of education-related expenses;
- No new positions are foreseen in 2018/19. An overall vacancy rate assumption of 4 per cent has been applied to the overall costing of posts to take into account recruitment delays;

<sup>10</sup> The General Assembly approved [A/RES/70/244](#) a revised compensation package for the staff in the professional category and above on 23 December 2015, based on the recommendations of the ICSC.

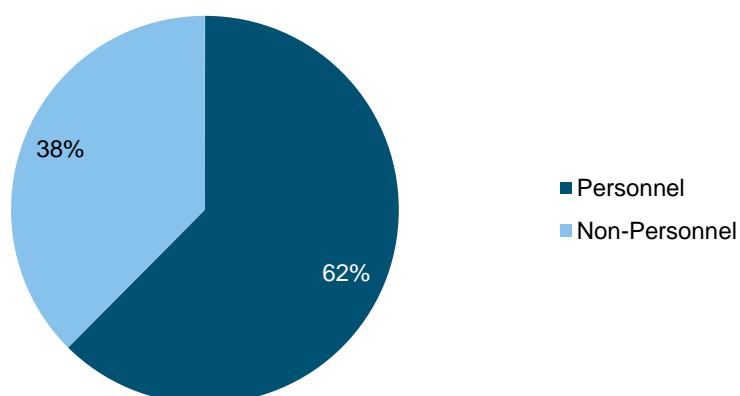
<sup>11</sup> The personal transition allowance is the difference between the prevailing and the revised post adjustment multipliers (PAM).

<sup>12</sup> The new PTA is calculated by taking the difference between the prevailing pay index and the pay index applicable to existing staff, reduced by 3 per cent.

- Provisions for ASHI have been maintained at 6 per cent for posts; a 1 per cent separation provision has been applied for temporary positions;
- Other Staff Costs include the budgeted biennial provisions for Professional Accident Insurance (PAI) (900,000 Swiss francs), the Closed Pension Fund (700,000 Swiss francs), litigation costs (400,000 Swiss francs\*) and the WIPO Rewards and Recognition Program introduced in 2014 (120,000 Swiss francs);
- The provision for reclassifications amounts to 2.9 million Swiss francs in “Unallocated (Personnel)” based on reclassification costs in 2016/17;
- A provision of 0.4 million Swiss francs has been earmarked in “Unallocated (Personnel)” for the remaining regularization of continuing functions, within the framework of the 156 regularization posts approved by Member States at the Assemblies in 2010 (reference document WO/CC/63/5). A total of 26 regularizations are currently pending;
- In order to enable the Secretariat to better manage and control overtime expenses, the estimated overtime costs continue to be budgeted in a separate provision in “Unallocated (Personnel)”. The provision has been left at the level of 2016/17 at 2 million Swiss francs. These costs will continue to be closely monitored in coordination with Program 23 (Human Resources Management and Development) and concerned Program areas.

30. Based on the above planning assumptions, the increase in personnel costs for 2018/19 has been contained at 3.4 million Swiss francs, or 0.8 percent, compared to the 2016/17 Approved Budget. The share of budgeted personnel costs compared to the total budget has decreased from 64.6 per cent in 2016/17 to 62.4 per cent in 2018/19. This is the result of continuous ongoing efforts to contain personnel costs and move towards a more flexible, agile workforce for time-bound projects and initiatives.

**Chart 3: 2018/19 Share of personnel and Non-Personnel Budget**



31. The overall increase in 2018/19 under “Posts” compared to the 2016/17 Approved Budget relates primarily to statutory increases. It also reflects completed regularizations offset by a reduction under “Temporary Staff”.

32. The provisions under “Other Staff Costs” have been maintained at the level of 2016/17.

33. The net increase of 1 million Swiss francs in “Unallocated (Personnel)” is due to an increase of 1.4 million Swiss francs in the provision for reclassifications offset by a reduction of 400,000 Swiss francs for regularizations.

\* A conservative estimate for the legal costs of litigation associated with implementation of the ICSC decision taken in its 85th session and legal costs could be estimated at 1.6 million Swiss francs.



## Development activities and development agenda resources

34. The Organization will continue in the biennium 2018/19 to further strengthen the implementation of WIPO's development-oriented activities guided by the principles enshrined in the 2030 Agenda for Sustainable Development and the WIPO Development Agenda Recommendations.

35. Development expenditure for the 2018/19 biennium is based on the revised definition of development expenditure approved by the Member States at the fifty-fifth session of the WIPO General Assembly<sup>13</sup>. Expenditure is qualified as "development expenditure" when it is used to finance development-oriented activities provided by WIPO to developing countries and Least Developed Countries (LDCs), and the equivalent expenditure is not provided to developed countries. Consistent with past practice, countries with economies in transition are included for the purpose of the Program and Budget.

36. Under the revised definition, the total development share of the 2018/19 Proposed Budget for the Organization amounts to 132.8 million Swiss francs or 18.3 per cent. Details of the development expenditure for 2018/19 by Program are presented in Table 6 below.

37. A total of 1.35 million Swiss francs has been specifically earmarked within the budget in 2018/19 for the implementation of DA Projects (see Table 7 below).

**Table 6: Development Expenditure in 2018/19 (relevant shares of program resources)**  
(in thousands of Swiss francs)

Program	2016/17 Approved Budget			2016/17 Budget after Transfers			2018/19 Proposed Budget		
	Approved Budget	DA Projects	Total w/DA Projects	Budget after Transfers	DA Projects	Total w/DA Projects	Proposed Budget	DA Projects	Total w/DA Projects
1 Patent Law	3,546		3,546	3,649		3,649	3,022		3,022
2 Trademarks, Industrial Designs and Geographical Indications	2,319		2,319	2,343	109	2,452	2,910		2,910
3 Copyright and Related Rights	13,003	440	13,443	13,211	554	13,765	11,612	100	11,712
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	4,891		4,891	4,387		4,387	4,345		4,345
5 The PCT System	5,845		5,845	5,922		5,922	6,755		6,755
6 Madrid System	11,117		11,117	10,415		10,415	5,487		5,487
7 WIPO Arbitration and Mediation Center	594		594	591		591	283		283
8 Development Agenda Coordination	3,671		3,671	3,587		3,587	3,455		3,455
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	31,348	559	31,907	30,403	559	30,962	30,723	62	30,785
10 Transition and Developed Countries	6,368		6,368	6,338		6,338	6,381		6,381
11 The WIPO Academy	12,583	500	13,083	12,833	500	13,333	13,285	329	13,614
12 International Classifications and Standards	1,078		1,078	1,004		1,004	511		511
13 Global Databases	1,440		1,440	3,003		3,003	3,039		3,039
14 Services for Access to Information and Knowledge	4,995	450	5,445	4,688	450	5,138	4,444	859	5,303
15 Business Solutions for IP Offices	11,896		11,896	13,344		13,344	13,403		13,403
16 Economics and Statistics	950	575	1,525	693	696	1,389	1,402		1,402
17 Building Respect for IP	3,207		3,207	3,235		3,235	2,805		2,805
18 IP and Global Challenges	4,981		4,981	4,384		4,384	4,297		4,297
19 Communications	5,566		5,566	5,627		5,627	-		-
20 External Relations, Partnerships and External Offices	8,920		8,920	8,088		8,088	5,183		5,183
21 Executive Management	2,346		2,346	279		279	-		-
24 General Support Services	730		730	748		748	-		-
26 Internal Oversight	963		963	890		890	-		-
30 SMEs and Entrepreneurship Support	6,083		6,083	6,262		6,262	6,326		6,326
31 The Hague System	-		-	-		-	1,420		1,420
32 Lisbon System	534		534	636		636	392		392
<b>TOTAL</b>	<b>148,976</b>	<b>2,524</b>	<b>151,500</b>	<b>146,559</b>	<b>2,868</b>	<b>149,427</b>	<b>131,482</b>	<b>1,350</b>	<b>132,832</b>
<b>Development Expenditure as % of total budget</b>			<b>21.4%</b>			<b>21.1%</b>			<b>18.3%</b>

<sup>13</sup> The revised definition of development expenditure is detailed in Annex B document WO/GA/43/21.

**Table 7: Development Agenda Projects in 2018/19**  
(in thousands of Swiss francs)

Projects	Programs	2018/19 Proposed Budget		
		Personnel	Non-Personnel	Total
1. Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries (Phase II)*	Program 3	20	80	100
2. Capacity-Building in the Use of Appropriate Technology Specific Technical and Scientific Information as a Solution for Identified Development Challenges – Phase II*	Program 9	62	-	62
3. Cooperation with Judicial Training Institutes in Developing and Least Developed Countries*	Program 11	-	329	329
4. Use of Information in the Public Domain for Research and Development in Developing Countries*	Program 14	100	250	350
5. Intellectual Property Management and Transfer of Technology: Promoting the Effective Use of Intellectual Property in Developing Countries, LDCs and Countries with Economies in Transition**	Program 14	240	269	509
<b>Total</b>		<b>422</b>	<b>928</b>	<b>1,350</b>

\*Amounts reflect remaining project budget balances.

\*\*Subject to CDIP approval. Total project budget is 584,000 Swiss francs. Implementation timeframe: 2017-2020.

## II. PROGRAM NARRATIVES BY STRATEGIC GOAL

### Strategic Goal I BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR IP

#### Expected Result

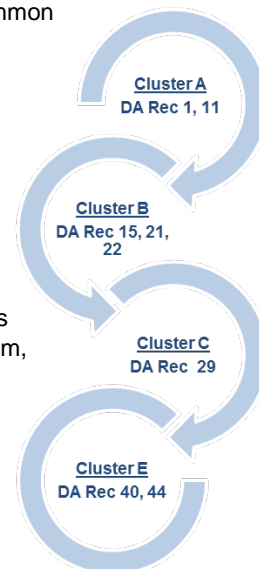
Expected Result	Performance Indicators	Responsible Program(s)
<b>I.1. Enhanced cooperation among Member States on development of balanced international normative frameworks for IP</b>	Progress on the implementation of agreed work, according to the SCP Agenda	Program 1
	Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters	Program 1
	Progress towards agreement on current issues on the SCT Agenda	Program 2
	Progress in the implementation of agreed work according to the SCCR agenda	Program 3
	Progress in normative activities on IP and GRs, TK and TCEs as agreed by Member States	Program 4
	% of treaty notifications that are promptly processed by OLC	Program 21
	Level of satisfaction of participants in WIPO patent-related capacity building and training activities	Program 1
<b>I.2. Tailored and balanced IP legislative, regulatory and policy frameworks</b>	% of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge	Program 1
	% of recipients that found information concerning legal principles and practices of the patent, utility model and integrated circuit systems, including the flexibilities, useful	Program 1
	No. and % of Member States satisfied with the legislative and policy advice provided	Program 1
	No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications	Program 2
	% of countries that have provided positive feedback on WIPO's legislative advice	Program 3
	No. of countries that have ratified or acceded to the WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty	Program 3 Program 20
	No. and/or % of countries providing positive feedback on WIPO's legislative policy advice	Program 9
	No. of transition countries with updated national laws and regulations	Program 10
	No. of countries/regional organizations having adopted or amended relevant frameworks towards effective IP enforcement in the light of Part III TRIPS & DA Rec. 45, or being in the process of doing so, further to WIPO assistance.	Program 17
	No. of countries requesting WIPO's specific contribution on IP in relation to competition policy-related issues	Program 18
	No. of ratifications/accessions to the Singapore Treaty	Program 2 Program 20
	No. of ratifications to WIPO administered treaties	Program 10
	% of participants in training and capacity building activities on IP and Competition Policy who apply the enhanced knowledge and upgraded skills in their work	Program 18
<b>I.3. Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations</b>	No. of signs contained in the Article 6ter database	Program 2

Expected Result	Performance Indicators	Responsible Program(s)
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	% of recipients which found information concerning legal principles and practices on the protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information, useful	Program 1

## PROGRAM 1 Patent Law

### Implementation Strategies

- Provide timely and reliable information to the Member State-driven normative process thereby supporting an environment conducive to engagement and dialogue among Member States in areas of common interest;
- Facilitate discussions among Member States on the identification of new issues that require multilateral attention and actions, with a view to keeping pace with the rapidly-evolving technological, economic and social environments;
- Encourage the ratification and full implementation of the Paris Convention, the Budapest Treaty and the Patent Law Treaty by providing targeted legal and practical information to interested Member States;
- Provide legislative and policy advice taking duly into account the priorities and special needs of beneficiary countries, the balanced rights and obligations that are inherent to the IP system, and the differing levels of Member States' development;
- Support and assist Members States with a view to enhancing capacities for designing and using functional patent-related systems, thereby enabling greater participation in the creation, appropriation and transfer of technological knowledge;
- Address patent law in the context of the increasingly complex and globalized innovation and knowledge-transfer mechanisms, considering the contribution of other IP rights, in particular, utility models and the protection of confidential information, to those mechanisms;
- Deliver accurate evidence-based empirical information assisting stakeholders in making informed decisions and choices relating to patents, utility models, layout designs (topographies) of integrated circuits, and protection of confidential information.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Reduced relevance of the Standing Committee on the Law of Patents as a multilateral normative forum.	Provision of an impartial, professional and inclusive environment for dialogue among Member States. Provision of timely, accurate and substantive information to Member States.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP</b>	Progress on the implementation of agreed work, according to the SCP Agenda	Current state of work in the committee as documented by SCP/25 Report	SCP agreed outcome
	Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters	89% satisfaction based on surveys collected in 2016	90% satisfaction
	Level of satisfaction of participants in WIPO patent-related capacity building and training activities	TBD end 2017	90% of respondents are satisfied
	% of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge	TBD end 2017	90%
<b>I.2 Tailored and balanced IP legislative, regulatory and policy frameworks</b>	% of recipients that found information concerning legal principles and practices of the patent, utility model and integrated circuit systems, including the flexibilities, useful	100% based on 24 responses in 2016	90%
	No and % of Member States satisfied with the legislative and policy advice provided	92% based on 2016 survey	90%
<b>I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information</b>	% of recipients which found information concerning legal principles and practices on the protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information, useful	81% based on 18 responses to a survey in 2016	70%

## Resources for Program 1

The overall resources for the Program in the 2018/19 biennium shows a decrease of 6.2 per cent compared to the 2016/17 Approved Budget.

The increase in non-personnel resources is due to a provision for additional translation costs for the SCP survey. The decrease in personnel resources is the result of a change in the grade composition of staff following staff movements into/from the Program during the biennium 2016/17.

The increases in resources under Expected Result I.1 (Balanced international normative frameworks) reflect an increased focus on targeted awareness raising and promotional activities on patents and related matters. Resources dedicated to legislative and policy advice, reflected under Expected Result I.2 (Legislative advice), shows a subsequent reduction compared to the 2016/17 Approved Budget.

**Program 1: Resources by Result**  
(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,239	2,721	2,999
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,559	2,130	2,653
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	494	368	312
<b>Total</b>	<b>5,291</b>	<b>5,219</b>	<b>4,965</b>

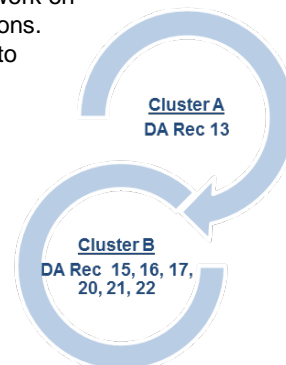
**Program 1: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	3,953	3,695	3,567	(386)	-9.8%
<i>Temporary Staff</i>	-	194	-	-	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>3,953</b>	<b>3,888</b>	<b>3,567</b>	<b>(386)</b>	<b>-9.8%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	60	30	60	-	0.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	60	30	60	-	0.0%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	268	220	250	(18)	-6.6%
<i>Third-party Travel</i>	540	552	538	(2)	-0.4%
<i>Training and Related Travel Grants</i>	-	-	15	15	n/a
Sub Total	808	771	803	(5)	-0.6%
<b>Contractual Services</b>					
<i>Conferences</i>	340	323	370	30	8.8%
<i>Publishing</i>	-	14	30	30	n/a
<i>Individual Contractual Services</i>	130	113	45	(85)	-65.4%
<i>Other Contractual Services</i>	-	73	70	70	n/a
Sub Total	470	523	515	45	9.6%
<b>Finance Costs</b>					
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	15	15	n/a
<i>Representation &amp; Other Operating Expenses</i>	1	6	5	4	400.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	1	6	20	19	1900.0%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	-	2	-	-	n/a
Sub-Total	-	2	-	-	n/a
<b>Total, B.</b>	<b>1,339</b>	<b>1,331</b>	<b>1,398</b>	<b>59</b>	<b>4.4%</b>
<b>TOTAL</b>	<b>5,291</b>	<b>5,219</b>	<b>4,965</b>	<b>(327)</b>	<b>-6.2%</b>
<b>POSTS</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>	

## PROGRAM 2 Trademarks, Industrial Designs and Geographical Indications

### Implementation Strategies

- Organize a Diplomatic Conference for the Adoption of a Design Law Treaty, subject to a decision by the WIPO General Assembly. This treaty would simplify design registration procedures, thus completing similar work already accomplished by WIPO in the field of patents (Patent Law Treaty) and trademarks (Trademark Law Treaty and Singapore Treaty on the Law of Trademarks);
- Continue ongoing discussions aimed at further developing a balanced international framework on agreed topical subjects regarding trademarks, industrial designs and geographical indications. Exchange information and experiences in the SCT regarding Office practices, with a view to increasing transparency within the practical functioning of the international IP system and fostering, where possible, enhanced coherence at a practical level;
- Continue broadening the geographical coverage of the Singapore Treaty on the Law of Trademarks, to further the simplification of trademark registration procedures worldwide;
- Provide balanced demand-driven country-specific legal advice, in line with Strategic Goal III (Facilitating the Use of IP for Development), through close communication and collaboration with Member States, taking duly into account the priorities identified within their national IP strategies, ensuring such advice remains fully responsive to their needs and presenting all available options;
- Continue ensuring the efficient administration of the Article 6ter Paris Convention communication procedures and producing biannual electronic publications containing all signs to be communicated. Efforts will be targeted at modernizing the information technology infrastructure used for data entry and maintenance, facilitating more expedient access to the data by States Party to the Paris Convention and other users of the Article 6ter Express Database;
- Continue to focus on the need for balanced approaches, both in terms of geographical and subject matter considerations, as well as mainstreaming gender equality into relevant activities.



### Cross-Program Collaboration





## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Agreements at the multilateral level remain challenging and the successful conclusion of normative activities under Program 2 will depend to a large degree on Member States' commitment to reach mutually agreed outcomes	Provision of an impartial, professional and inclusive environment for ongoing dialogue and exchange of views among Member States. Provision of timely, accurate and substantive information to Member States.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.1</b> Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress towards agreement on current issues on the SCT Agenda	State of advancement of SCT work at the end of 2016 as per relevant working documents	Agreement on specific work programs for the SCT sessions to be held in the biennium
<b>I.2</b> Tailored and balanced IP legislative, regulatory and policy frameworks	No. and % of Member States/regional organizations providing positive feedback on the legislative advice offered in the area of trademarks, industrial designs and geographical indications. No. of ratifications/accessions to the Singapore Treaty	Advice was provided to 12 Member States. Feedback was received in 2016 from 2 respondents, whom (100%) reported satisfaction with the advice offered. 45 Contracting Parties (as at January 2017)	90% report satisfaction with the advice offered 5 new accessions/ratifications
<b>I.3.</b> Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	No. of signs contained in the Article 6ter database	A total of 3,294 signs were contained in the Article 6ter Express Database at the end of 2016	100 new signs published
<b>III.2.</b> 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. and % of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	TBD	80% of respondents provide positive feedback

## Resources for Program 2

The overall resources for Program 2 in 2018/19 show an increase of 1.5 per cent compared to the 2016/17 Approved Budget.

The increase in non-personnel resources is primarily due to the allocation of additional resources based on actual expenditure patterns for the holding of the SCT sessions as reflected under Expected Result I.1 (Balanced international normative frameworks).

The redistribution of resources across Expected Results is due to more accurately capturing resources dedicated to: (i) the provision of legislative advice offered in the area of trademarks, industrial designs and geographical indications under Expected Result I.2 (Legislative advice); and (ii) general awareness raising and promotional activities on trademarks, industrial designs and geographical indications under Expected Result III.2 (Enhanced human resource capacities).

The personnel resources remain stable in 2018/19.

The resources under Expected Result III.4 (Strengthened cooperation agreements) in the 2016/17 Budget after Transfers reflect the DA project on IP and Design Creation for Business Development in Developing and Least Developing Countries, which was completed in 2016 and being evaluated in 2017. No resources are foreseen under this Expected Result in 2018/19.

**Program 2: Resources by Result**  
*(in thousands of Swiss francs)*

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	3,210	3,439	1,867
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,100	939	1,645
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	544	560	511
III.2 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	-	-	901
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	-	109	-
<b>Total</b>	<b>4,854</b>	<b>5,047</b>	<b>4,925</b>

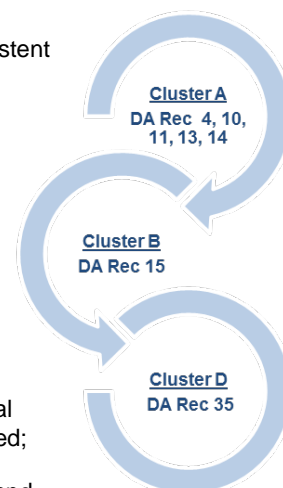
**Program 2: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	3,721	3,501	3,817	96	2.6%
<i>Temporary Staff</i>	369	252	236	(133)	-36.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>4,089</b>	<b>3,752</b>	<b>4,053</b>	<b>(36)</b>	<b>-0.9%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	19	-	30	11	56.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	19	-	30	11	56.0%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	122	95	92	(30)	-24.6%
<i>Third-party Travel</i>	327	823	400	73	22.2%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	449	919	492	43	9.5%
<b>Contractual Services</b>					
<i>Conferences</i>	269	226	290	21	7.9%
<i>Publishing</i>	-	3	-	-	n/a
<i>Individual Contractual Services</i>	17	110	50	33	194.6%
<i>Other Contractual Services</i>	-	30	-	-	n/a
Sub Total	286	369	340	54	18.9%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	11	8	10	(1)	-6.1%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	11	8	10	(1)	-6.1%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	-	-	-	-	n/a
Sub-Total	-	-	-	-	n/a
<b>Total, B.</b>	<b>765</b>	<b>1,295</b>	<b>872</b>	<b>107</b>	<b>14.0%</b>
<b>TOTAL</b>	<b>4,854</b>	<b>5,047</b>	<b>4,925</b>	<b>71</b>	<b>1.5%</b>
<b>POSTS</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>	

## PROGRAM 3 Copyright and Related Rights

### Implementation Strategies

- Facilitate discussions in the Standing Committee on Copyright and Related Rights (SCCR) on substantive agenda items as per the SCCR agenda and on copyright related strategic projects;
- Provide legislative advice to Member States including advice to update national laws consistent with WIPO copyright treaties;
- Support Member States regarding WIPO Treaties, in particular, the Internet Treaties – the WIPO Copyright Treaty (WCT) and the WIPO Performances and Phonograms Treaty (WPPT) – the Beijing Treaty and the Marrakesh Treaty;
- Contribute to the development of research studies in close collaboration with Program 16;
- Enrich the tools and information resources available to creators and rights holders to assist in the management of their rights;
- Promote the Accessible Books Consortium (“ABC”) and the development of the ABC Global Book Service as the premier global entity for bringing books to people who are print disabled;
- Support and assist Member States with a view to strengthening human resource capacity and institutional development by enhancing and consolidating the skills needed by the national copyright offices, Collective Management Organizations (CMO’s), and among stakeholders in order to facilitate the effective use of the copyright system for social, cultural and economic development, and optimize the engagement of all parties in international fora.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
The lack of appropriate legal and/or technical frameworks may restrict Member States' ability to benefit from the regional and international exchanges of copyrighted materials in a fast-evolving digital technological environment.	Support Member States' efforts to create and continue to evolve the legal and technical environments that can facilitate such exchanges through legislative advice, institutional development, and awareness raising programs.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.1</b> Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress in the implementation of agreed work according to the SCCR agenda	The SCCR made progress on various substantive agenda items as reflected in the Chair's Summaries, and the 2016 WIPO General Assembly directed the SCCR to continue its work	SCCR agreed outcomes as reflected in Chair's Summaries and 2018-19 General Assembly decisions
<b>I.2</b> Tailored and balanced IP legislative, regulatory and policy frameworks	% of countries that have provided positive feedback on WIPO's legislative advice	100% of respondents satisfied with advice offered (2016)	85% of respondents satisfied with advice offered
	No. of countries that have ratified or acceded to the WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty	<ul style="list-style-type: none"> <li>- WCT (95)</li> <li>- WPPT (95)</li> <li>- Beijing Treaty (15)</li> <li>- Marrakesh Treaty (26) (as at February 2017)</li> </ul>	<ul style="list-style-type: none"> <li>- WCT: 100 (cumulative)</li> <li>- WPPT: 100 (cumulative)</li> <li>- Beijing: 40 (cumulative)</li> <li>- Marrakesh: 45 (cumulative)</li> </ul>
<b>III.1</b> National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national copyright strategies as part of their national IP strategies	<ul style="list-style-type: none"> <li>- Africa: (3 additional)</li> <li>- Arab: (2 additional)</li> <li>- Asia and the Pacific: (2 additional)</li> <li>- Latin America and the Caribbean: (4 additional) (2016)</li> </ul>	<ul style="list-style-type: none"> <li>- Africa (3 additional)</li> <li>- Arab (4 additional)</li> <li>- Asia and the Pacific (6 additional)</li> <li>- Latin America and the Caribbean (3 additional, completion of 5 ongoing)</li> </ul>
	No. of countries that have adopted national copyright strategies as part of their national IP strategies	End 2016: <ul style="list-style-type: none"> <li>- Africa: 25 (cumulative)</li> <li>- Arab: 2 (cumulative)</li> <li>- Asia and the Pacific: 7 (cumulative)</li> <li>- Latin America and the Caribbean: 8 (cumulative)</li> </ul>	<ul style="list-style-type: none"> <li>- Africa (3 additional)</li> <li>- Arab (1 additional)</li> <li>- Asia and the Pacific (6 additional)</li> <li>- Latin America and the Caribbean (3 additional)</li> </ul>
<b>III.2</b> 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 institutions that have taken measures to advance the development of their copyright framework	n/a	16 institutions in 2018/19
	ABC - number of accessible books produced by local partners/NGOs involved in capacity building projects	3,259 educational titles produced (cumulative as at February 2017)	25% increase (biennium)
	No. of users accessing or downloading WIPO online and print publications, tools and resources for copyright management in the creative industries	TBD	TBD
<b>III.4</b> Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	No. of trained CMOs taking concrete steps on collection and distribution of remuneration	1 (May 2017)	5 additional
	% of participants in rights management capacity-building activities reporting concrete steps based on training	TBD in 2017	5%
	No. of countries that have taken measures to improve their technical capacities or to modernize their copyright and/or CM structures to facilitate cross-border exchanges	n/a	16 countries in 2018/19
<b>IV.2</b> Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of online or print copyright resources including non-binding guidelines or databases prepared with or reflecting input from Member States and stakeholders to provide information about the copyright legal framework and its practical application	n/a	TBD

VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	No. of books in accessible format downloaded from the ABC Book Service by participating libraries	6,000 books downloaded (cumulative as at February 2017)	25% increase (biennium)
	No. of books in accessible format loaned to library patrons through ABC participating libraries	100,000 books loaned to library patrons through ABC Book Service participating libraries (cumulative as at February 2017)	25% increase (biennium)

## Resources for Program 3

The overall resources for the Program in the 2018/19 biennium show a slight decrease of 0.3 per cent as compared to the 2016/17 Approved Budget.

The net decrease in non-personnel resources is due, on the one hand, to a reduction in the provision for the DA Project - Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries (Phase II), as compared to the 2016/17 Approved Budget, as the project is expected to be finalized in 2018 and, on the other hand, an additional provision for the promotion, in particular, of the Beijing and Marrakesh treaties.

The increase in the number of posts and associated personnel resources reflects the strengthening of the planning and implementation of key copyright related IT projects and regularization of three temporary staff and statutory personnel cost increases.

Resources linked to Expected Results VIII.1 (More effective communication) under this Program reflect efforts dedicated by the Office of the Deputy Director General of the Copyright and Creative Industries Sector to the activities of Program 19 (Communications).

**Program 3: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	8,407	8,979	9,672	1,266	15.1%
<i>Temporary Staff</i>	1,512	489	463	(1,049)	-69.4%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>9,919</b>	<b>9,468</b>	<b>10,135</b>	<b>216</b>	<b>2.2%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	46	13	-	(46)	-100.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	46	13	-	(46)	-100.0%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	572	711	1,045	473	82.8%
<i>Third-party Travel</i>	1,886	2,599	1,510	(376)	-20.0%
<i>Training and Related Travel Grants</i>	200	262	-	(200)	-100.0%
Sub Total	2,658	3,572	2,555	(103)	-3.9%
<b>Contractual Services</b>					
<i>Conferences</i>	591	922	437	(154)	-26.1%
<i>Publishing</i>	66	81	170	104	157.6%
<i>Individual Contractual Services</i>	2,209	1,956	1,551	(658)	-29.8%
<i>Other Contractual Services</i>	1,063	1,352	1,832	769	72.3%
Sub Total	3,929	4,311	3,990	61	1.6%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	100	17	-	(100)	-100.0%
<i>Communication</i>	70	-	-	(70)	-100.0%
<i>Representation &amp; Other Operating Expenses</i>	12	24	-	(12)	-100.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	182	42	-	(182)	-100.0%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	-	16	-	-	n/a
Sub-Total	-	16	-	-	n/a
<b>Total, B.</b>	<b>6,815</b>	<b>7,953</b>	<b>6,545</b>	<b>(270)</b>	<b>-4.0%</b>
<b>TOTAL</b>	<b>16,733</b>	<b>17,421</b>	<b>16,680</b>	<b>(54)</b>	<b>-0.3%</b>
<b>POSTS</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>1</b>	
of which					
Development Agenda Project			100		

**Program 3: Resources by Result**  
(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	3,339	3,623	2,959
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	2,325	2,620	2,835
III.1 National IP strategies and plans consistent with national development objectives	-	-	223
III.2 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	8,409	8,563	2,426
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	-	-	4,610
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	2,640	2,615	1,278
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	-	-	608
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	-	-	1,505
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	20	-	236
<b>Total</b>	<b>16,733</b>	<b>17,421</b>	<b>16,680</b>

**Funds in Trust Potentially Available for Programming in 2018/19<sup>1</sup>**  
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance end 2016	Estimated Contributions 2017	Estimated Expenditure end 2017	Estimated Balance end 2017	Estimated Contributions 2018/19 <sup>2</sup>	Estimated Available for Programming in 2018/19
<b>Program 3</b>						
Finland CHF	3	-	3	-	-	-
Japan/Copyright <sup>3</sup>	283	469	520	232	938	1,170
Republic of Korea (Copyright) <sup>3</sup>	504	350	350	504	700	1,204
United States of America/USPTO Creative Industries	63	-	63	-	-	-
United Nations Office for Partnerships (UNOP)/UNFIP	45	-	45	-	-	-
<b>Total</b>	<b>898</b>	<b>819</b>	<b>981</b>	<b>736</b>	<b>1,638</b>	<b>2,374</b>

<sup>1</sup> The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

<sup>2</sup> This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

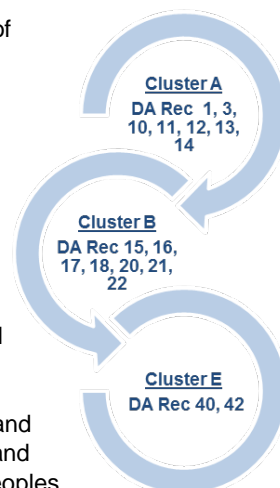
<sup>3</sup> Annual contributions may vary



## PROGRAM 4 Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources

### Implementation Strategies

- Continue to facilitate an environment that is conducive to the normative activities relating to genetic resources (GRs), traditional knowledge (TK) and traditional cultural expressions (TCEs) as will be defined by the 2017 General Assembly, when it will take stock of progress made within the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (the IGC), and decide on whether to convene a diplomatic conference or continue negotiations, and consider the need for additional meetings, taking account of the budgetary process.
- Extend administrative support for initiatives aimed at enhancing the effective participation of representatives of indigenous peoples and local communities in WIPO's work, including logistical management of the WIPO Voluntary Fund for Accredited Indigenous and Local Communities;
- Coordinate and cooperate with other organizations, as appropriate;
- Facilitate the undertaking of studies as may be requested and agreed by Member States in the IGC;
- Provide demand-driven capacity-building, legal-technical advice and practical assistance related to (i) the more effective and strategic use of IP systems for the protection of TK and TCEs against misappropriation and misuse, and (ii) addressing IP issues related to GRs, including those that arise in the course of access to and equitable benefit-sharing in GRs. The assistance will be dovetailed with national and regional IP-related strategies, policies and legal frameworks that Member States and regional organizations may decide to establish and aims to contribute towards the economic, social and cultural development of indigenous peoples and local communities. Activities related to the branding of tradition-based goods and services are especially targeted at and beneficial for women from indigenous and local communities;
- Provide legal-technical advice on and, where appropriate, support for the development of GRs, TK and TCEs databases, inventories, registers, portals and other such platforms that could complement and support implementation of legal and policy frameworks related to IP and GRs, TK and TCEs that Member States and regional organizations may decide to establish.
- The normative and capacity-building pillars of the Program are development-oriented, inter-related and complementary.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Member States are expected to agree on the IGC mandate and schedule for the 2018/2019 biennium at the GA in October 2017. The risk refers to their being unable to agree on the substance of the IGC's work pursuant to that mandate and work schedule	The Secretariat is committed to facilitate and create a conducive environment for Member State discussions about the nature and direction of normative activities, for example, through providing clear and objective information about the issues being discussed and providing an efficient and neutral Secretariat service.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.1</b> Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress in normative activities on IP and GRs, TK and TCEs as agreed by Member States	Current state of negotiations among Member States on IP and GRs, TK and TCEs as reflected in IGC documents WIPO/GRTKF/IC/34/4, WIPO/GRTKF/IC/34/5 and WIPO/GRTKF/IC/34/8 (as expected after IGC 34 in June 2017)	Agreement among Member States on outcomes in the normative activities
<b>III.2</b> 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	Level of satisfaction of participants in general awareness raising and promotional activities related to GRs, TK and TCEs	n/a	80% of participants highly satisfied with general awareness raising and promotional activities on GRs, TK and TCEs
	No. of participants in training and capacity-building activities on GRs, TK and/or TCEs who obtain a 50% or higher score in a short multiple choice substantive questionnaire	n/a	80%
<b>IV.2</b> Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of records in or accessible from the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs	n/a	TBD
	No. of distinct users of the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs.	n/a	TBD

## Resources for Program 4

The overall resources for Program 4 show an increase of 15.4 per cent as compared to the 2016/17 Approved Budget. This is due to an increase in personnel resources following: (i) the redeployment of two posts to the Department of Traditional Knowledge and Global Challenges, reflected across all Expected Results; and (ii) the regularization of three continuing functions in the Tradition Knowledge Division.

Non-personnel resources remain at the same level as the 2016/17 Approved Budget.

Personnel resources dedicated to Expected Result IV.2 (Enhanced access to, and use of, IP information) reflects the planned development of GRs, TK and TCEs databases, inventories, registers, portals and other such platforms, subsequently resulting in a decrease in personnel resources under Expected Result III.2 (Enhanced human resource capacities).

Resources linked to Expected Result VII.1 (IP-based platforms) under this Program reflect the work of the Department of Traditional Knowledge and Global Challenges in respect of WIPO GREEN and WIPO Re:Search in Program 18 (Global Challenges).

**Program 4: Resources by Result**  
*(in thousands of Swiss francs)*

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	4,116	4,052	4,348
III.2 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	1,999	2,635	1,713
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	-	-	559
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	-	-	437
<b>Total</b>	<b>6,115</b>	<b>6,686</b>	<b>7,057</b>

**Program 4: Resources by Cost Category**

(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	2,306	3,313	3,726	1,420	61.6%
<i>Temporary Staff</i>	1,276	847	798	(478)	-37.5%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>3,581</b>	<b>4,160</b>	<b>4,524</b>	<b>942</b>	<b>26.3%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	25	-	49	24	99.8%
<i>WIPO Fellowships</i>	201	150	167	(34)	-17.2%
Sub Total	226	150	215	(10)	-4.4%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	322	156	185	(137)	-42.5%
<i>Third-party Travel</i>	1,050	1,052	1,071	21	2.0%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	1,372	1,208	1,257	(116)	-8.4%
<b>Contractual Services</b>					
<i>Conferences</i>	781	918	831	50	6.4%
<i>Publishing</i>	3	-	-	(3)	-100.0%
<i>Individual Contractual Services</i>	142	162	200	58	41.2%
<i>Other Contractual Services</i>	-	72	18	18	n/a
Sub Total	925	1,153	1,049	123	13.3%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	10	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	5	4	9	5	100.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	5	14	9	5	100.0%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	3	3	n/a
<i>Supplies &amp; Materials</i>	6	1	1	(5)	-83.3%
Sub-Total	6	1	4	(2)	-33.3%
<b>Total, B.</b>	<b>2,534</b>	<b>2,526</b>	<b>2,534</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>6,115</b>	<b>6,686</b>	<b>7,057</b>	<b>942</b>	<b>15.4%</b>
<b>POSTS</b>	<b>5</b>	<b>10</b>	<b>10</b>	<b>5</b>	

## Strategic Goal II PROVISION OF PREMIER GLOBAL IP SERVICES

### Expected Result

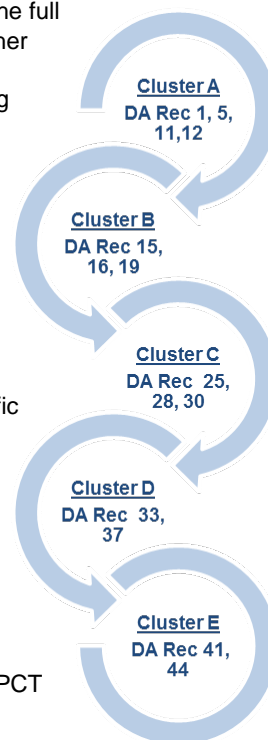
Expected Result	Performance Indicators	Responsible Program(s)
<b>II.1</b> Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	Level of satisfaction of PCT users with PCT-specific legal advice, information, training and customer service	Program 5
	Level of Satisfaction of Offices and International Authorities with PCT-related cooperative activities	Program 5
	Further development of the PCT system, notably implementation of the PCT roadmap recommendations endorsed by PCT Member States	Program 5
	Improved electronic services for applicants, third parties, Offices and Authorities	Program 5
	Satisfaction of Offices with patent examination related activities (ICE, support on patent examination)	Program 5
	No. of PCT applications originating from developing countries and LDCs	Program 9
	No. of PCT applications originating from transition and developed countries	Program 10
	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of PCT and related topics	Program 20
<b>II.2</b> Improved productivity and service quality of PCT operations	% of survey respondents showing increased use of WIPO services within 4 months of attending Roving Seminars on WIPO Services and Initiatives	Program 10
	Application Unit Cost	Program 5
	Aggregate Quality of Formalities Examination (including timeliness)	Program 5
	Timeliness of Report Translation	Program 5
	Quality of software development (QSD)	Program 5
	Quality of Translation	Program 5
<b>II.3</b> Wider and more effective use of the Hague system, including by developing countries and LDCs	Information systems service levels	Program 5
	No. of Hague applications originating from developing countries and LDCs	Program 9
	No. of Hague System applications originating from transition and developed countries	Program 10
	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System	Program 20
	Membership of the Geneva (1999) Act	Program 20 Program 31
	Hague filings, renewals and decisions	Program 31
	Predominance of the 1999 Act in the System	Program 31
<b>II.4</b> Improved productivity and service quality of the Hague operations	Timeliness to process a regular international design application	Program 31
	Level of usage of electronic forms	Program 31
	Timeliness to communicate an incoming refusal	Program 31
	Hague IT system is operating efficiently and being managed according to best practices	Program 31
	Adaptation of the legal framework to the expansion of the System, including with a view to ensuring the System's financial viability	Program 31
	Flexibility of data recorded in the International Register	Program 31
	No. of Offices communicating fully electronically, including the use of structured data	Program 31

Expected Result	Performance Indicators	Responsible Program(s)	
<b>II.5</b> Wider and more effective use of the Madrid System, including by developing countries and LDCs	Total Membership of the Madrid System	Program 6 Program 20	
	No. of Madrid System applications originating from developing countries and LDCs	Program 9	
	No. of Madrid System applications originating from transition and developed countries	Program 10	
	% of policy makers, government officials, IP practitioners and participants in targeted workshop with enhanced understanding of the Madrid System	Program 20	
	Filing rate	Program 6	
	Registrations	Program 6	
	Renewals	Program 6	
	Total no. of international registrations in force	Program 6	
	Total no. of designations	Program 6	
	Classification irregularities (Rule 12 and 13)	Program 6	
	Functional improvements to the Madrid System	Program 6	
<b>II.6</b> Improved productivity and service quality of Madrid operations	Overall customer satisfaction with Madrid services	Program 6	
	Quality of Software Development (QSD)	Program 6	
	Information System Service Levels (ISSL)	Program 6	
	Unit cost	Program 6	
	Timeliness of transactions	Program 6	
	No. of Offices communicating fully electronically	Program 6	
	Quality output in Operations	Program 6	
<b>II.7</b> International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures	Program 7 Program 10	
	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	Program 7 Program 9 Program 10	
	<b>II.8</b> Effective intellectual property protection in the gTLDs and the ccTLDs	No. of UDRP based gTLD and ccTLD cases administered by the Center	Program 7
		Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support	Program 7
<b>II.9</b> Wider and more effective use of the Lisbon System, including by developing countries and LDCs	Expansion of the geographical coverage of the Lisbon System	Program 32	
	No. of international applications and other transactions	Program 32	
	No. of international registrations from developing countries and LDCs in force under the Lisbon System	Program 32	
<b>II.10</b> Improved productivity and service quality of Lisbon operations	Progress towards the enhancement of the legal framework	Program 32	
	Improved operation of the Lisbon Registry, including electronic processes and procedures	Program 32	

## PROGRAM 5 The PCT System

### Implementation Strategies

- Improve existing features of the PCT system, notably with regard to work sharing among Offices, through procedural and institutional efforts, aimed at increasing system efficiency and ensuring that the international phase processing effectively supports the national phase processing;
- Promote the effective cooperation between Offices and the International Bureau to reach the full potential of ePCT electronic tools and services, with a view towards more efficient and higher quality interaction with the PCT system by its participants and perfecting security requirements, irrespective of the local IT capacity of the national Offices providing receiving Office and/or International Authority services;
- Ensure processes of all Offices (receiving Office, International Authority and International Bureau) remain effective and produce timely accurate results, in order to be relied upon for the later stages of international and national phase processing;
- Support International Authorities to improve the quality and timeliness of their work products, including the development of quality metrics and investigation of collaborative search and examination of PCT applications;
- Continue to study additional ways of improving the PCT system, while implementing specific measures already approved by the Member States;
- Foster communications with PCT customers and stakeholders, through surveys and other outreach, to identify needs and improve the effectiveness of the PCT service; share feedback received with all stakeholders;
- Provide and organize training for PCT users, including through webinars and video-conferencing;
- Further enhance the resilience and security levels of the ICT Infrastructure underlying the PCT business and information systems, in collaboration with Program 25 (ICT);
- Continue alignment of staff skill sets with needs, particularly in view of changing linguistic and geographical demand;
- Continue to automate, streamline processes and strengthen management to improve the productivity and service quality of PCT operations;
- Promote efforts to improve synergies between the various IT systems for the Global IP Systems;
- Pursue proactive procurement approaches and rapid adoption of new technologies, to reduce increases in translation cost;
- Continue cooperation with other Programs concerning PCT technical assistance and capacity building for developing countries and LDCs.



## Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Decrease in PCT filings, in absolute terms or relative to Paris route filings	Continued improvement of PCT international phase services and promotion of the system to current and potential users.
Prolonged unavailability of PCT services due to malfunction of PCT electronic data processes	Strengthen the control on the PCT data received from PCT Offices and Authorities and assure rapid detection, correction and processing of system failures.
Malicious or unintentional disclosure of confidential information	Continued awareness program for staff; increase cutting-edge controls in the physical and electronic environment; continue to improve strategic surveillance; maintain high level of oversight with outsourced service providers.
Regression in quality of international work products	Continued strengthening of quality control procedures at the International Bureau and encouragement of process improvements and quality assurance at national Offices, particularly those acting as International Authorities.



## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>II.1</b> Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	Level of satisfaction of PCT users with PCT-specific legal advice, information, training and customer service	89% overall PCT user satisfaction with WIPO-provided PCT services (2015 survey)	90% (+/-2%)
	Level of Satisfaction of Offices and International Authorities with PCT-related cooperative activities	96% (58 out of 60 beneficiaries of PCT-related cooperative activities who responded to the 2014/15 survey)	95% (+/-2%)
	Satisfaction of Offices with patent examination related activities (ICE, support on patent examination)	TBD	TBD
	Further development of the PCT system, notably implementation of the PCT roadmap recommendations endorsed by PCT Member States	Decisions by appropriate PCT bodies up to the end of 2017	Decisions by appropriate PCT bodies up to the end of 2019
	Improved electronic services for applicants, third parties, Offices and Authorities	No. of transactions by different modes (paper, ePCT, PCT-EDI, etc) carried out at the end of 2017 by different user types; geographic availability of electronic services	Increased use of ePCT or machine-machine automations supported by the IB; increase in no. of national and regional Offices providing electronic services; increase in number of transactions passing machine-readable data
<b>II.2</b> Improved productivity and service quality of PCT operations	Application Unit Cost	685 CHF (2016)	690 CHF
	Aggregate Quality of Formalities Examination (including timeliness)	95.1% (2016)	95 (+/-2%)
	Timeliness of Report Translation	89.1% (2016)	90% (+/- 2%)
	Quality of Translation	86% (2016)	88% (+/- 3%)
	Quality of software development (QSD)	93.3% (2016)	94 (+/-2%)
	Information systems service levels	97.1% (2016)	97(+/-2%)

## Resources for Program 5

The overall resources for the Program in 2018/19 show an increase of 2.4 per cent compared to the 2016/17 Approved Budget.

The increase in non-personnel resources is primarily due to the additional provision for PCT translation costs in 2018/19 to continue meeting the challenges of the changing geographical composition of demand for PCT services.

The reduction in the number of posts and associated personnel resources primarily reflects the longer-term continuing trend of increased productivity in PCT operations despite an increase in applications and the strengthening of the promotion of the PCT system in the External Offices.

### Program 5: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
II.1 Wider and more effective use of the PCT system for filing international patent applications	27,129	26,074	27,830
II.2 Improved productivity and service quality of PCT operations	181,080	177,330	185,277
<b>Total</b>	<b>208,209</b>	<b>203,404</b>	<b>213,107</b>

**Program 5: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	130,473	127,128	129,540	(933)	-0.7%
<i>Temporary Staff</i>	3,497	2,781	2,485	(1,012)	-28.9%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>133,970</b>	<b>129,909</b>	<b>132,025</b>	<b>(1,945)</b>	<b>-1.5%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	30	15	-	(30)	-100.0%
<i>WIPO Fellowships</i>	1,626	1,415	1,783	157	9.7%
Sub Total	1,656	1,430	1,783	127	7.7%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	1,793	1,700	1,636	(157)	-8.7%
<i>Third-party Travel</i>	2,378	2,448	2,321	(57)	-2.4%
<i>Training and Related Travel Grants</i>	-	-	70	70	n/a
Sub Total	4,171	4,149	4,027	(144)	-3.4%
<b>Contractual Services</b>					
<i>Conferences</i>	245	301	406	161	65.8%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	7,474	10,193	5,551	(1,923)	-25.7%
<i>Other Contractual Services</i>	58,020	53,589	65,672	7,652	13.2%
Sub Total	65,739	64,083	71,629	5,890	9.0%
<b>Finance Costs</b>					
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	789	2,095	2,116	1,327	168.3%
<i>Communication</i>	908	936	958	50	5.5%
<i>Representation &amp; Other Operating Expenses</i>	46	51	21	(25)	-55.1%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	1,743	3,082	3,095	1,352	77.6%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	46	75	20	(26)	-56.0%
<i>Supplies &amp; Materials</i>	884	676	528	(357)	-40.3%
Sub-Total	930	752	548	(382)	-41.1%
<b>Total, B.</b>	<b>74,239</b>	<b>73,495</b>	<b>81,082</b>	<b>6,843</b>	<b>9.2%</b>
<b>TOTAL</b>	<b>208,209</b>	<b>203,404</b>	<b>213,107</b>	<b>4,898</b>	<b>2.4%</b>
<b>POSTS</b>	<b>381</b>	<b>379</b>	<b>374</b>	<b>(7)</b>	

## Program 5 Annex Indicators of PCT Operations

Performance indicators for the expected result  
“Improved productivity and service quality of PCT  
Operations”

### General

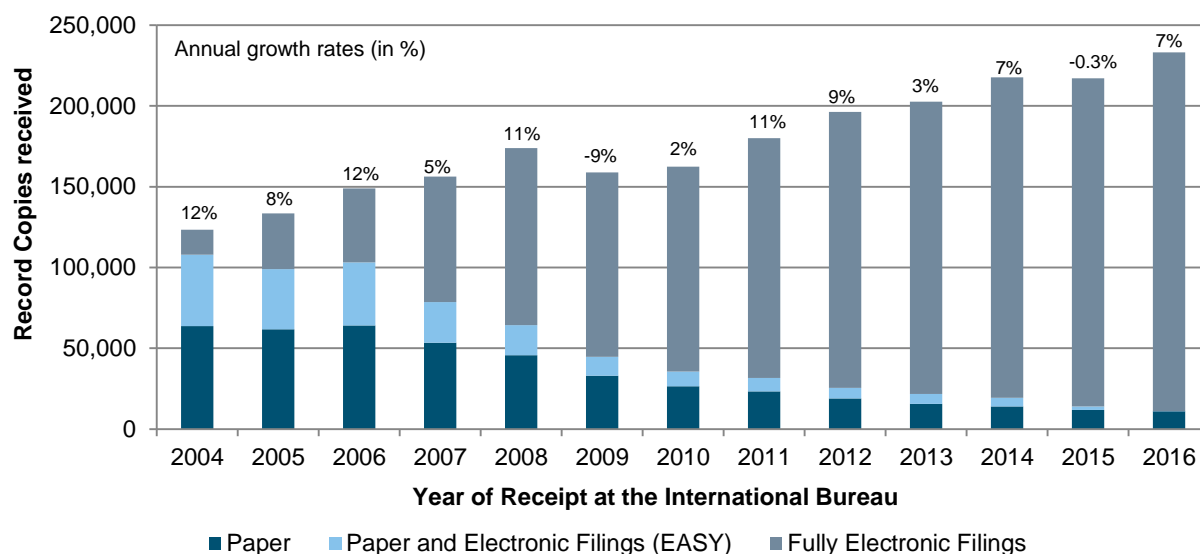
As background for the performance indicators for the expected result “improved productivity and service quality of PCT operations”, the evolution of the following factors need to be considered:

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

### Workloads

The workloads are tracked on the basis of the yearly number of record copies received by the International Bureau (IB).<sup>14</sup>

Evolution of Record Copies by Medium of Filing



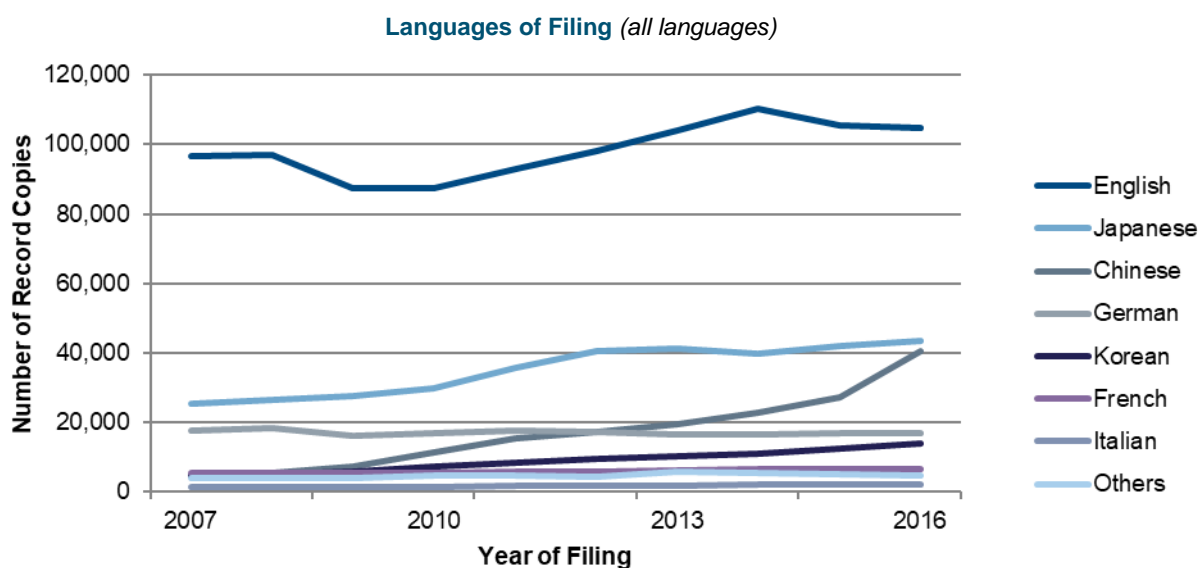
Source: WIPO Statistics Database, February 2017

- The IB received about 233,000 record copies in 2016, representing an increase of 7.4 per cent compared to 2015.
- The share of fully electronic filing methods continued to increase in 2016 and now represents 95 per cent of total filings.

<sup>14</sup> A record copy is a PCT application transmitted to the International Bureau (IB) by a receiving Office after its filing at, and its processing by, that Office. Because record copies are only received at the IB 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 IB workloads, do not exactly match trends in the filing of PCT applications.

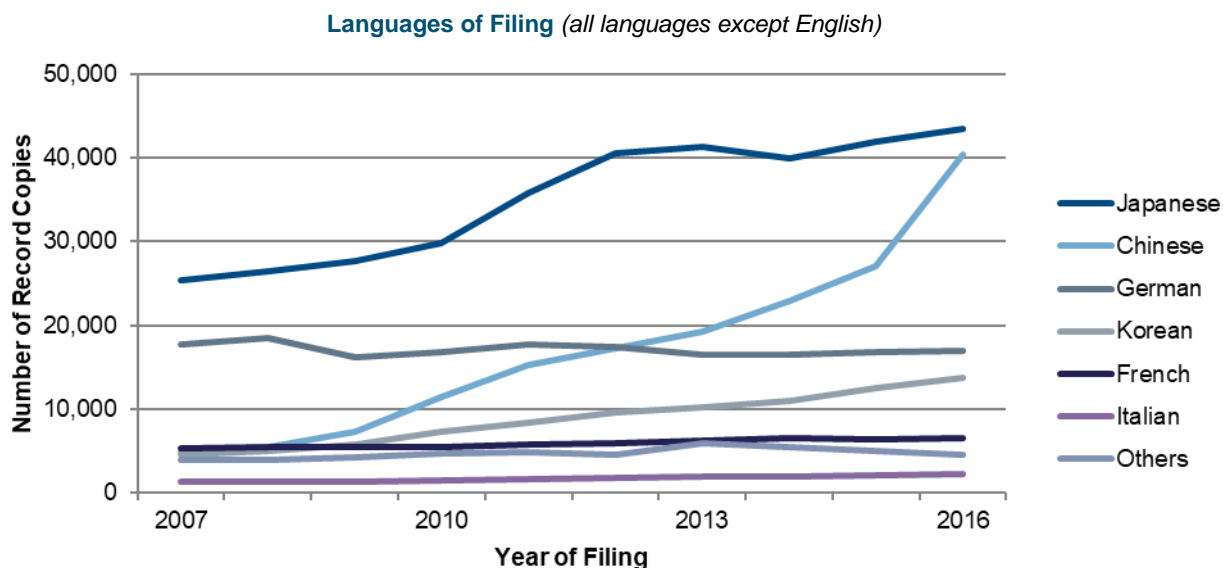
## Language distribution

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



Source: WIPO Statistics Database, February 2017  
Note: 2015 data are provisional and incomplete.

As can be observed, while English accounts for the largest proportion of filings, with 45 per cent of filings in 2016, the shares of Asian languages have increased over the past decade. The combined share of the PCT applications filed in Japanese, Chinese and Korean increased from 29.5 per cent in 2010 to 42 per cent in 2016. Zooming in on languages other than English provides the following picture:



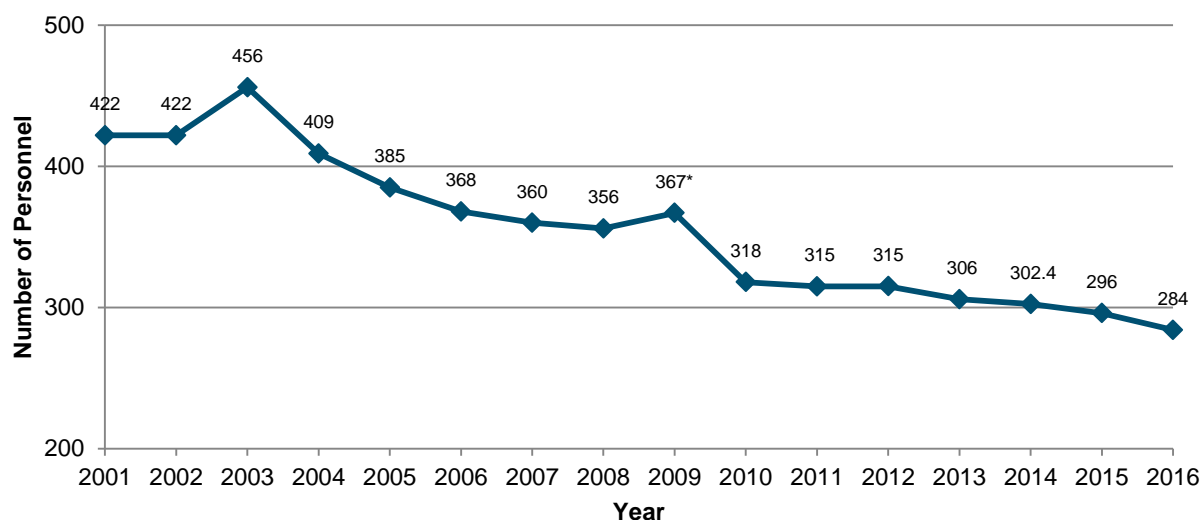
Source: WIPO Statistics Database, February 2017  
Note: 2015 data are provisional and incomplete.

The sharp increase of applications filed in Asian languages in the recent years put a considerable strain on the IB due to the limited number of staff resources able to work in these languages. Mitigation of this issue is automation of certain tasks and recruitment of staff able to work in these languages.

## 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 part-time staff).

Number of Personnel in PCT Operations



Source: PCT Services, February 2017

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 number of personnel in PCT Operations further decreased in 2016.

### Unit cost of processing an application

The IB's efficiency in processing PCT applications can be measured by the unit cost, defined as the average cost of producing one unit of output. The total cost of production comprises expenditure relating exclusively to the PCT System and expenditure of activities supporting the System.

The expenditure relating exclusively to the PCT System includes those of Program 5 (the PCT System).

Expenditure of activities supporting the PCT System comprises the expenditure of the following services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC, estimated cost of the authentic publication source of PCT applications (PATENTSCOPE) and share of cost of the Income Section in Finance) are directly attributed to the PCT System whereas the remaining of such expenses attributable to the PCT System are calculated based on headcount (including fixed term staff, temporary staff and fellows).

The methodology to compute the unit cost was revised in 2013 in order to align it with other WIPO unit 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 10 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.

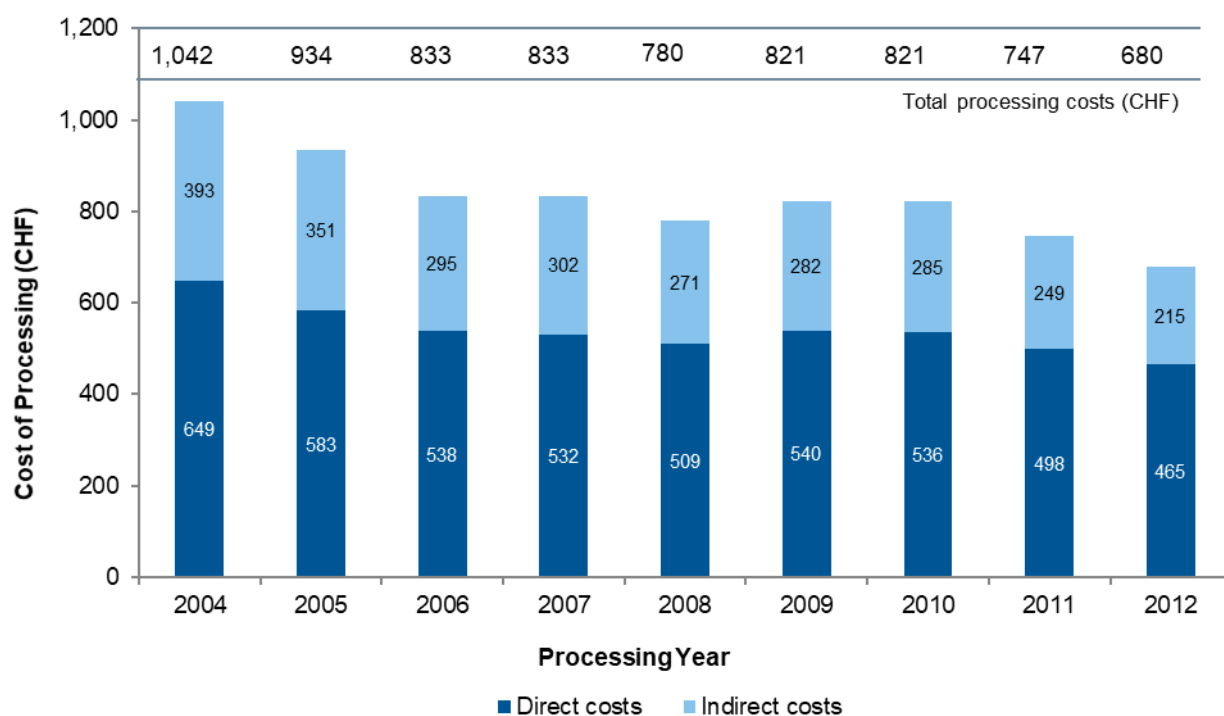
Formally, unit cost is defined as:

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

The graphs below depict the evolution of the unit cost of processing from 2004 to 2012 using the old method and from 2012 to 2016 using the new method, including a breakdown of the contribution of direct and indirect costs.

### Unit Cost of Processing a Published PCT Application

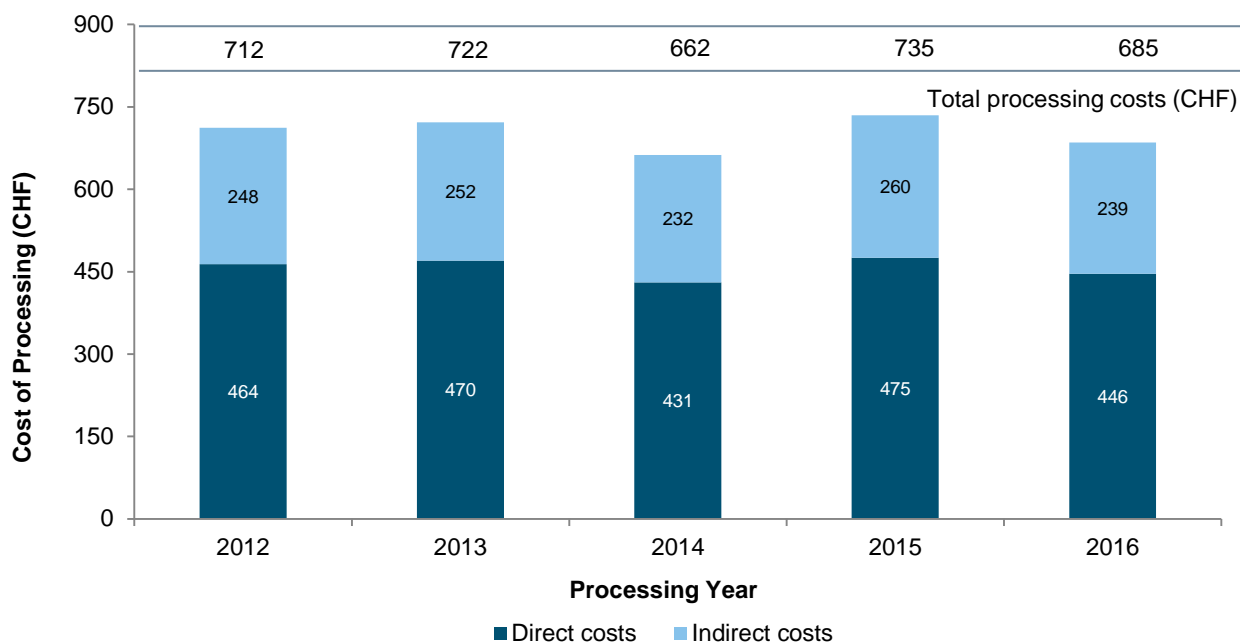
#### Old method



Source: WIPO Statistics Database, March 2013

Note: The average cost of processing a 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.

#### New method



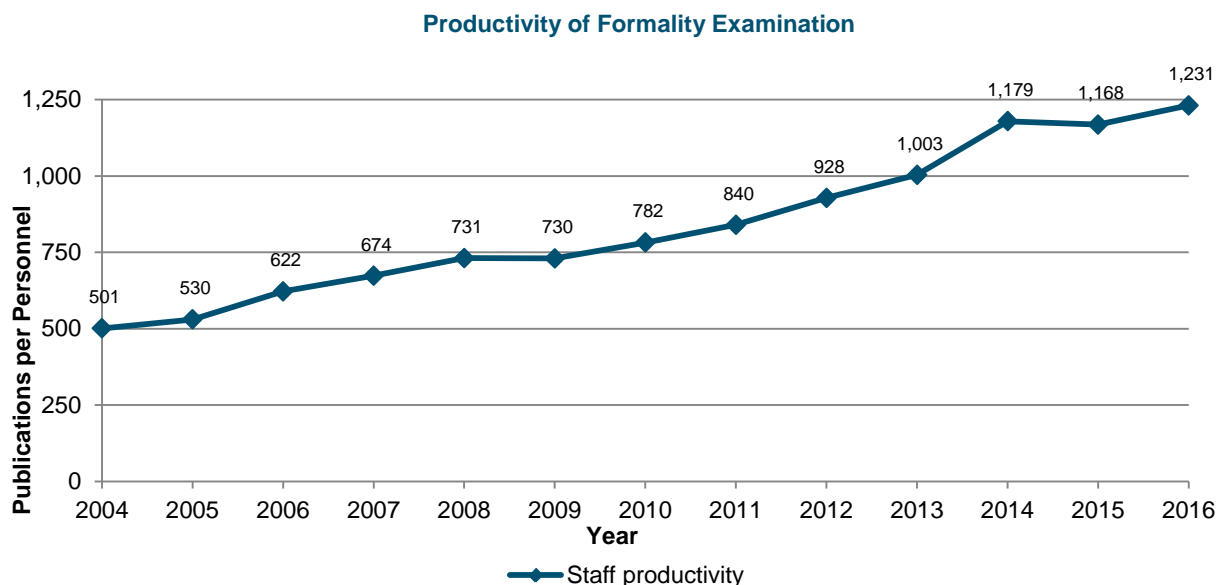
Source: WIPO Statistics Database, March 2017

Note: The average cost of processing a 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.

- The average cost of processing a published PCT application was 685 Swiss francs in 2016, representing a decrease of 6.8 per cent compared to 2015. This decrease was due to a decrease of the total cost of production in spite of an increase in the total number of published PCT applications. This was the lowest average cost of the period 2012-16, after the exceptionally low unit cost of 2014.

### Productivity of formalities examination

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



Source: WIPO Statistics Database, February 2017

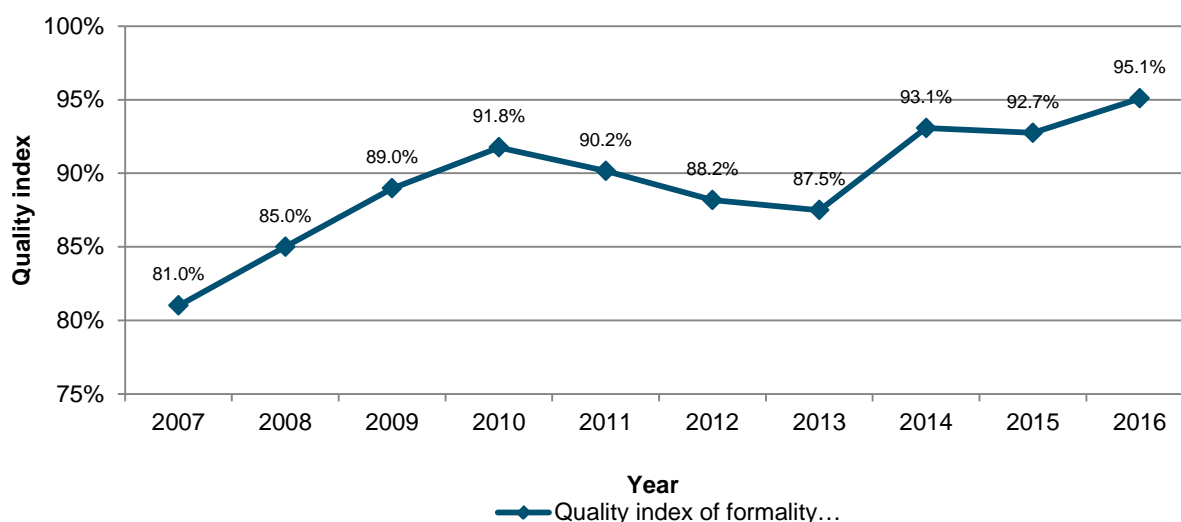
Note: Personnel is counted in full time equivalent from December lists of staff.

- Productivity of formalities examination increases over time, mainly due to automation, which permits the processing of much larger workloads with less or equal staff.
- In 2016, the productivity of formalities examination increased by 5.4 per cent compared to 2015.

### 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.

### Quality Index of Formalities Examination



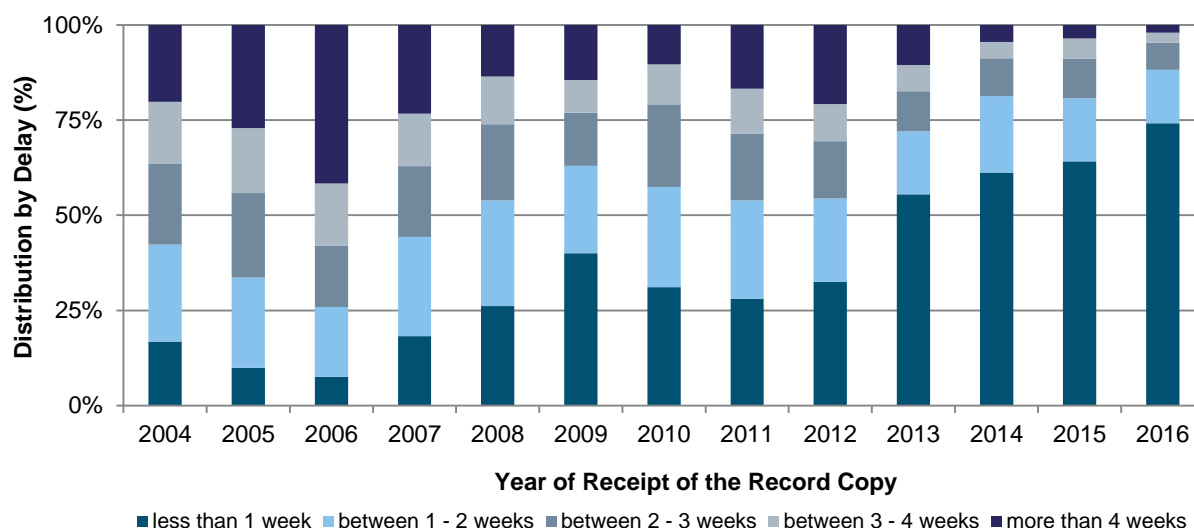
Source: WIPO Statistics Database, February 2017

- The overall quality, as measured by the aggregate index, improved markedly from an average of 81 per cent in 2007 to 95.1 per cent in 2016.

### 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 formality examination of the application has been completed. Applicants appreciate receiving this form as soon as possible because it acknowledges receipt of the application at the IB and allows them to know whether their application has any formal defects.

### Timeliness of Formality Examination



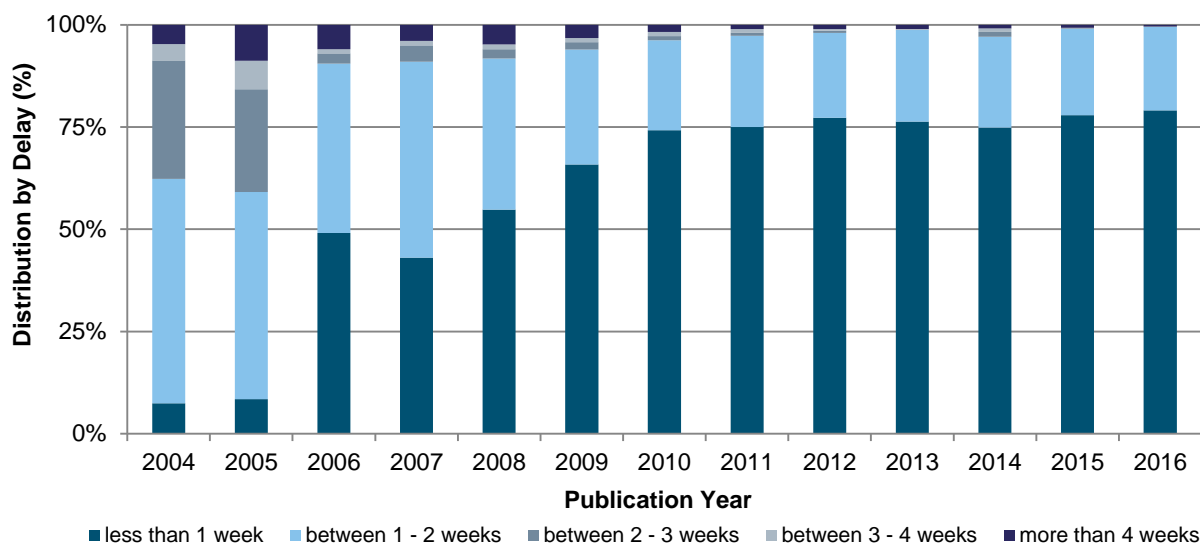
Source: WIPO Statistics Database, February 2017

### 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

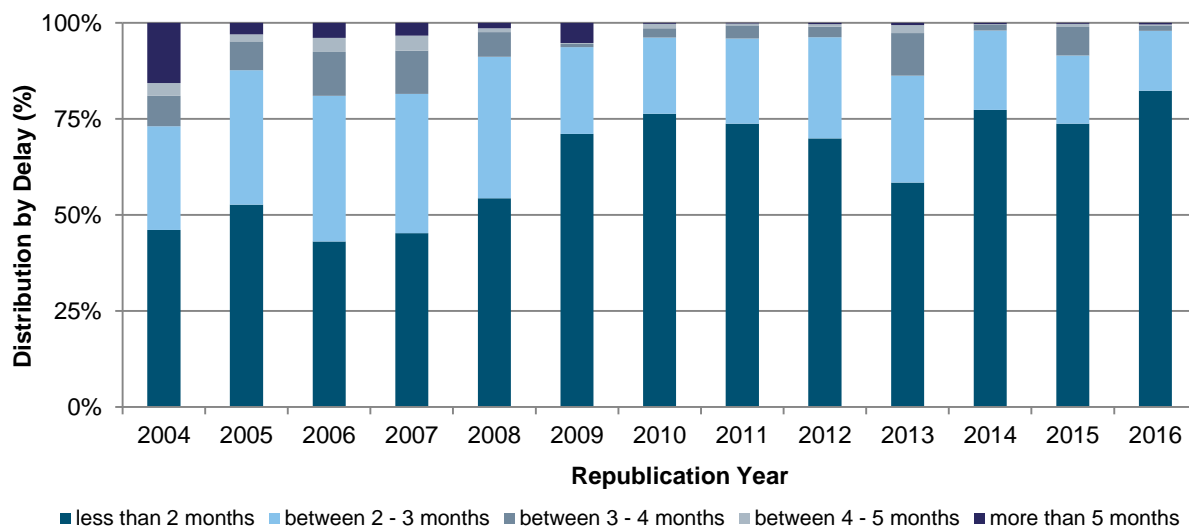


Source: WIPO Statistics Database, February 2017

### 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 International Searching Authorities (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.

### Timeliness of Republication

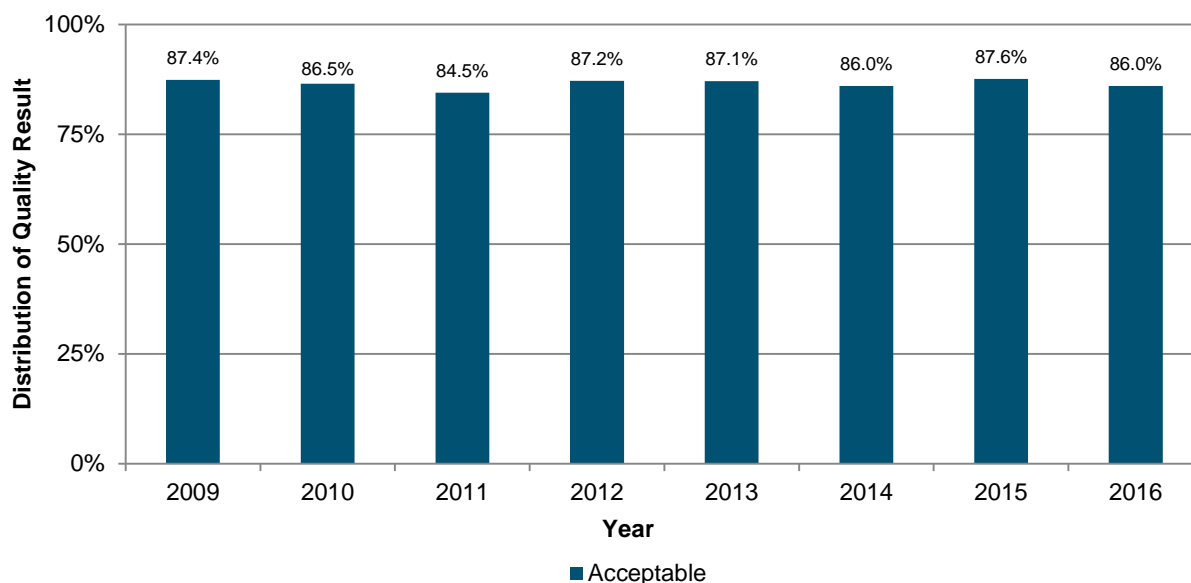


Source: WIPO Statistics Database February 2017

### Quality of translation

Statistically calculated numbers of documents are selected at random from translations of abstracts and patentability reports prepared under the responsibility of the IB for quality control. The evaluation determines whether a translation is “acceptable” or “not acceptable”. This indicator aggregates the results of such quality control performed by the IB across all language combinations and document types. Relationships with any agencies that consistently have less than 80 per cent of their translations deemed “acceptable” are discontinued. A slight drop in quality to 86 per cent resulted from efforts to reduce costs via post-editing.

### Quality of PCT Translation

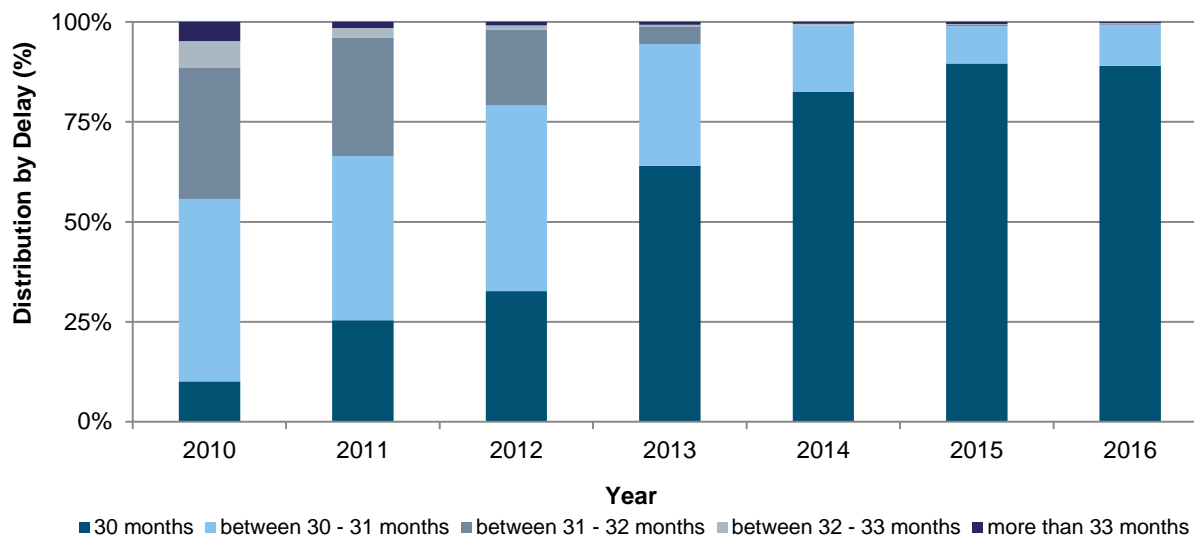


Source: PCT Services, February 2017

### Timeliness of report translation

This indicator provides information on the timeliness with which patentability report translations are made available by the IB to applicants and Offices. The share of patentability report translations delivered at 30 months from the priority date of the international application has steadily increased between 2010 and 2015, and has stabilized since 2015. In 2016, 89 per cent of patentability report translations were delivered at 30 months, with 99 per cent were delivered by 31 months.

### Timeliness of Report Translation



Source: PCT Services, February 2017

### Quality of software development

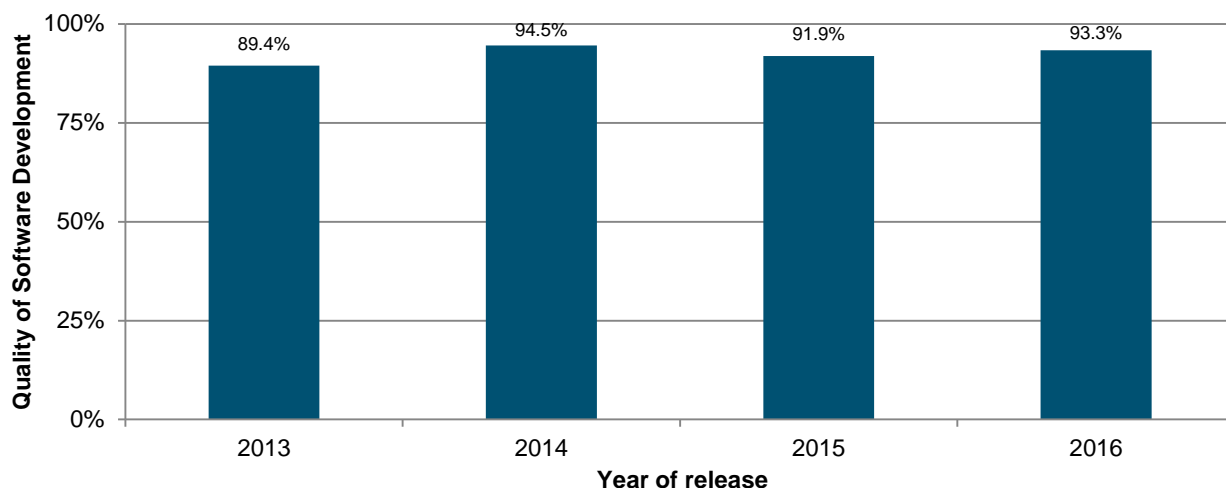
The quality of software development (QSD) indicator provides a measure of the quality of major software releases for eDossier and ePCT projects. The QSD reflects the share of the time spent delivering new functionality in the release (i.e. work) out of the total time spent (i.e. work + rework). Rework is the time spent correcting defective work that was detected in the production environment.

Under this approach, development outputs that contain low levels of rework are deemed high quality as it reflects the extent of value added to the product through the delivery of new features.

The QSD is defined as:

$$\text{Quality of software development} = \frac{\text{Work}}{\text{Work} + \text{Rework}} * 100$$

### Quality of Software Development



Source: PCT Services, February 2017

### Information systems service levels

The “information systems service levels (ISSL)” performance indicator reflects the performance of the service provided by the PCT information systems service to users, based on its ability to meet agreed targets.

This composite indicator is calculated using the weighted average of five target-based performance indicators<sup>15</sup>. Each indicator is expressed as the percentage of the target actually attained.

In 2016, the overall service level improved for the third consecutive year to reach the level of 97.1 per cent.

### Information Systems Service Levels

Id	Performance Indicator <i>Short description</i>	Target	Conditions	Results			
				2013	2104	2015	2016
1	<b>Incident resolution</b> <i>Working time (7am-7pm on WIPO working days) between a ticket being created and resolved.</i>	Severity 1: 4 hours Severity 2: 2 days Severity 3: 5days Severity 4: 10 days	Production and Support tickets resolved by the support team	85.5%	87.6%	93.6%	96.9%
2	<b>Document load time</b> <i>elapsed time between receipt of document at IB and its availability in eDossier</i>	8 hours	Documents loaded by a semi or fully automated process	80.0%	88.2%	89.5%	89.5%
3	<b>Batch job processing success rate</b>	100%	Batch jobs to be completed successfully by the close of business on the scheduled date	99.6%	99.5%	99.6%	99.6%
4	<b>eDossier system availability</b>	99%	7am-7pm on working days	100.0%	100.0%	100.0%	100.0%
5	<b>ePCT system availability</b>	99%	24 hours	100.0%	100.0%	100.0%	100.0%
<b>Information systems service levels (ISSL)<sup>16</sup></b>				<b>93.0%</b>	<b>95.1%</b>	<b>96.5%</b>	<b>97.1%</b>

Source: PCT Services February 2017

<sup>15</sup> Following an independent review of PCTIS performance metrics, its definition slightly changed from the one described in the Program and Budget 2014/15

<sup>16</sup> Weighted average of the above indicators: (1): 20% (2): 20% (3) 20% (4) 20% (5) 20%.

## Receiving Office at the International Bureau (RO/IB)

### Filings

This table presents PCT filings by the top 10 receiving Offices over the past five years to 2016. 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 (RO/IB) 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.

**PCT applications received by the top 10 receiving Offices**

Receiving Offices	International Filing Year					2016 Share (%)	Change compared to 2015 (%)
	2012	2013	2014	2015	2016		
United States of America	52,010	57,686	61,974	57,594	56,679	24.3	-1.6
Japan	42,787	43,075	41,292	43,097	44,513	19.1	3.3
China	19,924	22,927	27,088	31,045	44,473	19.1	43.3
European Patent Office	32,430	32,043	32,905	34,158	35,309	15.2	3.4
Republic of Korea	11,869	12,439	13,137	14,592	15,601	6.7	6.9
International Bureau	9,789	10,403	10,541	10,329	10,029	4.3	-2.9
United Kingdom	4,128	3,894	4,241	4,100	4,006	1.7	-2.3
France	3,266	3,313	3,508	3,515	3,621	1.6	3.0
Canada	2,135	2,091	2,174	1,987	1,851	0.8	-6.8
Australia	1,607	1,521	1,622	1,615	1,703	0.7	5.4
All others	15,399	15,913	15,851	15,203	15,215	6.5	0.1
<b>Total</b>	<b>195,344</b>	<b>205,305</b>	<b>214,333</b>	<b>217,235</b>	<b>233,000</b>	<b>100</b>	<b>7.3</b>

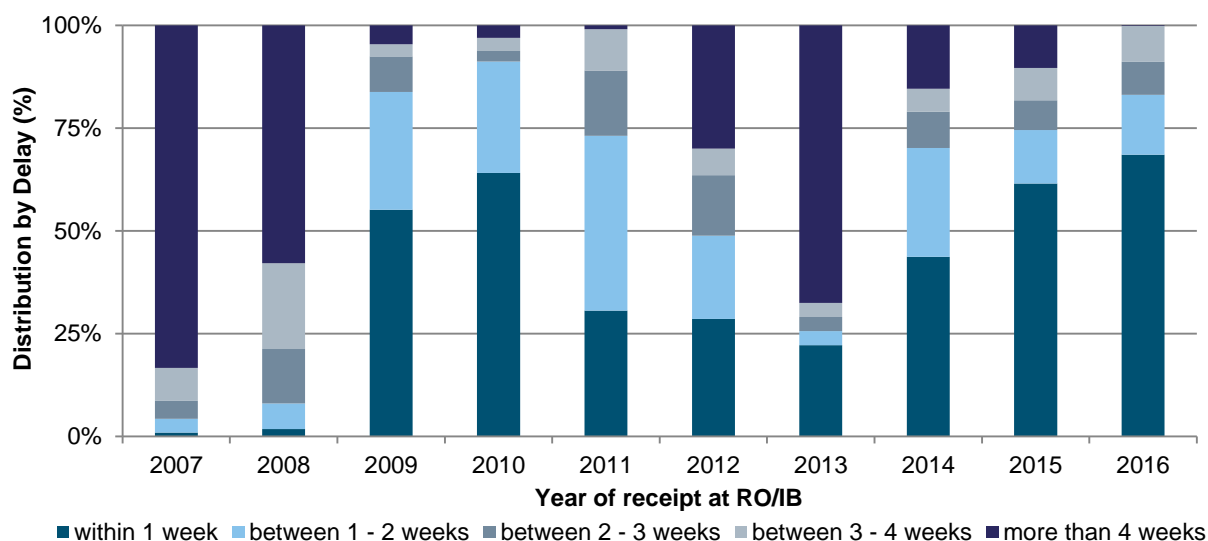
Source: WIPO Statistics Database, February 2017

Note: 2015 data are estimated

### Timeliness of notification of international filing date

This indicator reflects the time required by the RO/IB to issue Form 105. This form is issued after the international filing date has been accorded. Applicants appreciate receiving this form as soon as possible, because an international application has the effect of a regular national application in each designated State as of the international filing date, which date shall be considered to be the actual filing date in each designated State.

**Timeliness of Notification of International Filing Date**

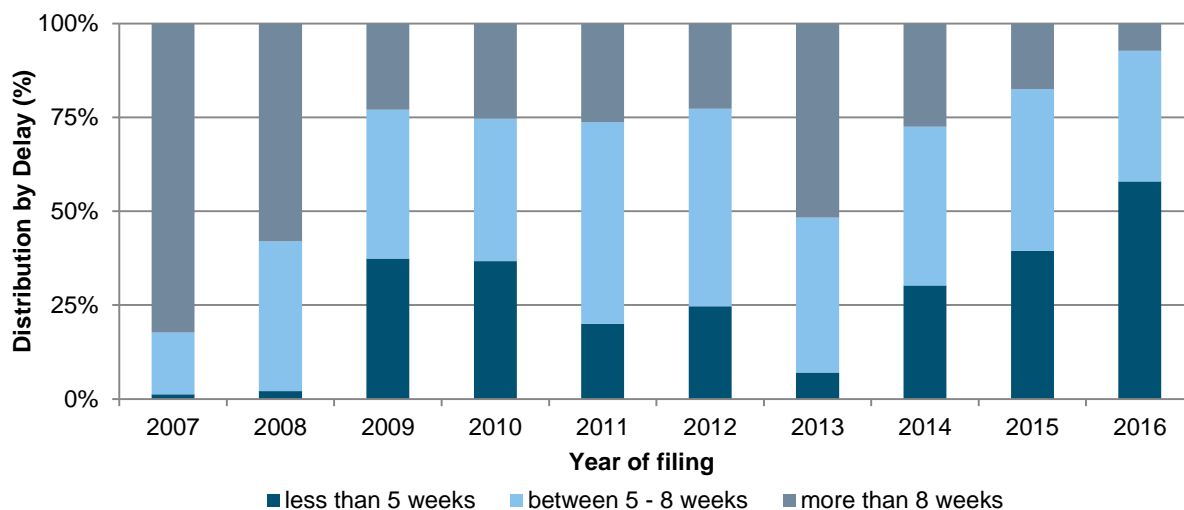


Source: WIPO Statistics Database February 2017

## Timeliness of transmittal of search copy

This indicator reflects the time required by the RO/IB to transmit the search copies to the ISAs. The search copy is to be transmitted promptly after payment of the search fee, so that the ISA can establish the ISR within the deadlines stipulated by the PCT regulatory framework. Delays in paying the fee will delay the transmission of the search copies to the ISAs and therefore negatively impact upon the ability of ISAs to meet these deadlines.

Timeliness of Transmittal of Search Copy



Source: WIPO Statistics Database February 2017  
Note: 2015 data are provisional and incomplete

## PROGRAM 6 Madrid System

### Implementation Strategies

- Actively promote membership to the Madrid System and support accession of States having indicated interest in becoming members of the System;
- Increase the use of the Madrid System through the implementation of a strategic marketing approach to promotion, involving market research and delivery of targeted information campaigns and activities;
- Provide for a balanced development of the legal framework governing the Madrid System and the administrative practices under the System through annual meetings of the Working Group on the Legal Development of the Madrid System for the International Registration of Marks and the Madrid Working Group Roundtable;
- Improve productivity and transactional quality of Madrid operations;
- Optimize the information and communication technology environment supporting all Madrid System operations in alignment with the Organization-wide Global IP Platform initiative;
- Design, develop and deploy a new Madrid System IT platform<sup>17</sup> to better enable the modernization and streamlining of all internal- and external-facing Madrid System business functions;
- Develop state-of-the-art customer support services that offer enhanced user and customer experience (E-Madrid).

### Cross-Program Collaboration



<sup>17</sup> Subject to the approval of the Madrid Union Assembly.

## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Due to the inherent complexity of the System and/or inability to process service requests in a timely manner, applicants may prefer the national route of certain Contracting Parties.	Continue to enhance the effectiveness of the Madrid System through legal and practical adjustments that would simplify and facilitate the securing of trademark protection in all designated Contracting Parties.  Promote new accessions in key regions and countries
Because of the inability of Madrid Information Systems to sustain all processes at a satisfactory quality level, growing customer dissatisfaction may adversely affect the attractiveness of the System and thus its use.	Proposal to the Madrid Union Assembly for the development of a new Madrid IT Platform, offering state of the art database and communication functionalities for the Madrid System.  Improve staff profile alignment; improve quality and consistency of Madrid Information systems support and operational practices; continue to strengthen quality control procedures; and provide training and support.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>II.5</b> Wider and more effective use of the Madrid System, including by developing countries and LDCs	Total Membership of the Madrid System	98 members (as of February 2017)	110 members (end 2019)
	Filing rate	2016: 52,550 applications	4% increase per annum
	Registrations	2016: 44,726	2018: 54,524 2019: 56,638
	Renewals	2016: 30,103	2018: 33,300 2019: 34,890
	Total no. of international registrations in force	2016: 641,587	2018: 675,000 2019: 695,000
	Total no. of designations	2016: 5.69 million	2018: 5.79 million 2019: 5.81 million
	Classification irregularities (Rule 12 and 13)	2016: 38%	2018: 29% 2019: 28%
<b>II.6</b> Improved productivity and service quality of Madrid operations	Functional improvements to the Madrid System	Common Regulations and Administrative Instructions in force at December 31, 2016 MM/LD/WG/14/2 REV	Amendments to the Common Regulations and Administrative Instructions
	Overall customer satisfaction with Madrid services	TBD	TBD
	Unit cost	746 CHF (new/renewed registration); Inscription Unit Cost: 318 CHF (2016)	Reduction in both unit cost categories
	Timeliness of transactions	2016: Registrations: 64 days Renewals: 65 days Subsequent Designations: 42 days Modifications: 62 days Decisions: 24 days Corrections: 140 days	2018/19: Registrations: 40 days Renewals: 50 days Subsequent Designations: 40 days Modifications: 50 days Decisions: 20 days Corrections: 65 days

Expected Result	Performance Indicators	Baselines	Targets
	Quality output in Operations	QC in examination: Nice 91% Formalities examination 94% Decisions 96% Modifications 95% Renewals 96%  Other areas: Client Records 100% Customer Service 83%  Translation: EN 99% FR 99% ES 97%	QC in examination: Nice 90% Formalities examination 95% Decisions 97% Modifications 95% Renewals 95%  Other areas: Client Records 99% Customer Service 90%  Translation: EN 95% FR 95% ES 95%
	Quality of Software Development (QSD)	TBD	TBD
	Information System Service Levels (ISSL)	TBD	TBD
	No. of Offices communicating fully electronically	30 CPs communicating via XML, 2 via e-filing (2016)	45 CPs communicating via XML/e-filing

## Resources for Program 6

The overall resources for the Program in the 2018/19 biennium shows an increase of 1.3 per cent compared to the 2016/17 Approved Budget.

The increase in non-personnel resources is due to: (i) the expansion of the Madrid Fellowship Program reflected under Expected Result II.5 (Wider and more effective use of the Madrid System); (ii) an increase in Madrid translation and production support costs; and (iii) provision for the enhancement of the Madrid IT system reflected under Expected Result II.6 (Improved productivity and service quality of Madrid operations). This increase is slightly offset by a decrease in resources under Expected Result II.5, which primarily reflects a downward adjustment, based on actual expenditure patterns, for the Madrid, the Hague and Lisbon Assemblies.

The decrease in the number of posts and associated personnel resources is due to (i) the redeployment of two posts to the WIPO Office in China to support the promotion of the Madrid and the Hague Systems; and (ii) the completion of a temporary assignment in the Madrid Legal Division.

### Program 6: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
II.5. Wider and more effective use of the Madrid System, including by developing countries and LDCs	15,755	16,326	12,543
II.6. Improved productivity and service quality of Madrid operations	42,253	41,736	46,296
II.10. Improved productivity and service quality of Lisbon operations	99	-	-
<b>Total</b>	<b>58,106</b>	<b>58,062</b>	<b>58,839</b>



**Program 6: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	41,506	38,673	41,458	(49)	-0.1%
<i>Temporary Staff</i>	2,441	2,377	1,063	(1,378)	-56.5%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>43,948</b>	<b>41,050</b>	<b>42,521</b>	<b>(1,427)</b>	<b>-3.2%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	8	8	n/a
<i>WIPO Fellowships</i>	1,500	2,549	2,400	900	60.0%
Sub Total	1,500	2,549	2,408	908	60.5%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	764	651	991	226	29.6%
<i>Third-party Travel</i>	1,573	1,482	1,394	(179)	-11.4%
<i>Training and Related Travel Grants</i>	-	27	271	271	n/a
Sub Total	2,337	2,160	2,656	318	13.6%
<b>Contractual Services</b>					
<i>Conferences</i>	124	477	310	186	150.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	2,230	2,583	2,490	260	11.6%
<i>Other Contractual Services</i>	5,767	8,403	6,440	673	11.7%
Sub Total	8,121	11,462	9,240	1,119	13.8%
<b>Finance Costs</b>					
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	45	-	-	n/a
<i>Communication</i>	2,190	781	1,835	(355)	-16.2%
<i>Representation &amp; Other Operating Expenses</i>	10	14	20	10	100.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	2,200	840	1,855	(345)	-15.7%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	-	1	160	160	n/a
Sub-Total	-	1	160	160	n/a
<b>Total, B.</b>	<b>14,159</b>	<b>17,012</b>	<b>16,319</b>	<b>2,160</b>	<b>15.3%</b>
<b>TOTAL</b>	<b>58,106</b>	<b>58,062</b>	<b>58,839</b>	<b>733</b>	<b>1.3%</b>
<b>POSTS</b>	<b>119</b>	<b>115</b>	<b>116</b>	<b>(3)</b>	

**Funds in Trust Potentially Available for Programming in 2018/9<sup>1</sup>**  
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance end 2016	Estimated Contributions 2017	Estimated Expenditure end 2017	Estimated Balance end 2017	Estimated Contributions 2018/19 <sup>2</sup>	Estimated Available for Programming in 2018/19
<b>Program 6</b>						
China	101	300	250	151	600	751
<b>Total</b>	<b>101</b>	<b>300</b>	<b>250</b>	<b>151</b>	<b>600</b>	<b>751</b>

<sup>1</sup> The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

<sup>2</sup> This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

## Program 6 Annex Indicators of Madrid Operations

Performance indicators for the expected result  
“improved productivity and service quality of Madrid  
Operations”

### General

In March 2016, the IT legacy system (MAPS) used by Madrid Operations was replaced by a new IT System (MIRIS). Some of the following indicators, such as processed workload, pendency and some quality indicators were impacted by an initial system instability following the deployment of MIRIS.

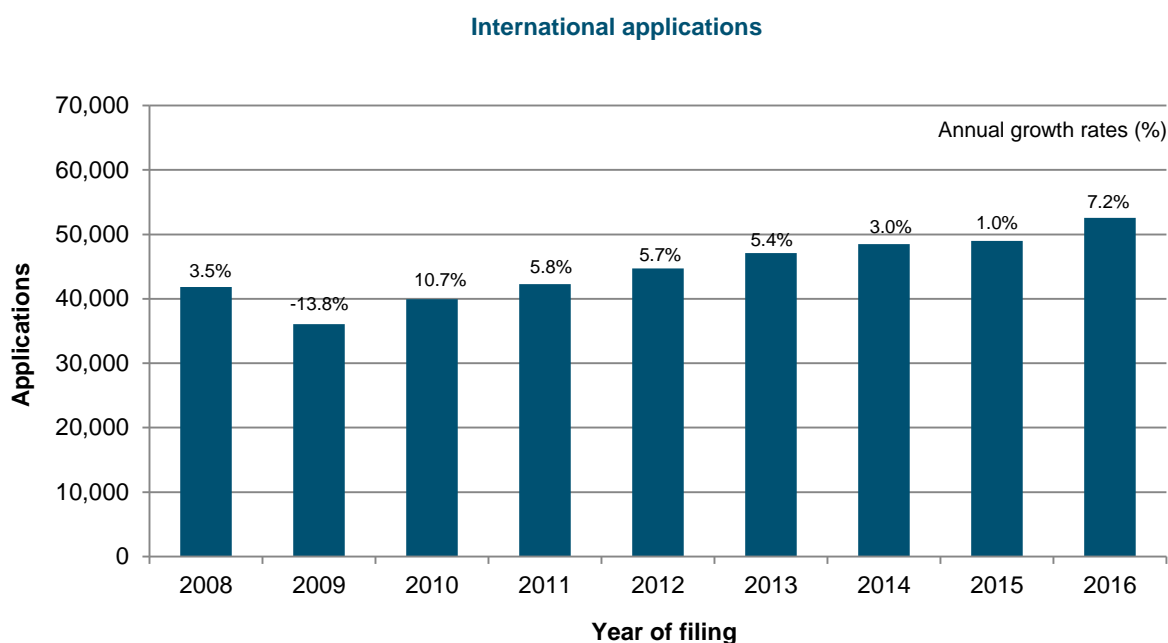
When assessing performance indicators to determine the expected result “improved productivity and service quality of Madrid operations”, the following factors should be considered:

- Madrid workload;
- Composition of the workload;
- Number of staff assigned to process the workload;
- Level of automation; and,
- Total cost of production.

### I. Incoming documents

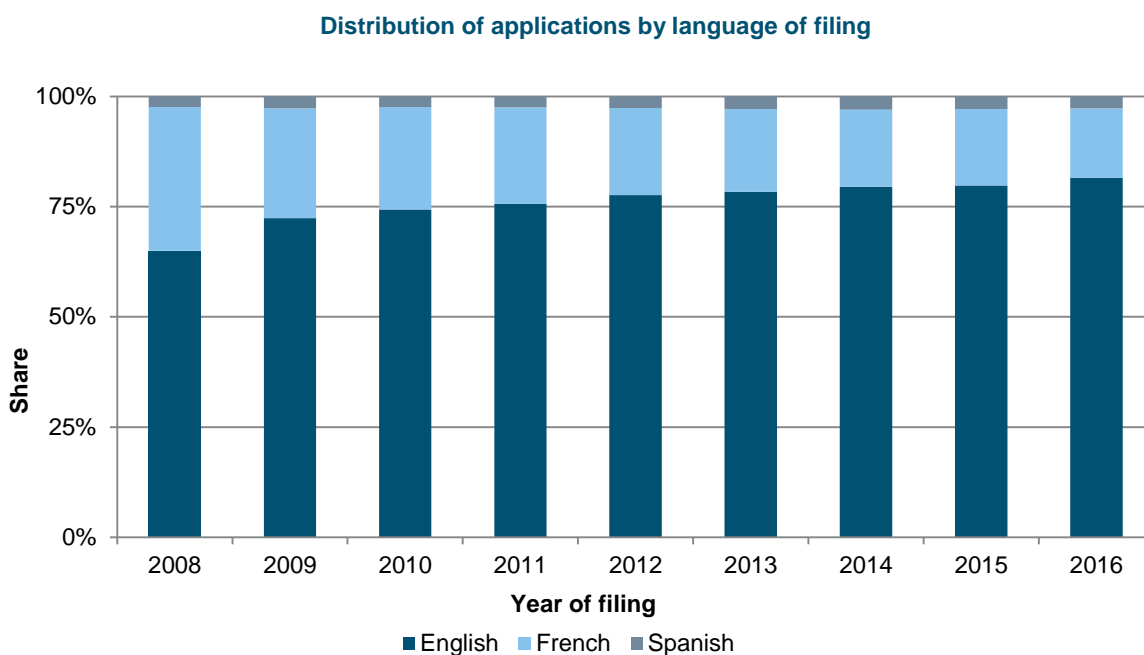
The International Bureau (IB) receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. The latest trend for the number of documents received by the IB in relation to each of these categories is presented below. With respect to international applications, additional information, such as the average number of classes and average length of the application, is also provided. For technical reasons, some indicators show data based on processed documents rather than on incoming documents. Backlogs in processing may therefore affect some indicators. Moreover, in 2016, the IB changed its methodology for determining the date of receipt of international applications, by using the filing date of an international application at the Office of origin rather than the date of receipt of an international application by the IB.

#### International applications



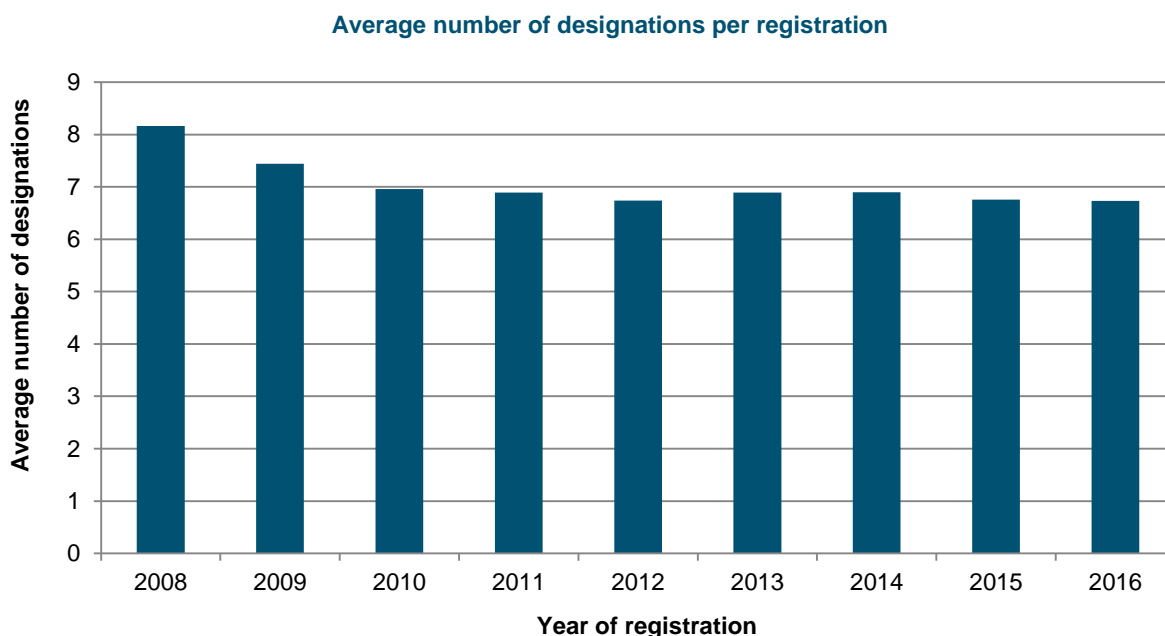
- The IB received 52,550 applications filed in 2016, representing an increase of 7.2 per cent compared to 2015.<sup>18</sup>
- The numbers of applications received have increased continuously since 2010.

**Distribution of applications by language of filing**



- In 2016, 82 per cent of all applications were filed in English. This share grew by 17 percentage points since 2008, when English applications comprised 65 per cent of all applications filed.

**Average number of designations per registration**



- An average 6.7 designations were made in applications registered in 2016.<sup>19</sup>

<sup>18</sup> Data are provided based on the date of filing at the Office of origin instead of the date of receipt at the IB as presented in previous Program Performance Reports.

<sup>19</sup> The average number of classes per registration in 2015 amounted to 6.8 instead of 7.7 as reported in the PPR 2014/15.

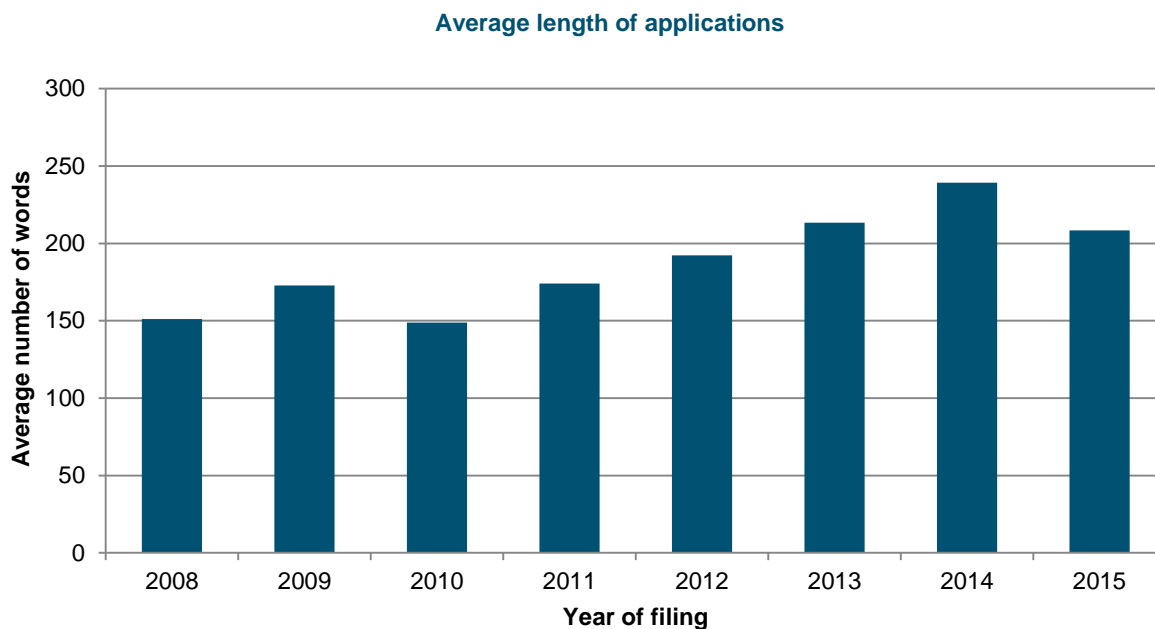
**Average number of classes per registration**



- On average, 2.5 classes were specified in applications registered in 2016, the same as in 2014 and 2015.

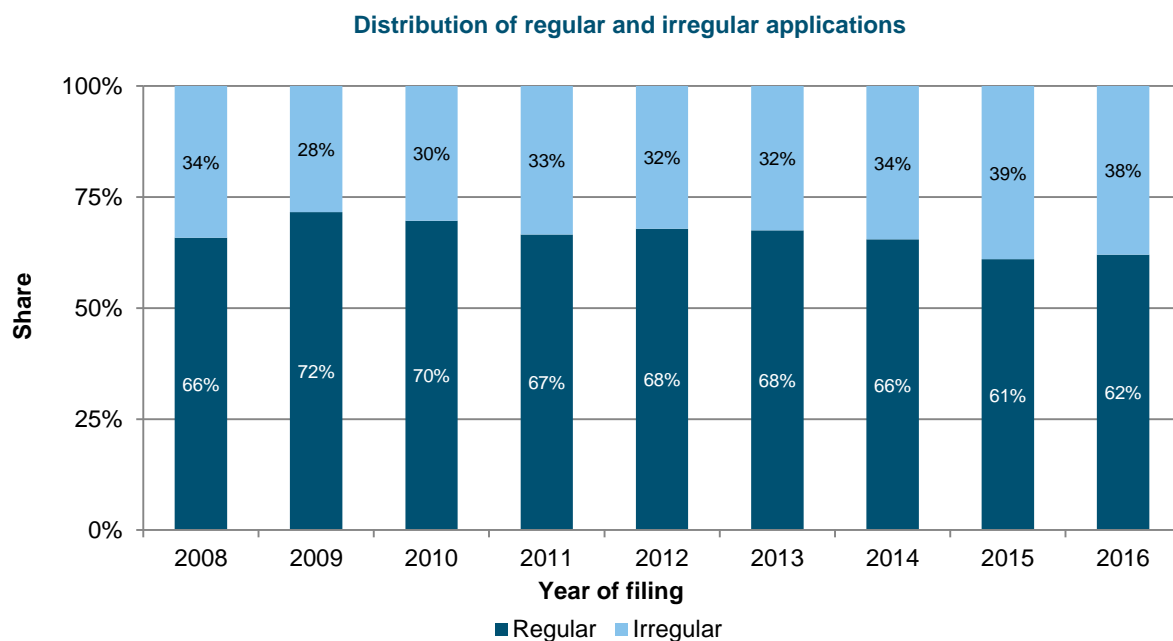
**Average length of applications**

The length of an application is determined by the total number of words used by applicants in (a) the description of the mark, (b) the list of goods and services and (c) any accompanying limitations. To make the application available in all three Madrid System languages, these three elements are translated by the IB into English, French or Spanish, depending on the original language of the application.



- Due to the IT system migration, data for 2016 were not available at the time of the release of the report.

**Distribution of regular and irregular applications**



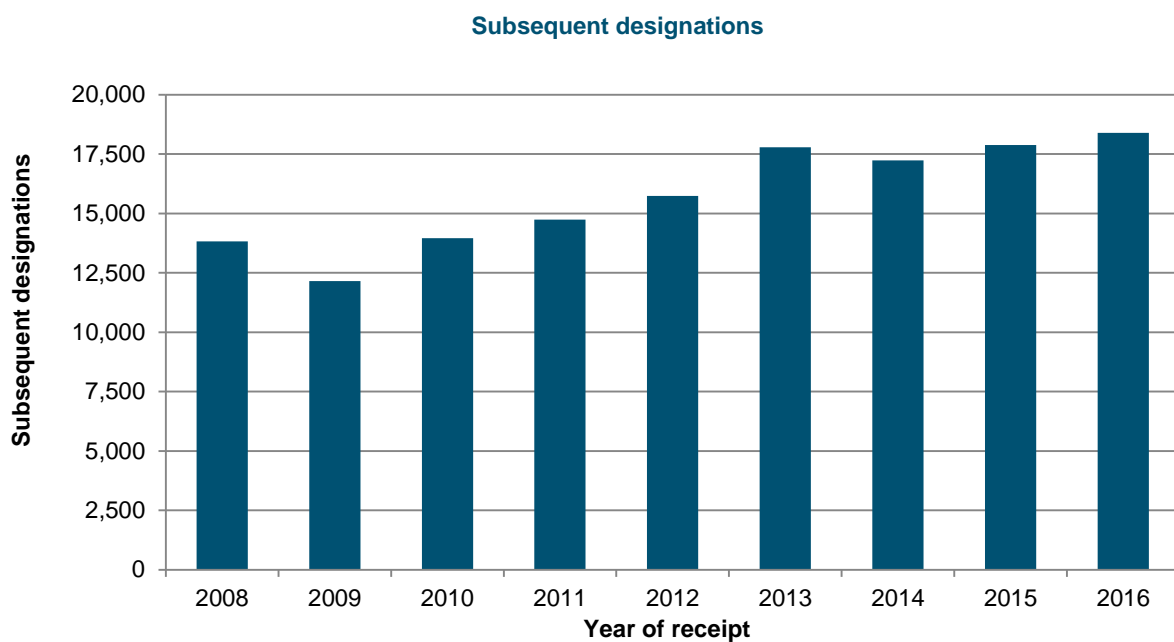
- The share of regular applications remained relatively stable in 2016 compared to 2015, with an increase of 1 percentage point.

**Renewals**



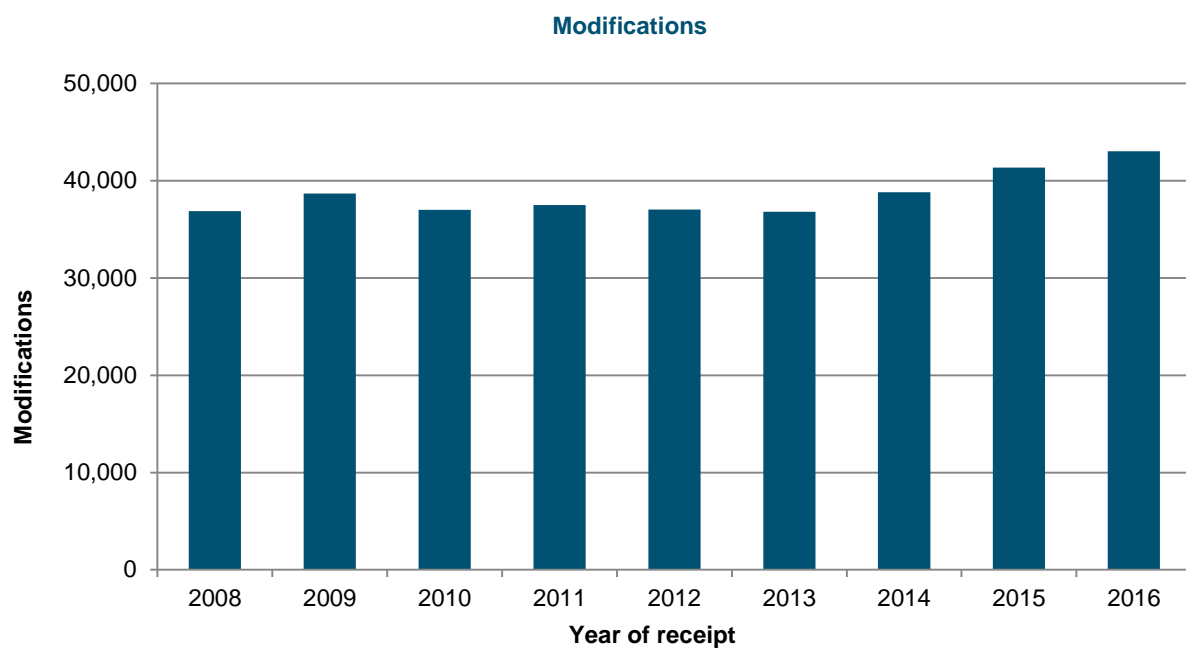
- In 2016, the IB recorded 30,103 renewals, up 6 per cent from 2015.

## Subsequent Designations



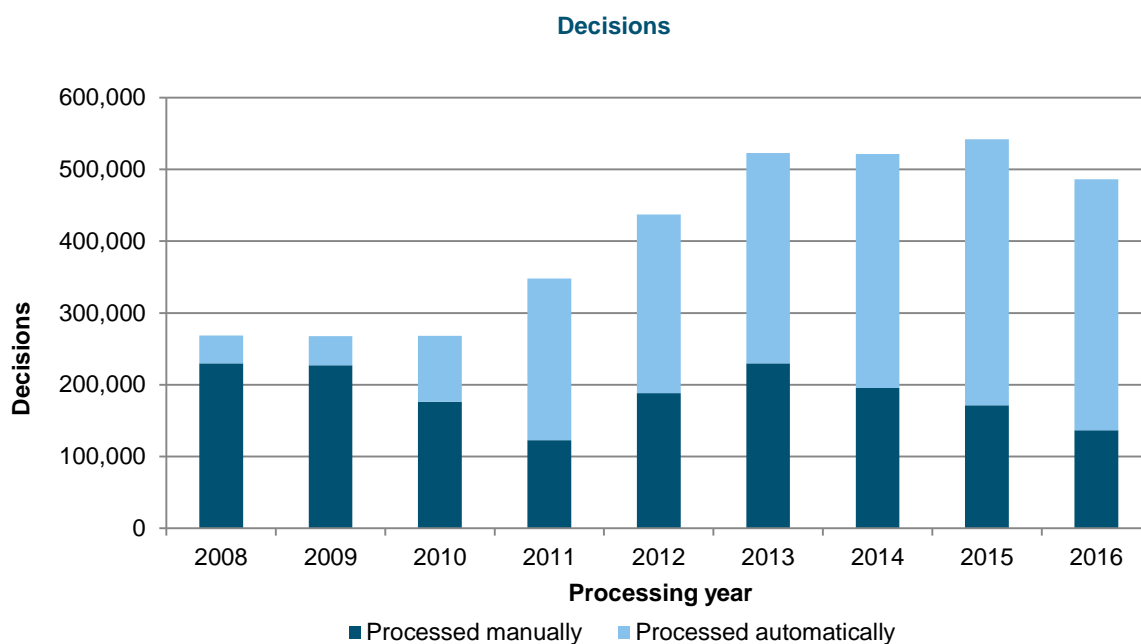
- In 2016, the IB received 18,398 subsequent designations, up 2.9 per cent from 2015.

## Modifications



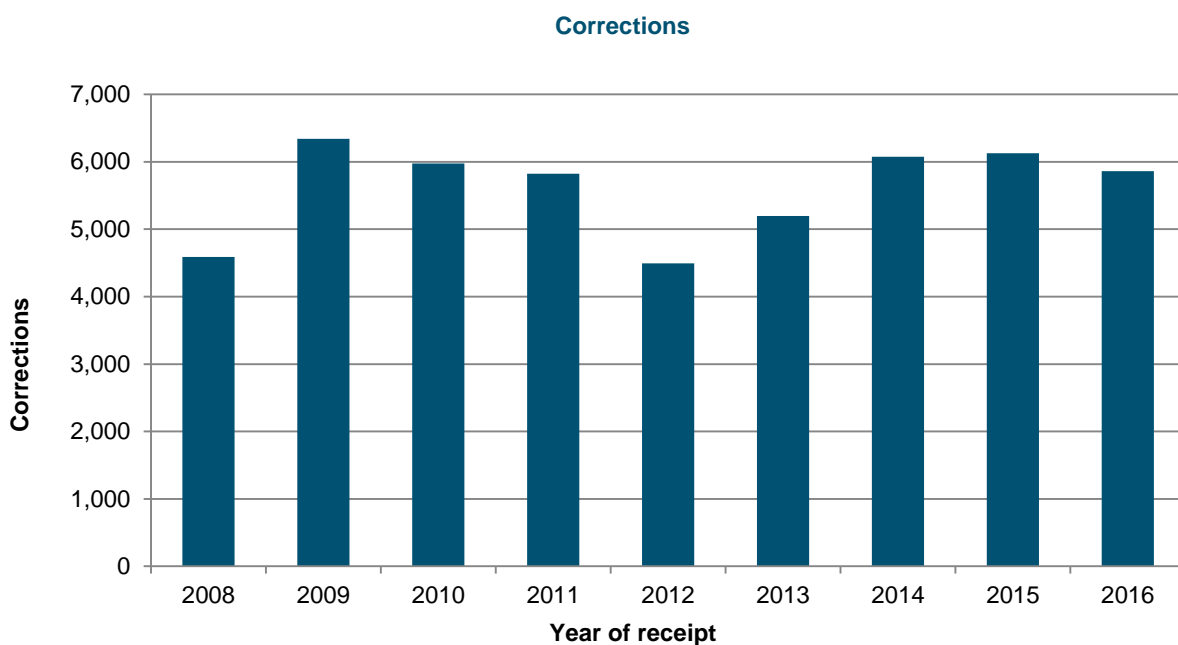
- In 2016, the IB received 43,026 requests for modification, up 4 per cent from 2015.

## Decisions



- In 2016, the number of decisions processed by the IB decreased by 10 per cent compared to 2015, totaling 486,295. Between 2010 and 2013, the number of decisions processed sharply increased.
- In 2016, 72 per cent of decisions were processed automatically, a proportion which has consistently increased since 2011.

## Corrections

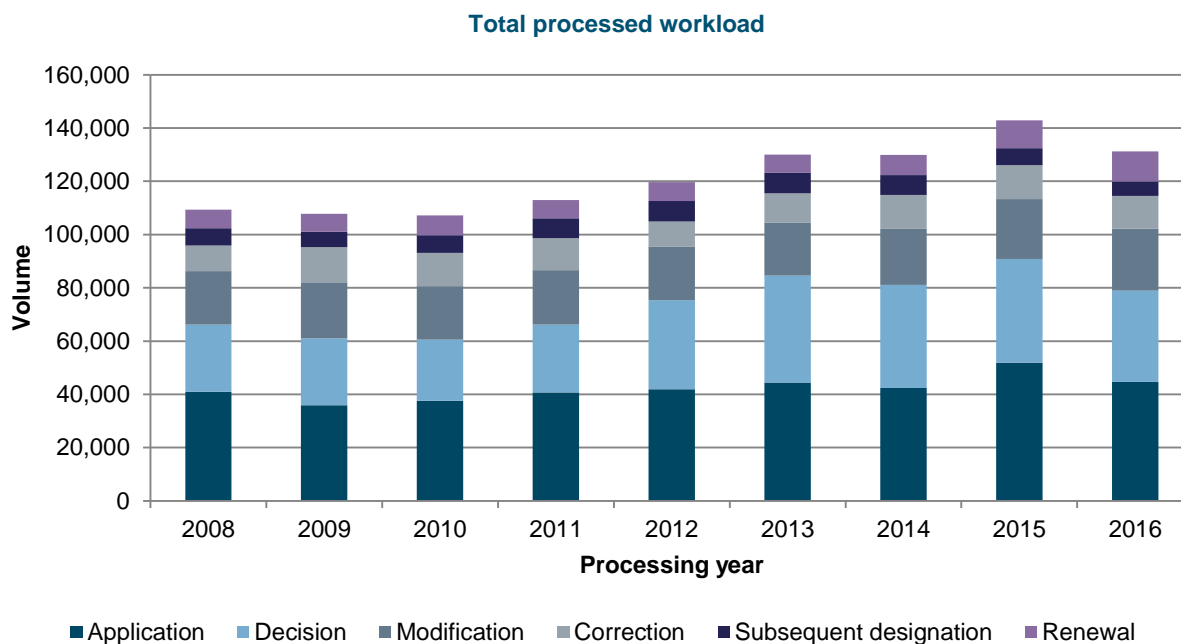


- In 2016, the IB received 5,860 requests for corrections, representing a decrease of 4.4 per cent compared to 2015.

## II. Total processed workload

The total processed workload represents the weighted total number of documents processed by the IB. All six categories of documents are included (applications, renewals, subsequent designations, modifications, decisions and corrections).

As the processing of these types of documents do not require an equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, a full time equivalent (FTE) examiner can process 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10 decisions. Similarly, for documents processed automatically, a FTE in IT systems support is deemed to process 17 documents.

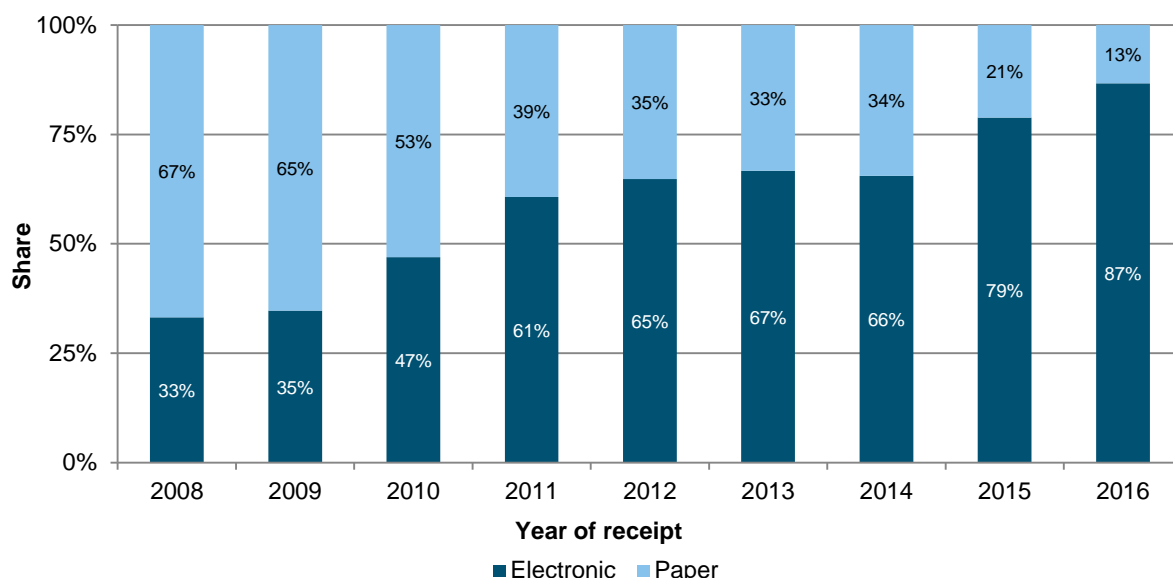


- In 2016, the total processed workload decreased by 8 per cent compared to 2015. Applications, decisions and modifications represented nearly 78 per cent of the total processed workload.
- The overall decrease observed in 2016 included decreases in the number of subsequent designations, applications and decisions processed, with respective reductions of 15, 14 and 12 per cent compared to 2015. This was primarily attributable to the initial instability of the new IT system (MIRIS), which resulted in a backlog of pending documents.



### III. Medium of Transmission of Incoming Documents

Distribution of incoming documents by medium of transmission



- In 2016, 87 per cent of all incoming documents were transmitted electronically to the IB, which represented an 8 percentage points increase compared to 2015.
- The share of incoming documents transmitted electronically has consistently increased since 2008, except in 2014 where it decreased by 1 percentage point.

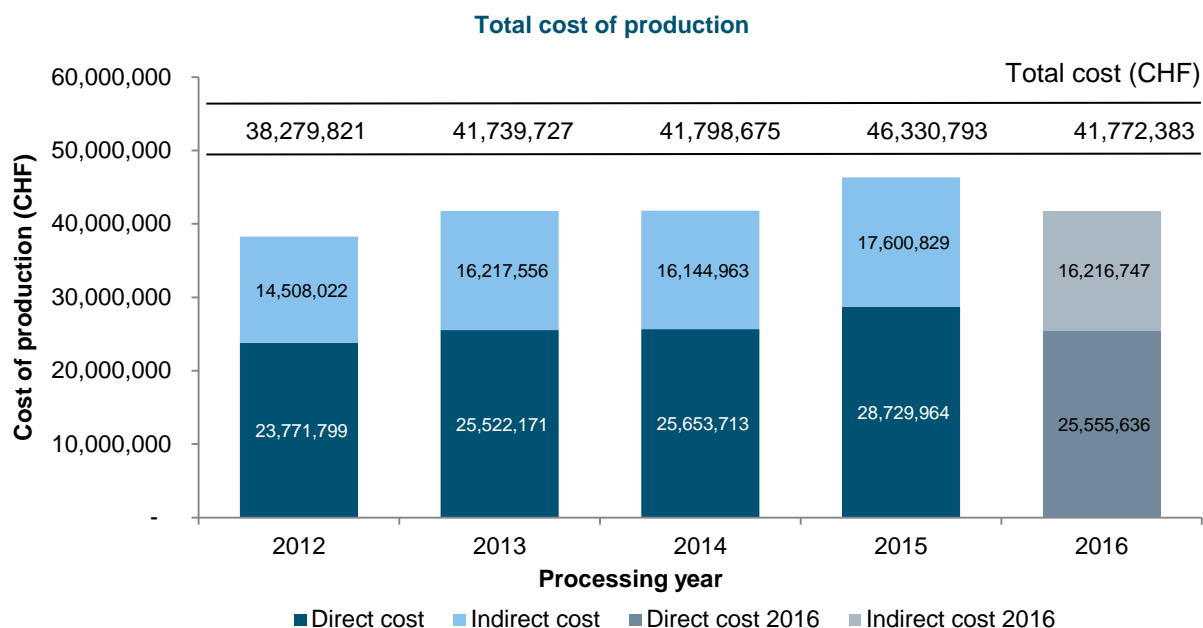
### IV. Processing

#### Total cost of production

The total cost of production comprises expenditure relating exclusively to the Madrid System and expenditure of activities supporting the System.

For data prior to 2016, the expenditure relating exclusively to the Madrid System represented about 96 per cent of the expenditures of Program 6. From 2016, expenditures of the Madrid System that relate to supporting the Hague and Lisbon Systems are excluded from the calculation. Before the 2016/17 biennium, the expenditure for translation and IT developments in relation to the Hague and Lisbon Systems could not be distinguished from the overall expenditure of Program 6. Because of this refinement in the calculation, 2016 data is not comparable with previous years and is therefore presented in a different graphical view.

Expenditure of activities supporting the Madrid System comprises the expenditure of the following general services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC and share of cost of the Income Section in Finance) are directly attributed to the Madrid System whereas the remaining such expenses attributable to the Madrid System are calculated based on headcount (including fixed term staff, temporary staff and fellows).



- The total cost of production is estimated at 41.8 million Swiss francs in 2016.
- In 2016, the direct costs accounted for 61 per cent of total costs.

## Unit cost

The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output which includes a set of transactions. Two unit cost indicators are presented below using two different units of output.

As part of the IB's efforts to continuously refine its approach to calculating unit costs, the methodology has been revised in 2016 to reflect more accurately the cost of processing Madrid workloads at the IB:

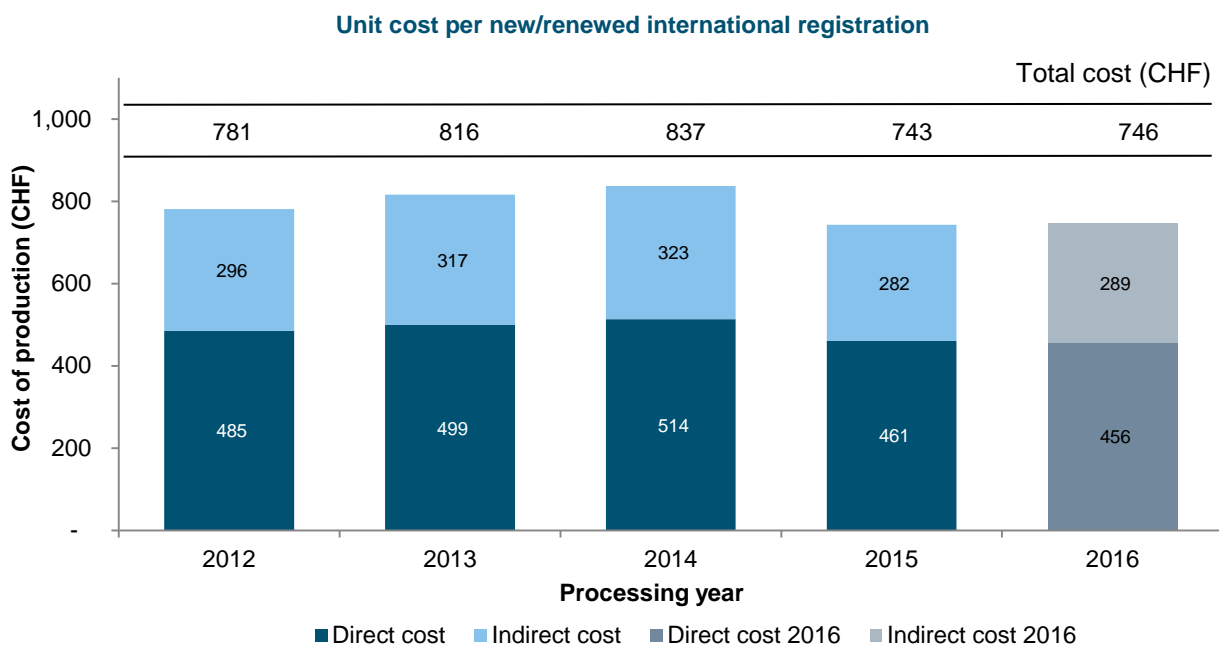
- The methodology for calculating direct and indirect Madrid costs has been aligned with the methodologies for calculating PCT and the Hague unit costs.
- The weighted system described in Section II, was introduced to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.<sup>20</sup>
- The unit cost per new/renewed international registration was redefined to include only new international registrations and renewals. The rationale for removing subsequent designations as a component of this unit cost is a sharper focus on the core Madrid outputs, namely the international registration and its renewal. All other Madrid transactions (subsequent designations, modifications, decisions and corrections) can be considered secondary to these two core transactions. Furthermore, it is difficult to justify including one of these secondary transactions as a component of this unit cost, while excluding the others.
- The second unit cost is based strictly on the number of documents inscribed in the register, irrespective of the varying levels of resources required to process them.

### Unit cost per new/renewed international registration

New international registrations consist of applications that are registered within a given year, and renewed international registrations consist of existing registrations that are renewed within a given year. Combined, these two types of transactions reflect the core business of the IB.

As processing these two types of transactions do not require equal resources, they are each weighted differently.<sup>21</sup> The unit cost is calculated by dividing the total cost of production by the number of new/renewed international registrations.

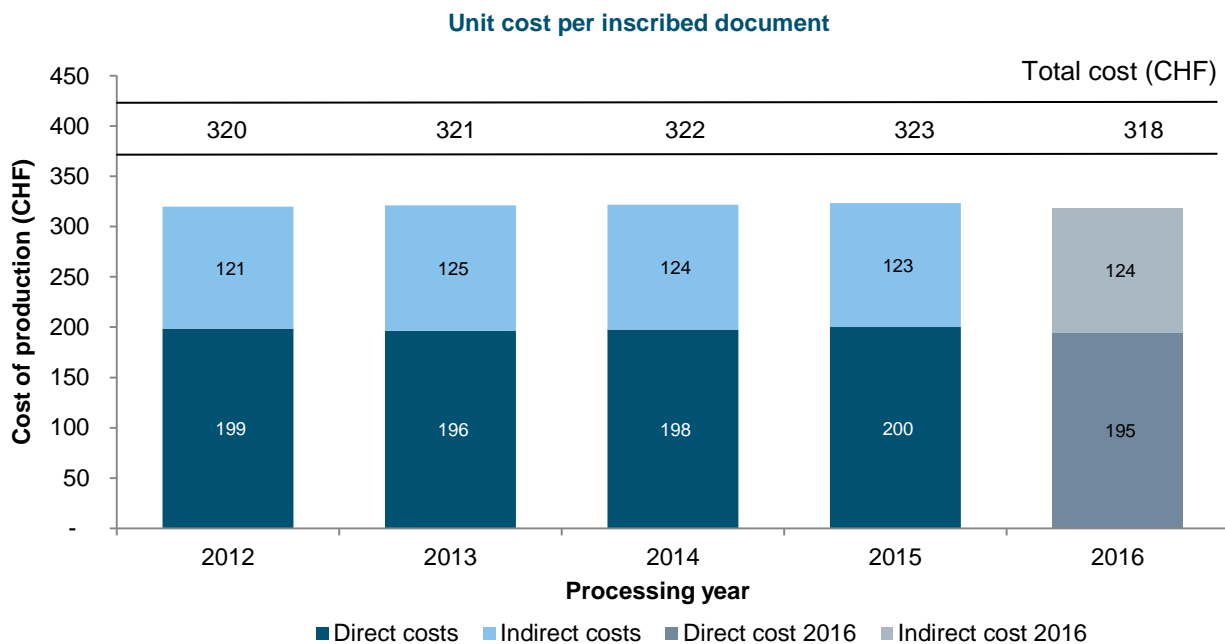
<sup>20</sup> See "Total processed workload" above.



- The average cost of processing a new/renewed international registration was 746 Swiss francs in 2016.

**Unit cost per document inscribed in the register**

The documents inscribed in the register correspond to the total volume of workload (see “Total volume of workload” above).

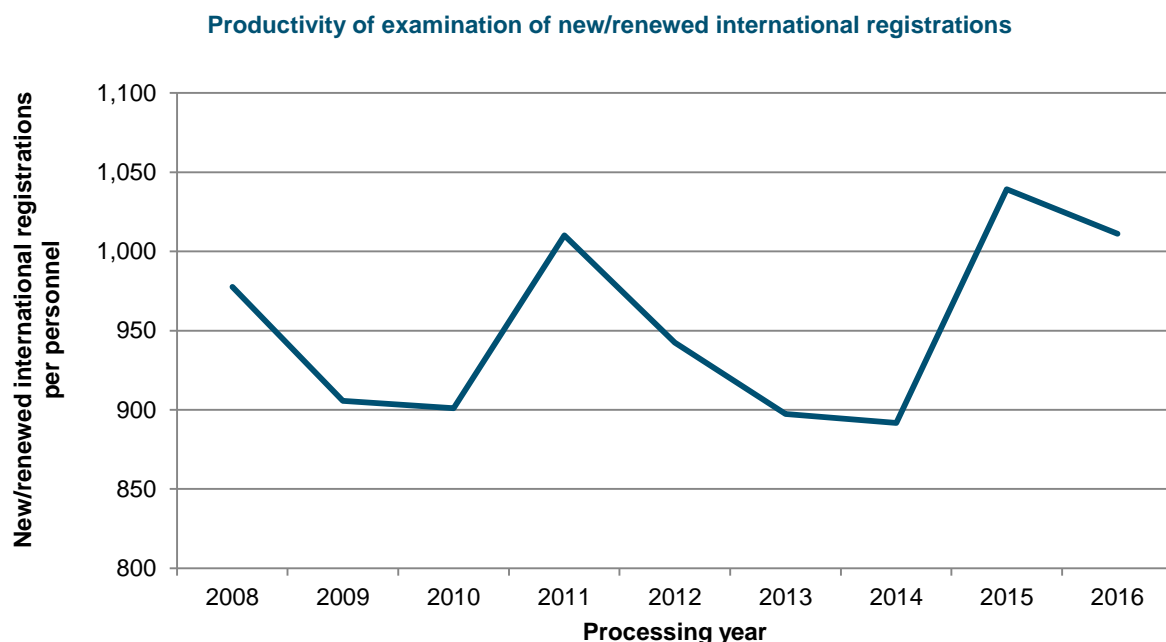


- The average cost of inscribing a document was 318 Swiss francs in 2016.

<sup>21</sup> See “Total processed workload” above.

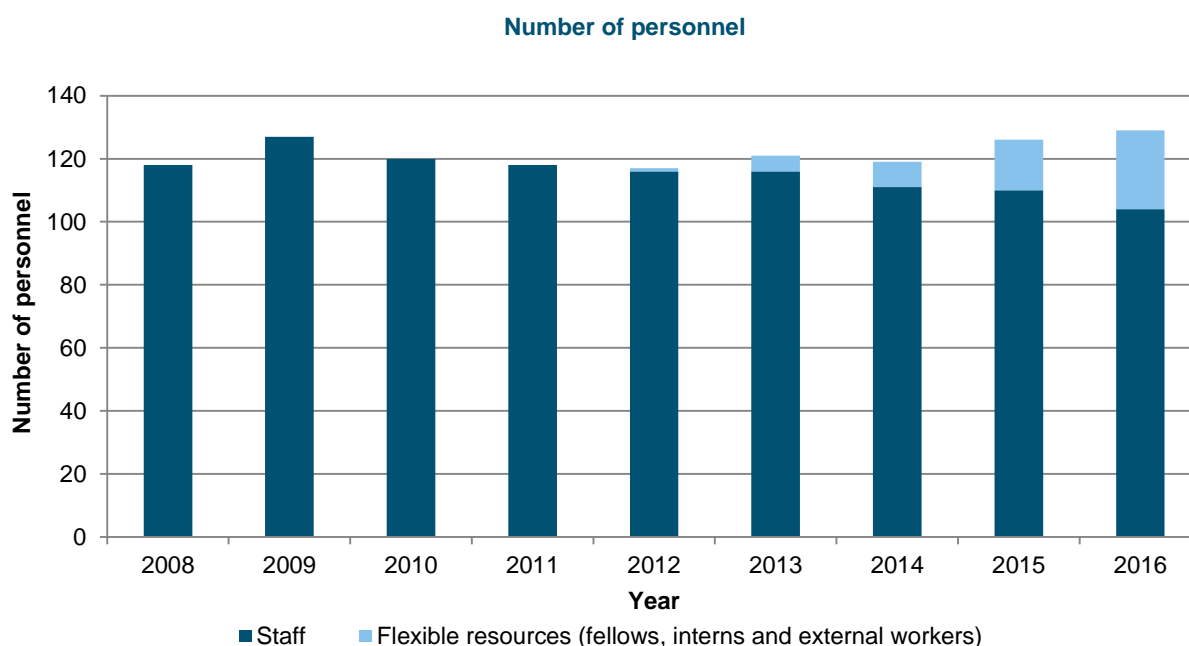
## V. Productivity of examination

The definition of examination productivity is the number of new/renewed international registrations processed by examiners, divided by the number of personnel involved in examination. The number of personnel includes fellows, interns and external contractors.



- In 2016, the productivity of examination decreased by 3 per cent compared to 2015. The 1,011 new and renewed international registrations per personnel in 2016 was the second highest during the period 2008-2016.

## VI. Personnel

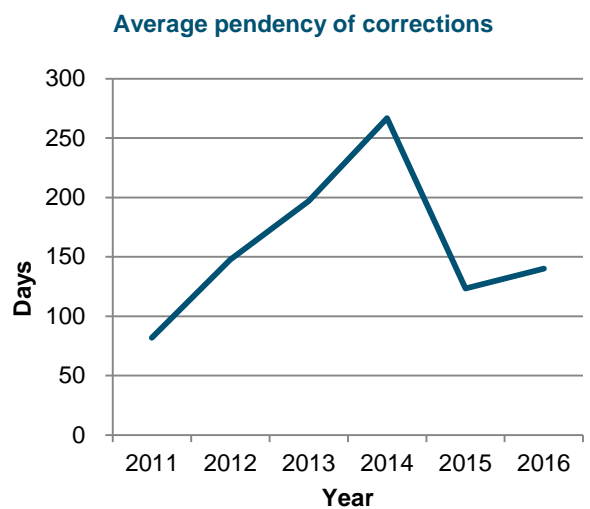
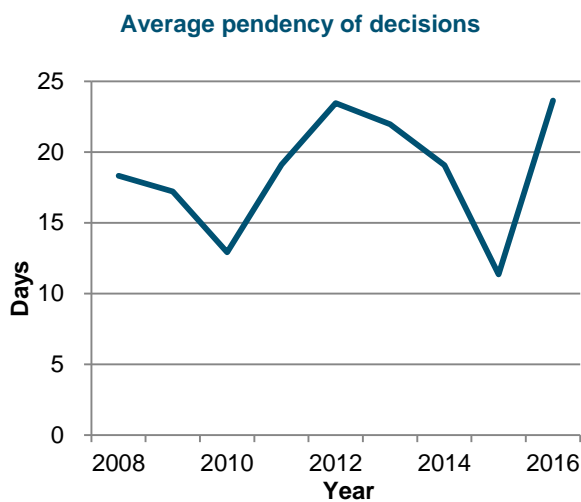
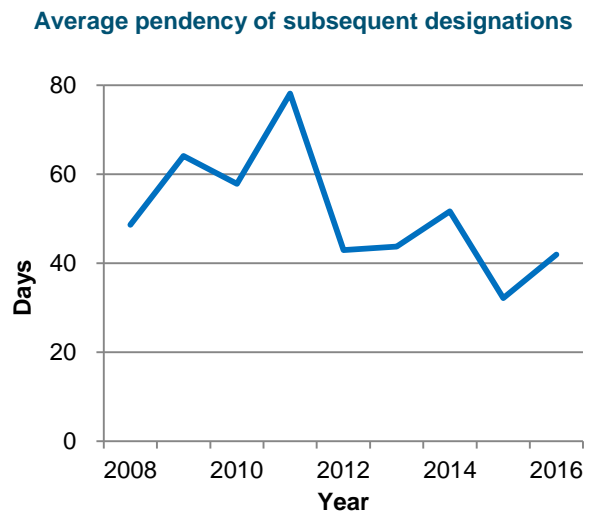
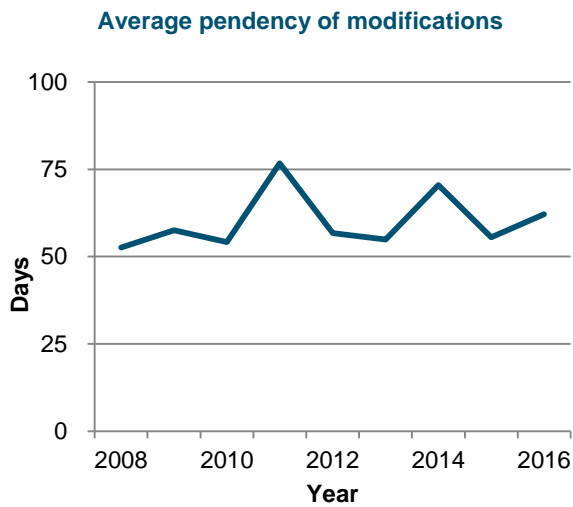
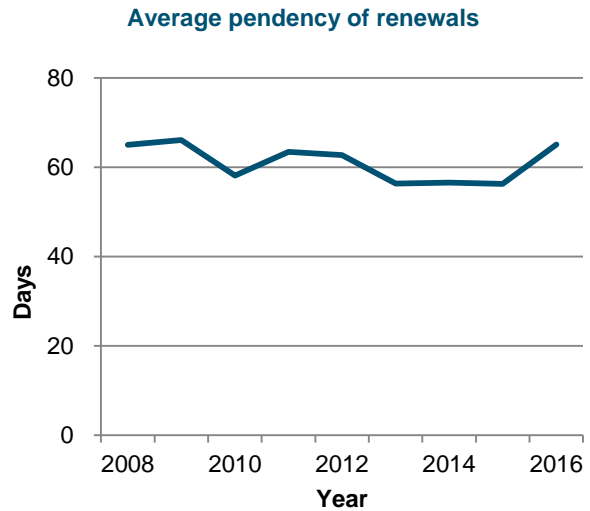
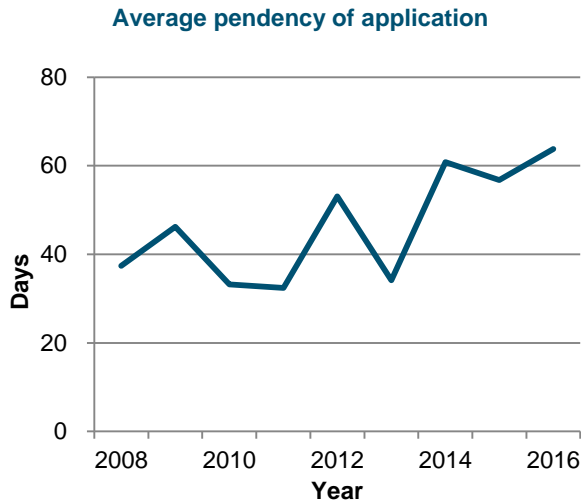


Note: The ability to distinguish the personnel of the Lisbon Registry was only feasible beginning with the 2014/15 biennium. For the years prior to 2014, the personnel of the Lisbon System are included in the overall number of personnel of the Madrid System. Agency workers not working on WIPO premises are not included in this indicator. External workers at the Document Processing Unit are not covered by the current methodology.

- The number of staff decreased from 110 in 2015 to 104 in 2016, while the number of flexible resources increased from 16 in 2015 to 25 in 2016.

## VII. Pendency

The average pendency for each of the six transactions performed by the IB is shown below. The pendency is calculated from the date a document is received to the date it is inscribed.



- Compared to 2015, the average pendency in 2016 increased for the six transactions performed by the IB. The most important increases were recorded for corrections, decisions and subsequent designations.

## VIII. Quality of examination

The following key indicators on the overall quality of trademark examination produced by the IB are the result of the quality control undertaken following the implementation of the Madrid Registry Quality Management Framework (QMF) in 2015, in compliance with ISO 9001:2015 and ISO 2859 guidance.<sup>22</sup>

Two sources of information on the quality of the examination work produced by the IB are presented:

- (a) The results of the internal review of examination transaction samples; and
- (b) Errors confirmed to have been made by the IB following the receipt of correction requests under Rule 28 of the Common Regulations.

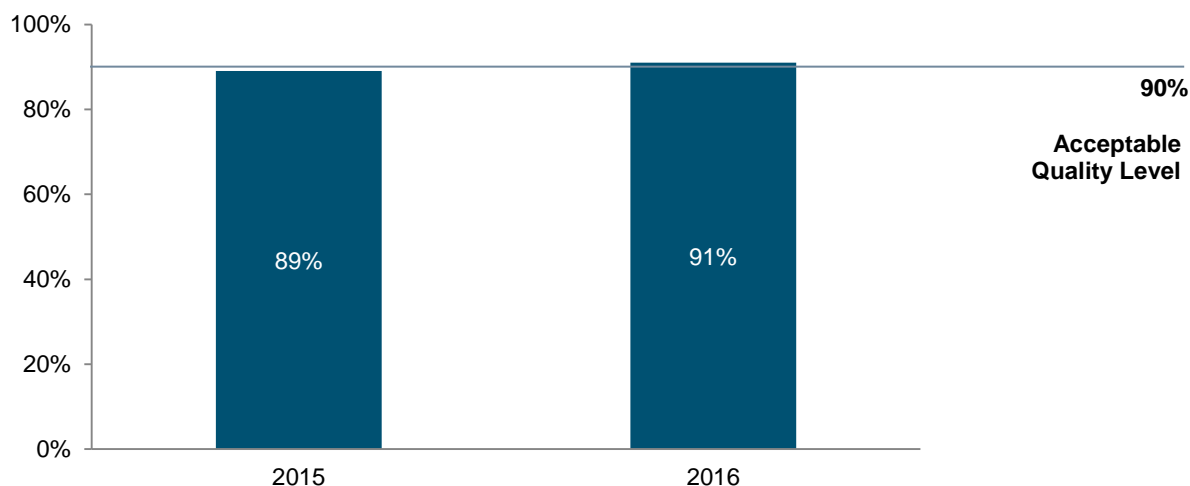
### *Review of examination transaction samples*

Quality control was carried out based on the size of the following samples for the manually processed transactions in 2016.

- 1,444 applications for Nice Classification
- 1,499 applications for formalities examination (APEX)
- 540 decisions
- 1,188 requests for modification
- 310 requests for renewal

An Acceptable Quality Level (AQL) is set for each transaction and is the criteria against which quality of trademark examination is measured.

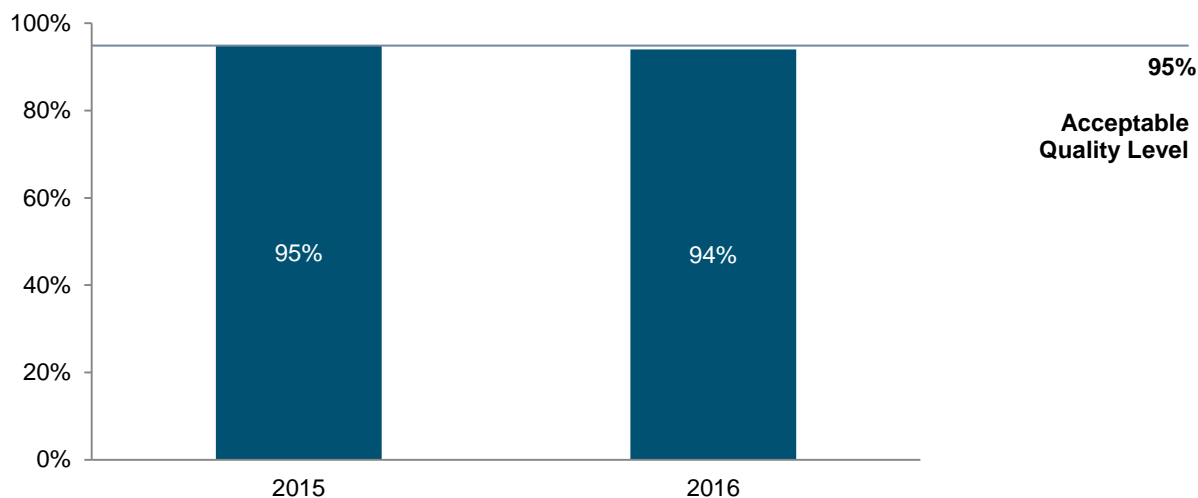
**Quality performance: Nice Classification, 2016**



- The overall quality performance in 2016 was one percentage point above the acceptable quality level.

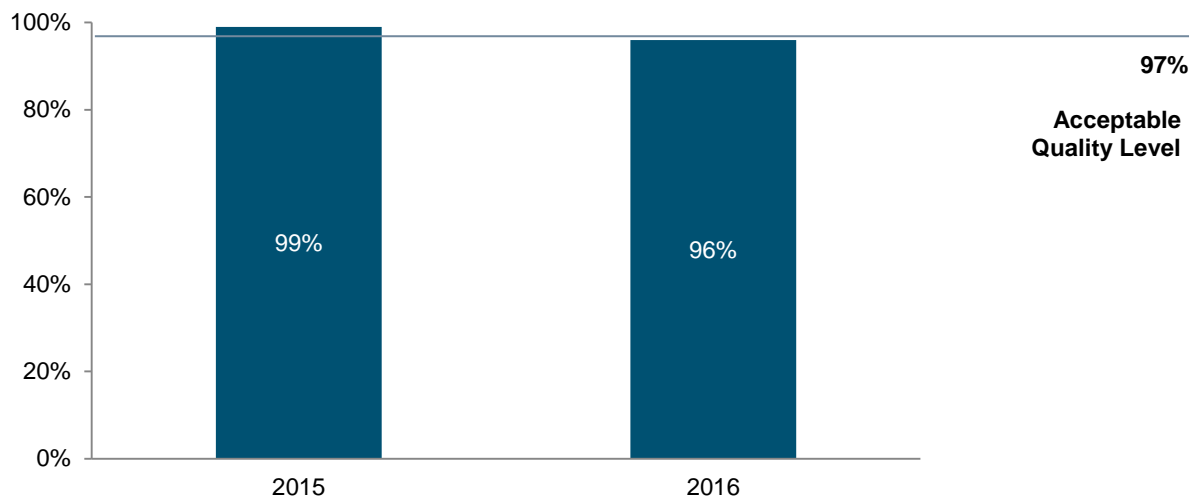
<sup>22</sup> The Madrid Registry QMF is available on request at [madrid.qp@wipo.int](mailto:madrid.qp@wipo.int).

**Quality performance: Formalities examination, 2016**



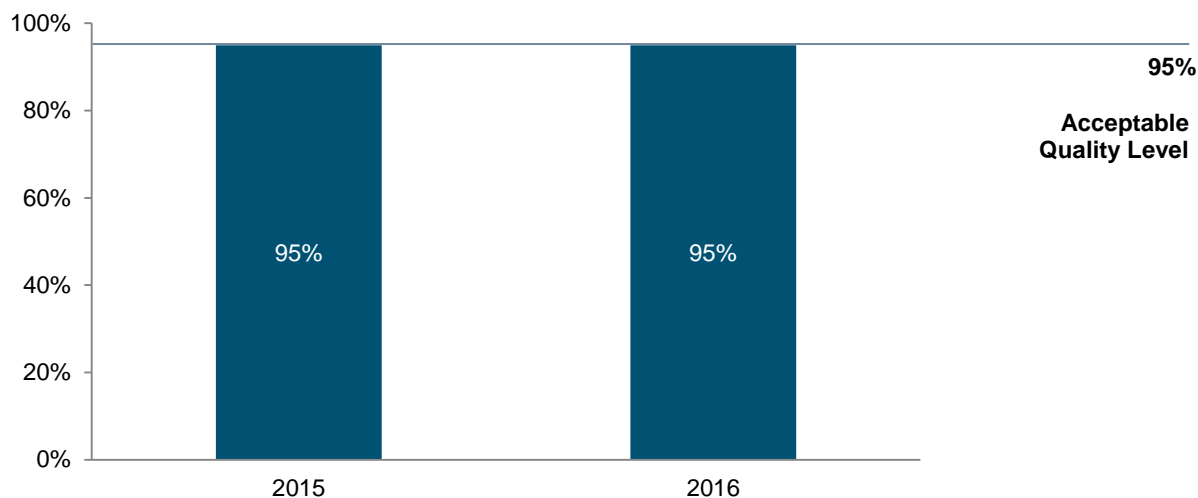
- The overall quality performance was one percentage point below the acceptable quality level for 2016 primarily due to the incorrect recording of applicants' and representatives' details.

**Quality performance: Decisions, 2016**



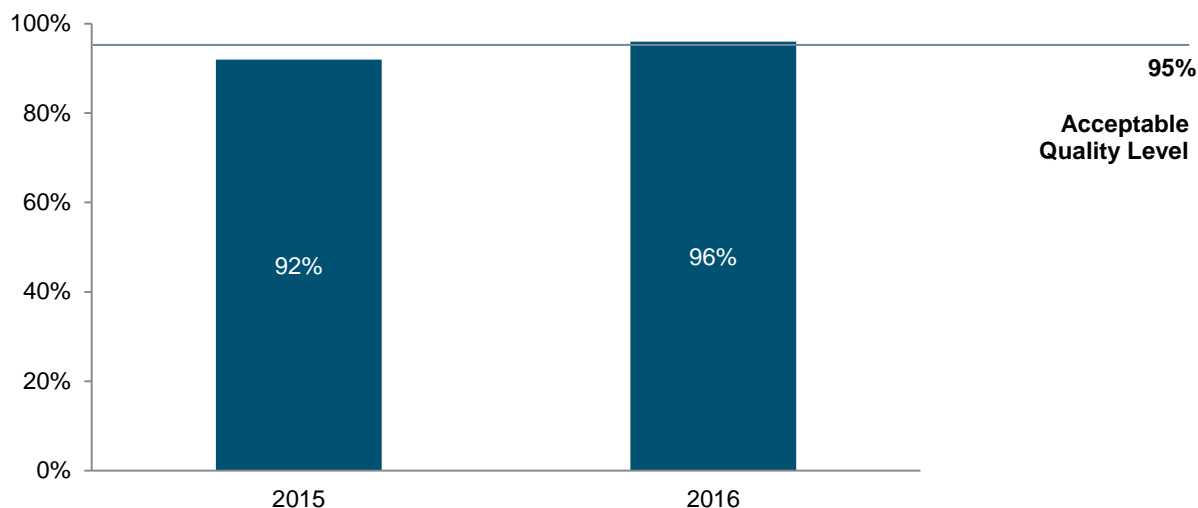
- The overall quality performance for the processing of decisions was one percentage point below the target for 2016.

**Quality performance: Modifications, 2016**



- The overall quality performance met the target quality level of 95 per cent. However, the same issue as for formalities examination was observed.

**Quality performance: Renewals, 2016**



- The overall quality performance for the processing of renewals was one percentage point above the target for 2016.

**Errors made by the IB**

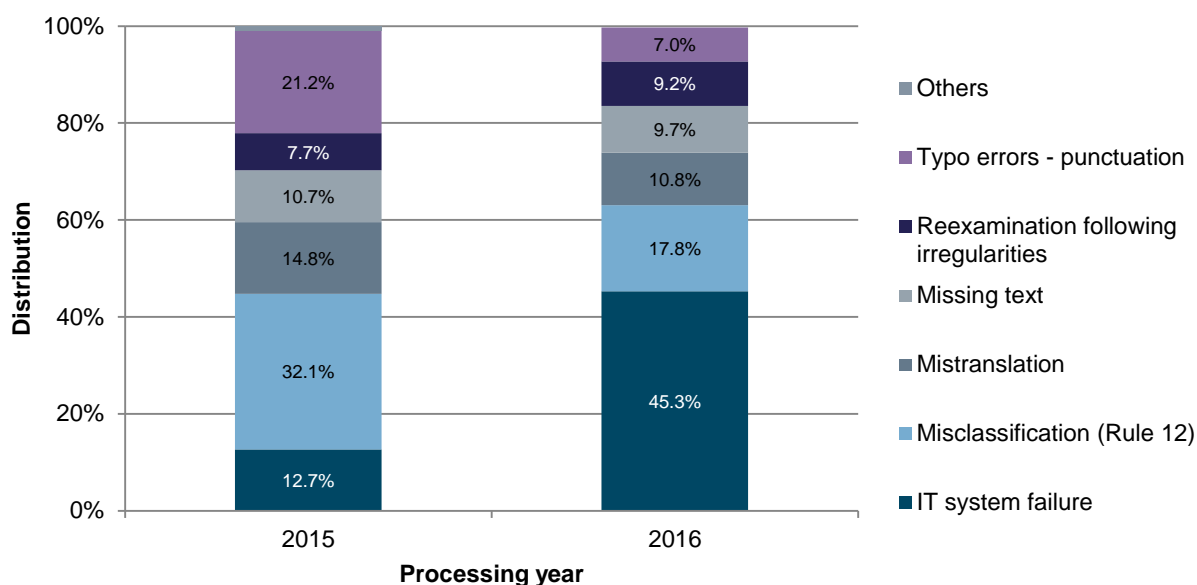
The distribution of errors presented in the charts below is based on analyses of the following samples of 2016 transactions.<sup>23</sup>

- 371 classifications
- 250 formalities examinations (APEX)
- 276 renewals
- 293 modifications

<sup>23</sup> Transactions which contain one or more errors.

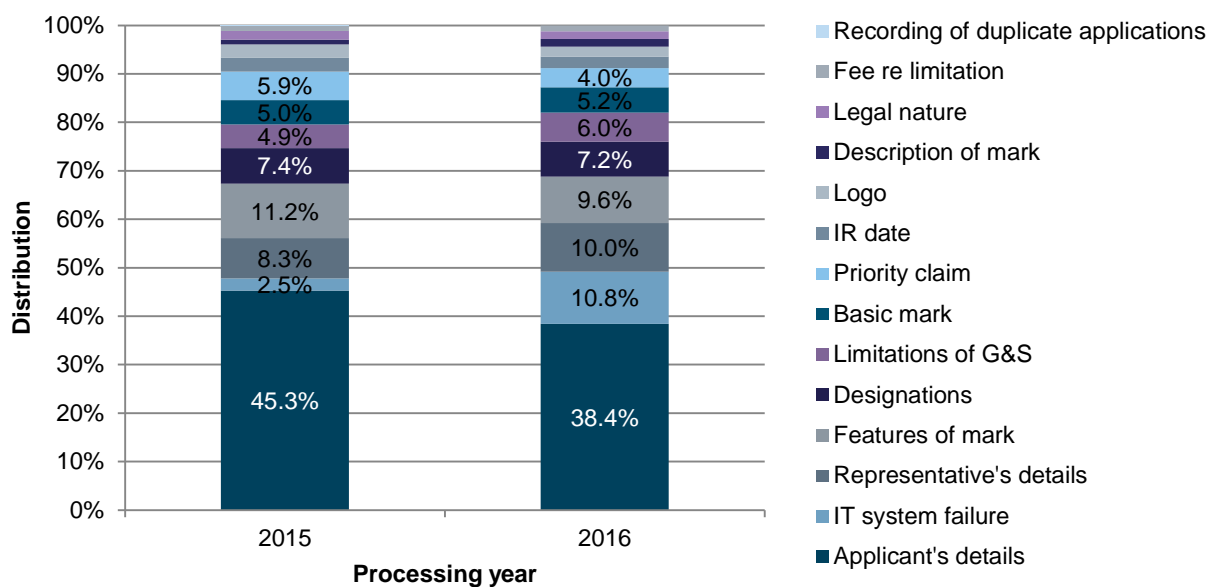


Distribution by type of error in classification



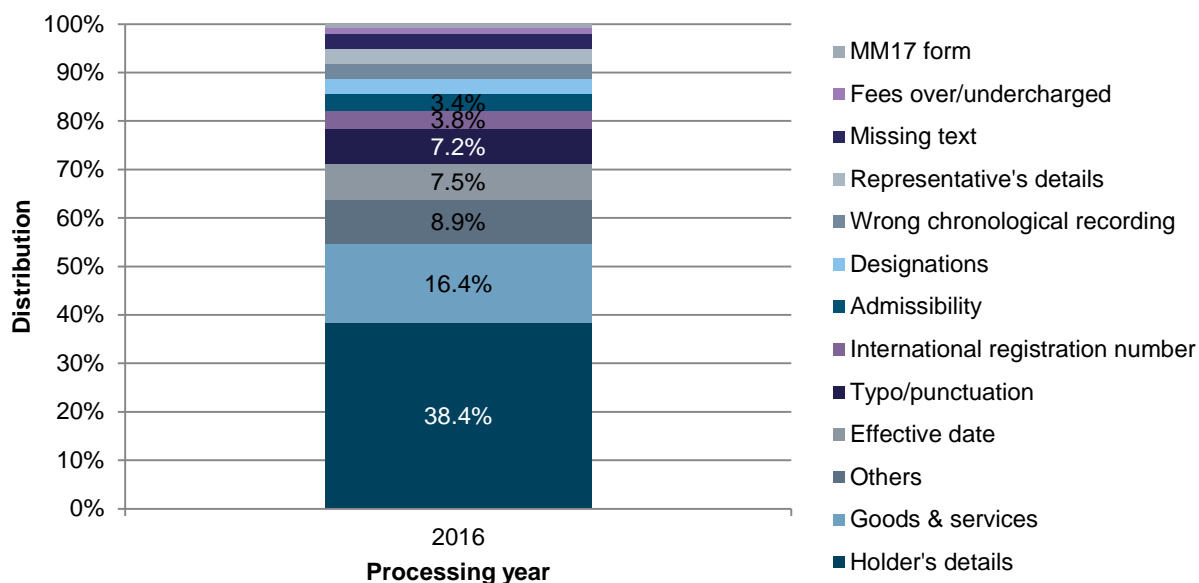
- IT system (MIRIS) failure accounted for 45.3 per cent of errors in classification in 2016, representing a 32.6 percentage point increase over 2015.

Distribution by type of error in formalities examination



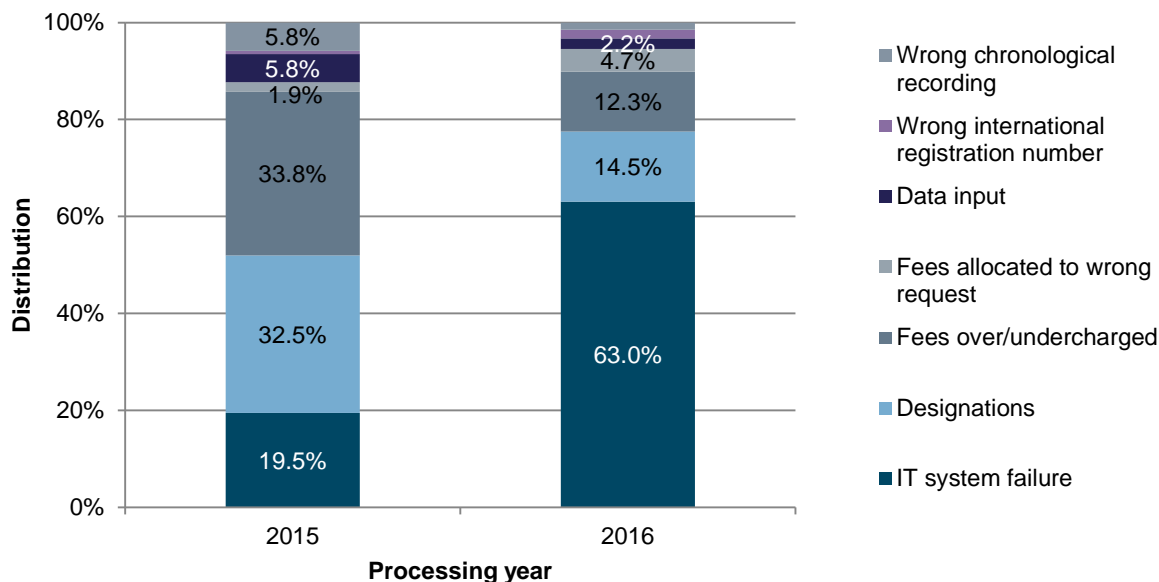
- In 2016, the majority of the corrections in formalities examination were due to errors in entering the details of applicants' (38.4 per cent) and IT system failure (10.8 per cent).

Distribution by type of error in modifications



- In 2015, the analysis of errors regarding modifications was presented by type of modification rather than type of errors. It was changed in 2016 to conform to the analysis of the other transactions. Data for 2015 by type of error are not available.
- In 2016, about 42.2 per cent of the corrections in modifications were due to errors in entering the details of holders' (38.4 per cent) and representatives' (3.8 per cent). Errors made in relation to goods and services accounted for 16.4 per cent.

Distribution by type of error in renewals

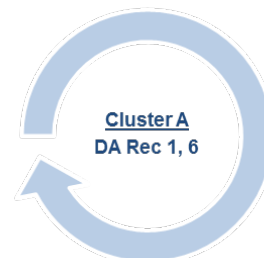


- The increase of the share of errors due to IT system failure was mainly due to the deployment of the new IT system in 2016.

## PROGRAM 31 The Hague System

### Implementation Strategies

- Expand the Hague System into a truly global system through dedicated support to prospective Contracting Parties and their Offices;
- Actively promote the System to increase usage within the current membership and attract users from new Contracting Parties;
- Develop proposals for the revision of the legal framework of the Hague System and carefully monitor evolution of program expenditure with a view to ensuring the financial sustainability of the System;
- Enhance the System's user-friendliness through further developing guidance material for applicants that take into account the impact of the expansion of the System;
- Provide for a balanced legal development of the System in parallel with the modernization of the IT environment through annual meetings of the Working Group on the Legal Development of the Hague System for the International Registration of Industrial Designs;
- Continue to invest in an optimal administrative structure to ensure state-of-the-art services to users and member Offices;
- Design, develop and deploy a new Hague IT platform to support the modernization and streamlining of all internal- and external-facing business functions to improve the quality of operations;
- Enhance user and customer experience through responsive customer support services.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
With the growth in filing and the increase in elements to consider in an international design application, there is a risk to receive more customer queries than the International Bureau is able to cope with.	Enhancing efficiency and effectiveness in all aspects of System administration, promotion of best practices and convergence amongst the Offices concerned; development of IT solutions to assist users and examiners of Offices and the International Bureau.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>II.3</b> Wider and more effective use of the Hague System, including by developing countries and LDCs	Membership to the Geneva (1999) Act Hague filings, renewals and decisions	52 Members (end 2016) Registrations: 5,233 Applications: 5,562 Decisions: 7,642 Designs contained in applications: 18,716 Renewals: 3,150 Extracts and Copies: 351 extracts and 2,469 copies (2016)	62 Members Registrations: - 6,464 (2018) - 7,124 (2019) Applications: - 6,950 (2018) - 7,660 (2019) Decisions: - 17,242 (2018) - 22,622 (2019) Designs contained in applications: - 24,100 (2018) - 26,550 (2019) Renewals: - 3,320 (2018) - 3,350 (2019) Extracts and Copies: - 2,961 (2018) - 2,720 (2019)
<b>II.4</b> Improved productivity and service quality of Hague operations	Predominance of the 1999 Act in the System Adaptation of the legal framework to the expansion of the System, including with a view to ensuring the System's financial viability Timeliness to process a regular international design application Timeliness to communicate an incoming refusal Level of usage of electronic forms  Hague IT system is operating efficiently and being managed according to best practices Flexibility of data recorded in the International Register  No. of Offices communicating fully electronically, including the use of structured data	3 countries outside the EU or OAPI bound solely by the 1960 Act Current framework  20% of regular applications inscribed within a week (7 calendar days) TBD  - e-Filings: 89% - e-Renewals: 77.3% - Replies to Irregularities (launched on April 1, 2016): 41% - Requests for priority documents: n/a - Requests for change in name and address: n/a - Limitations: n/a - Renunciations: n/a (end 2016)  - 100% uptime - 2 of incidents (2016)  Inability to receive, record, retrieve and communicate design-centric data and data in characters other than Latin (end 2016)  3 out of 6 Offices were communicating fully electronically, including the use of structured data, by end 2016.	1 country outside the EU or OAPI bound solely by the 1960 Act Reviewed framework  30% of regular applications inscribed within a week (7 calendar days) 90% of regular refusals communicated within a week (7 calendar days)  - e-Filings: 85% - e-Renewals: 80% - Replies to Irregularities: 60% - Requests for priority documents: 20% - Requests for change in name and address: 20% - Limitations: 20% - Renunciations: 20% (by end 2019)  - 99% uptime - 3 incidents/year  Ability to receive, record, retrieve and communicate design-centric data, including in non-Latin characters  6 out of 8 Offices communicating fully electronically, including the use of structured data, by end 2019

## Resources for Program 31

The overall resources for the Program in the 2018/19 biennium shows an increase of 47.8 per cent compared to the 2016/17 Approved Budget.

The increase in personnel resources and the number of posts in 2018/19 as compared to the 2016/17 Approved Budget reflects the regularization of three examiners to support the additional examination and language demands following recent accessions, reflected under Expected Result II.3 (Wider and more effective use of the Hague System) and the addition of three posts to support: (i) the growing legal complexities of the System (Expected Result II.3); (ii) the increased workload in the Hague Operations; and (iii) the implementation of the Hague IT Platform project, as reflected under Expected Result II.4 (Improved productivity and service quality of the Hague operations). In addition, temporary staff resources have increased in anticipation of further accessions, as reflected under Expected Result II.3 and to support the implementation of the Hague IT platform, reflected under Expected Result II.4.

The increase in non-personnel resources as compared to the 2016/17 Approved Budget reflects a provision for the implementation of the Hague IT Platform, reflected under Expected Result II.4.

### Program 31: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	5,337	5,865	5,449
II.4 Improved productivity and service quality of the Hague operations	2,234	3,506	5,744
<b>Total</b>	<b>7,572</b>	<b>9,371</b>	<b>11,193</b>

**Program 31: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	5,472	6,398	6,863	1,391	25.4%
<i>Temporary Staff</i>	754	1,126	1,904	1,150	152.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>6,226</b>	<b>7,524</b>	<b>8,767</b>	<b>2,541</b>	<b>40.8%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	50	13	-	(50)	-100.0%
<i>WIPO Fellowships</i>	62	-	-	(62)	-100.0%
Sub Total	112	13	-	(112)	-100.0%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	237	218	440	203	85.7%
<i>Third-party Travel</i>	24	19	30	7	27.7%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	261	237	470	210	80.4%
<b>Contractual Services</b>					
<i>Conferences</i>	94	85	125	31	33.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	427	255	871	444	104.1%
<i>Other Contractual Services</i>	428	1,231	960	532	124.3%
Sub Total	949	1,571	1,956	1,007	106.2%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	0	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	5	5	-	(5)	-100.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	5	6	-	(5)	-100.0%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	10	9	-	(10)	-100.0%
<i>Supplies &amp; Materials</i>	10	13	-	(10)	-100.0%
Sub-Total	20	22	-	(20)	-100.0%
<b>Total, B.</b>	<b>1,346</b>	<b>1,847</b>	<b>2,426</b>	<b>1,080</b>	<b>80.3%</b>
<b>TOTAL</b>	<b>7,572</b>	<b>9,371</b>	<b>11,193</b>	<b>3,621</b>	<b>47.8%</b>
<b>POSTS</b>	<b>14</b>	<b>19</b>	<b>20</b>	<b>6</b>	

## Program 31 Annex Indicators of the Hague System Operations

### Performance indicators for the expected result “Improved productivity and service quality of the Hague Operations”

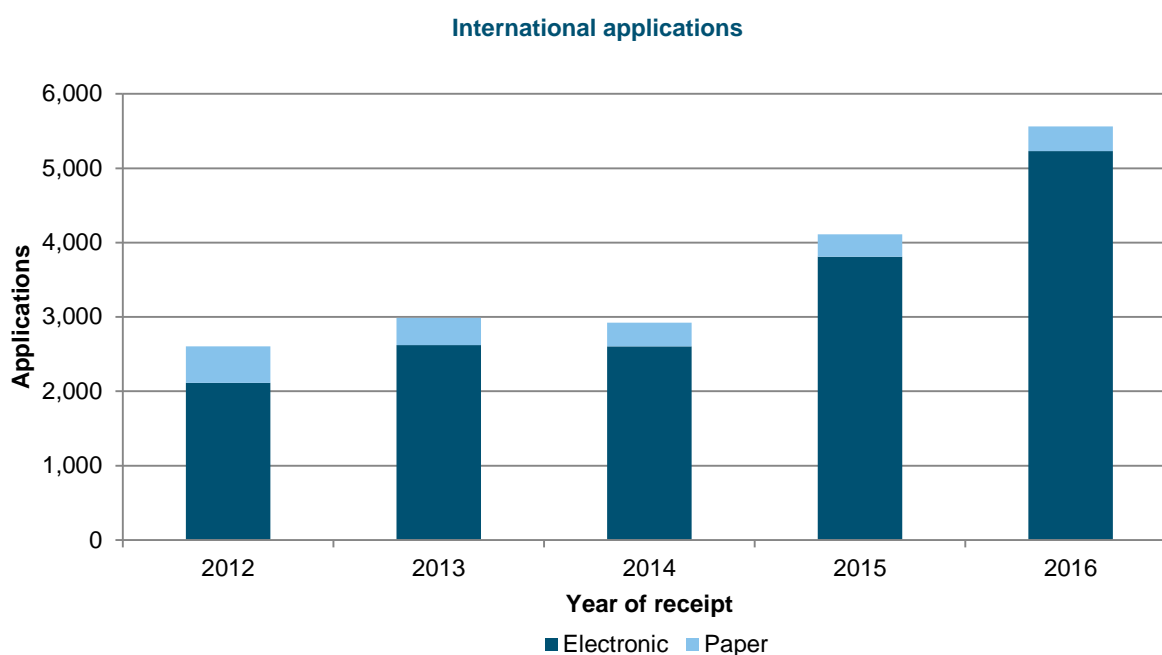
As background for the performance indicators for the expected result “improved productivity and service quality of the Hague System Operations”, the evolution of the following factors needs to be considered:

- The Hague System workloads;
- The composition of those workloads;
- The level of automation; and,
- The resources assigned to cope with the workload.

The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes and decisions. The latest trend for each of these documents is presented below. Additional information on the applications received, such as their average number of designs, is also provided. For technical reasons, the indicator on the irregularities issued shows data based on processed rather than incoming documents.

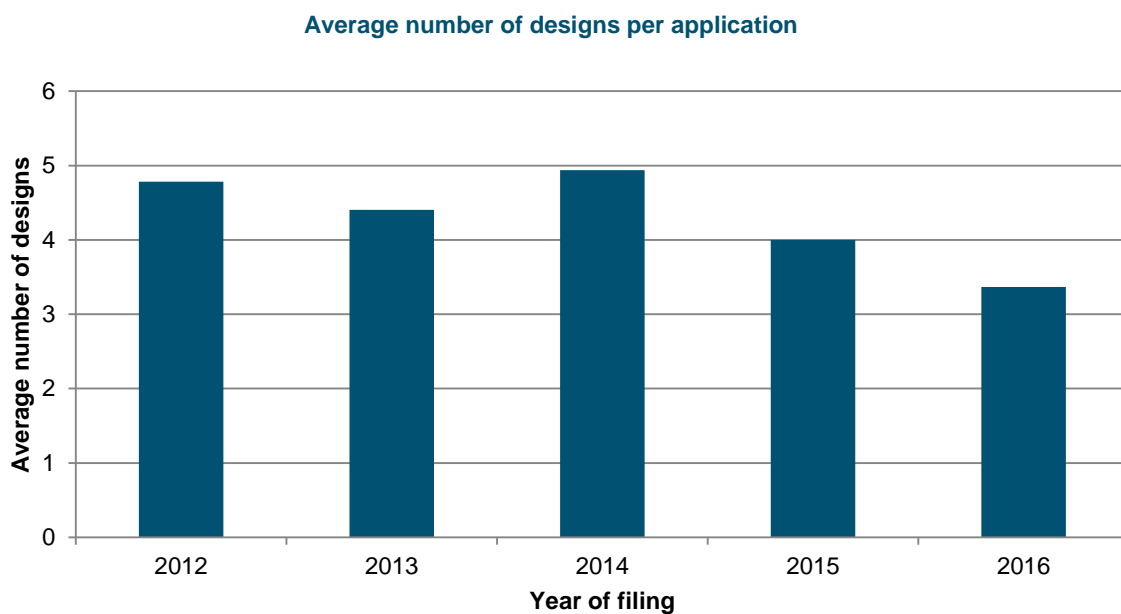
## I. Incoming Documents

### Applications received



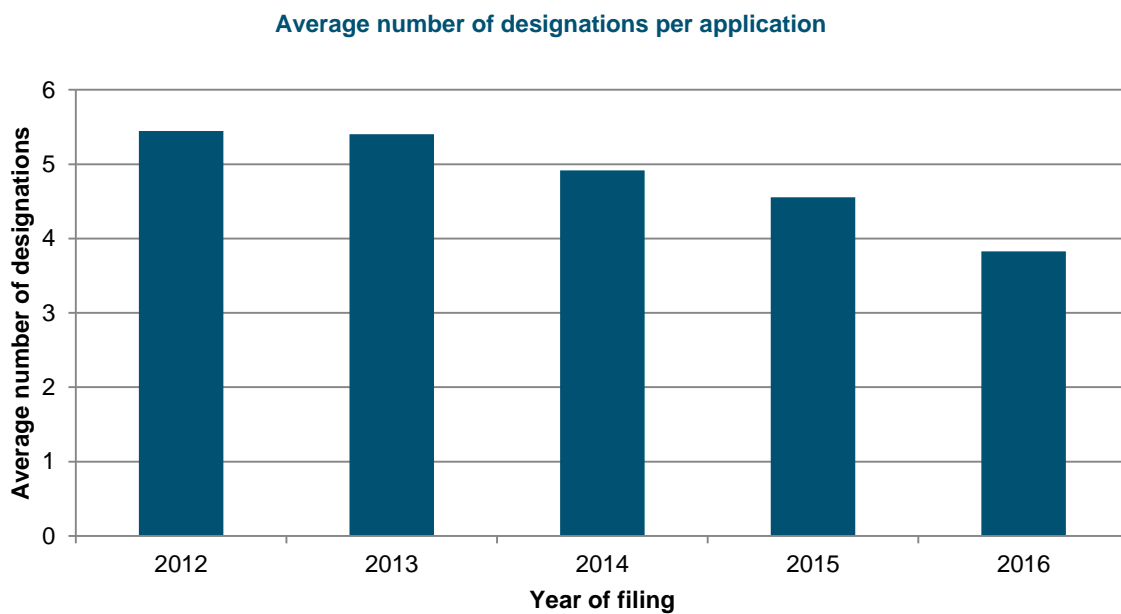
- In 2016, the IB received 5,562 international applications, up 35 per cent from 2015. In addition to applications from the European Union (+186 applications), those from the Republic of Korea (+747 applications), Japan (+220 applications) and the United States of America (+211 applications), all of which joined the Hague System in 2014/15, also contributed to this increase.
- In 2016, 94 per cent of applications were filed electronically, a thirteen percentage points increase over 2012.

**Average number of designs per application**



- In 2016, an application contained, on average, 3.4 designs, confirming a downward trend.

**Average number of designations per application**

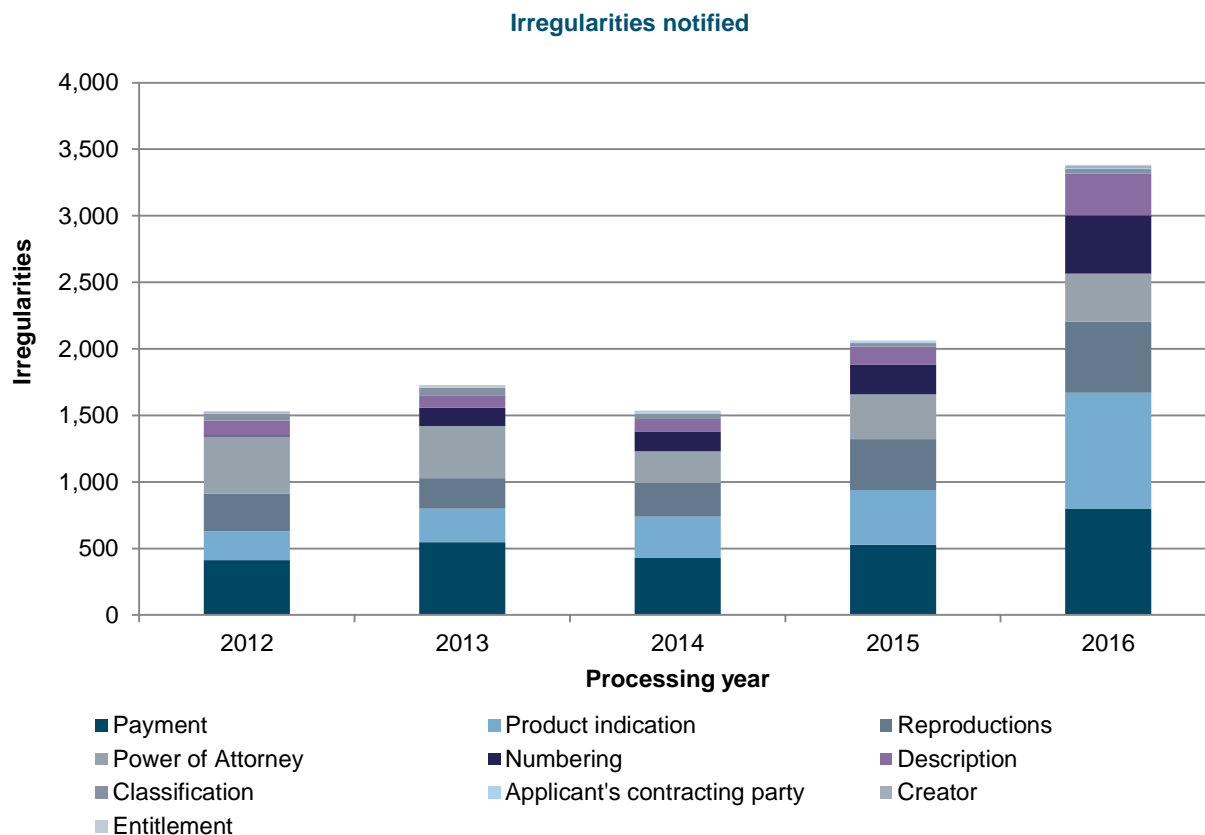


- In 2016, an application contained on average 3.8 designations. Since 2012, the average number of designations per application has decreased continuously.



### Trend of irregularities in applications

Irregularities notified are grouped among the ten categories shown below.



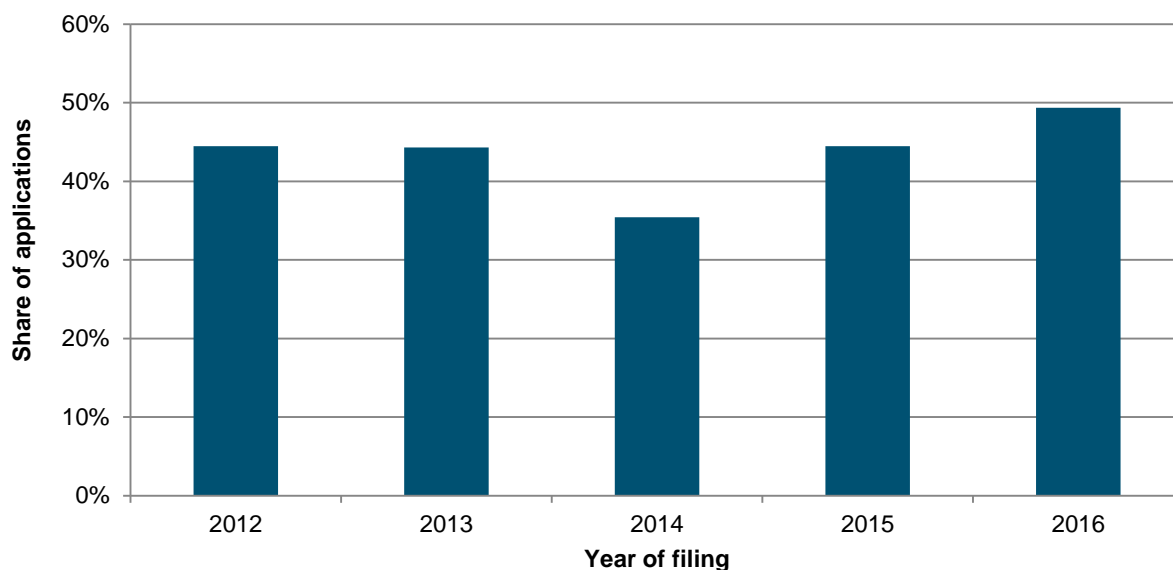
- In 2016, the IB notified 3,383 irregularities in respect of applications.
- Irregularities relating to product indications, descriptions and the numbering of reproductions were those experiencing the sharpest relative increase in 2016.
- Overall, irregularities notified in 2016 increased 64 per cent compared to 2015,<sup>24</sup> which is an increase in excess of the growth in terms of applications.

The evolution of the share of applications containing one or more irregularities and/or substantive observations is shown below.<sup>25</sup>

<sup>24</sup> The total number of irregularities in 2015 amounted to 2,062 instead of 2,118 as reported in the PPR 2014/15.

<sup>25</sup> Due to inconsistencies found in calculating the share of applications with irregularities or observations, the data previously reported in the Program Performance Report of the Organization, has now been corrected for the whole period 2012-2016.

Share of applications with irregularities or observations

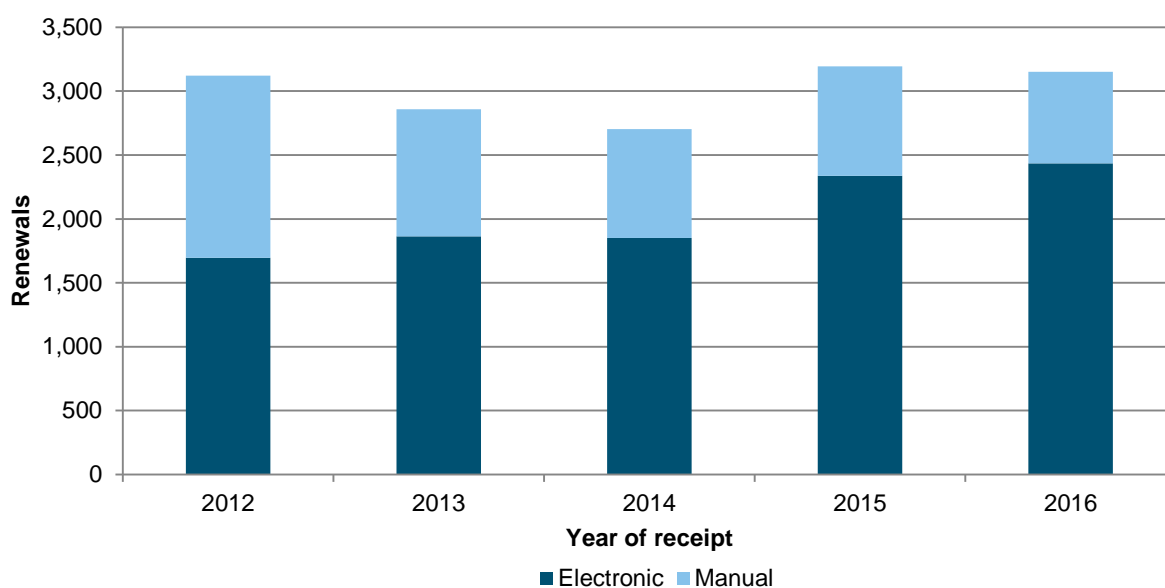


In

2016, some 49 per cent of applications registered contained at least one irregularity or substantive observation. This represented an increase of about 5 percentage points compared to 2015.

## Renewals

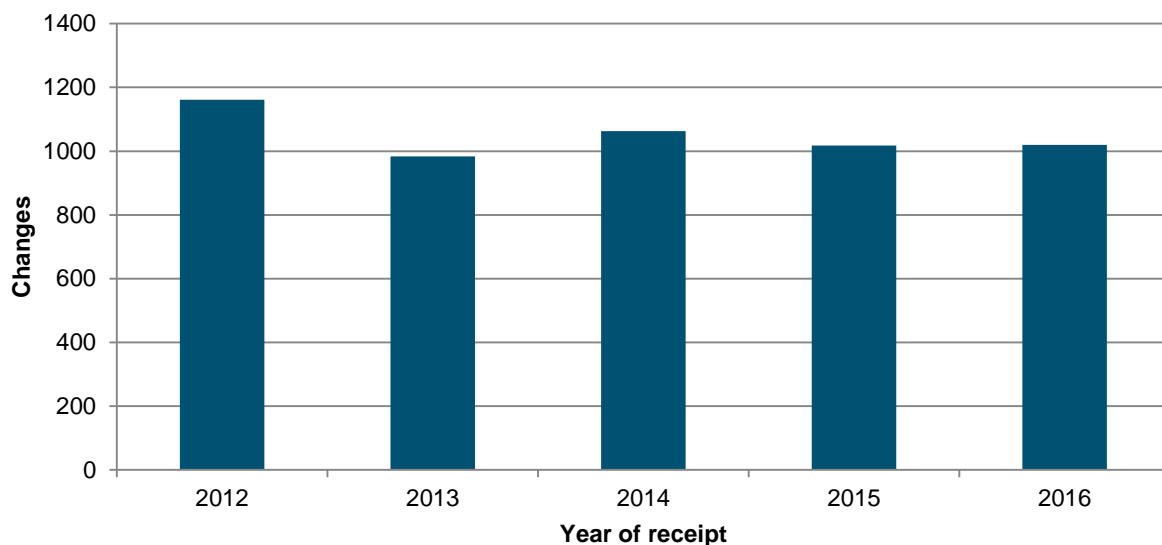
Renewals of international registrations



- In 2016, the number of renewals decreased by 1.4 per cent compared to 2015, to a total of 3,150 renewals.
- Since 2012, the majority of renewals have been processed electronically, accounting for 77 per cent of total renewals in 2016 compared to 73 per cent in 2015, an increase of about 4 percentage points.

## Changes

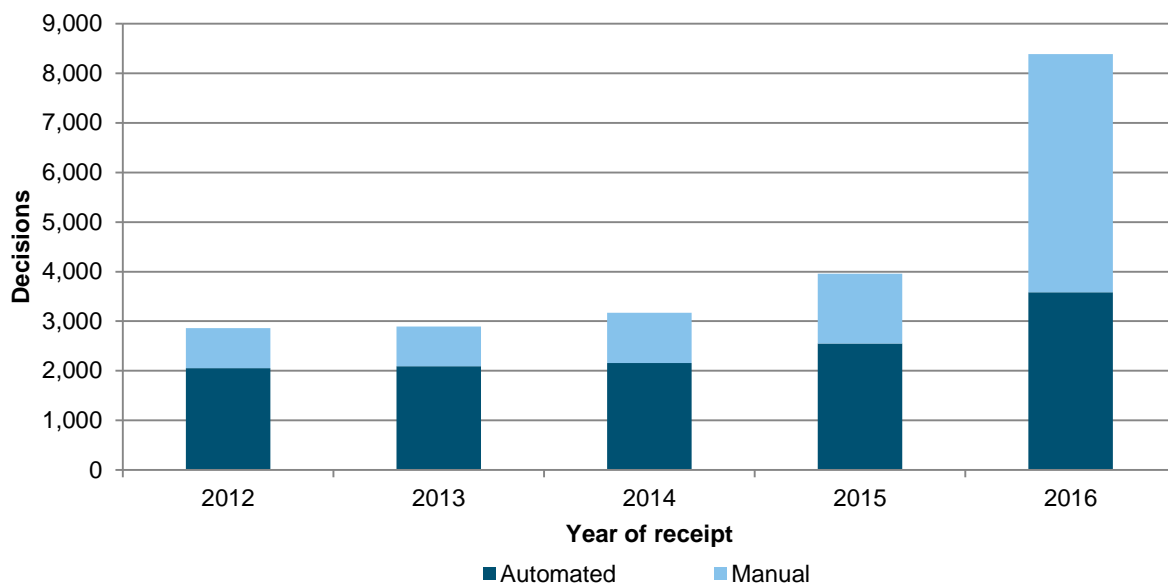
Requested changes in international registrations



- Applicants requested 1,020 changes in international registrations in 2016, up 0.2 per cent from 2015.

## Decisions

Decisions

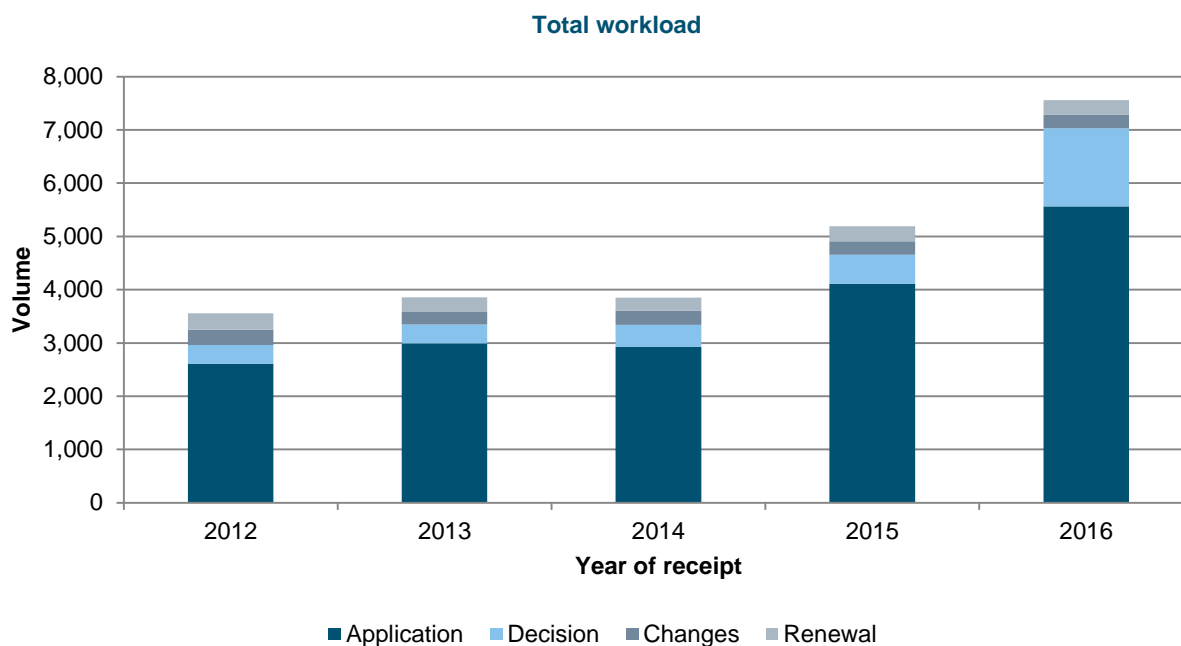


- The number of decisions received in 2016 increased by 112 per cent as compared to 2015, to 8,386 decisions, reflecting the impact on the Hague operations of the System's recent expansion to substantive examination jurisdictions.
- The share of decisions processed automatically in 2016 (42 per cent) was the lowest since 2012.

## II. Total Workload

The total workload represents the weighted total number of documents received at the IB. All four categories of documents are included (applications, renewals, changes and decisions).

As the processing of these types of documents do not require the equal amount of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, an examiner can process eight renewals, four changes or four decisions (a 1:8:4:4 workload ratio). Since 2014/15, due to an increasing level of complexity of other documents, in particular decisions by Offices, the overall examination of international applications has also become more complex. This, however, has not affected the workload ratio.



- In 2016, the total workload increased by 46 per cent compared to 2015. Between 2012 and 2016, the increase in workload was mainly due to the increase in the number of applications received although decisions are becoming an increasingly significant part of that workload.

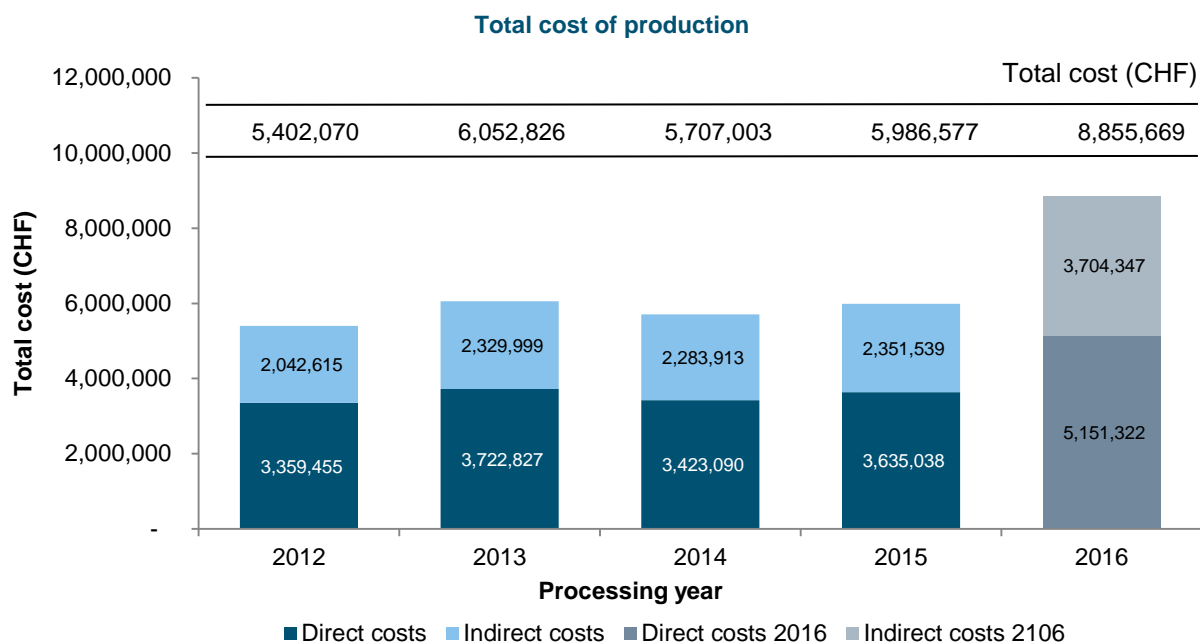
## III. Cost of Processing

### Total cost of production

The total cost of production comprises expenditure relating exclusively to the Hague System and expenditure of activities supporting the System.

For data prior to 2016, the expenditure relating exclusively to the Hague System includes those of Program 31 (the Hague System) and about eight per cent of the expenditure of the Office of the Deputy Director General of the Brands and Designs Sector (Program 6 – Madrid System). The 2016 expenditures of the Madrid System that relate to supporting the Hague System – translation and IT expenditures – are included in the calculation. Before the 2016/17 biennium, the expenditure associated with these services could not be distinguished from the overall expenditure in relation to translation and IT developments in Program 6 (Madrid System), and were therefore not included in the calculation. Because of this refinement in the calculation, the 2016 result is not comparable with previous year's results. For this reason, the data for the period 2012-15 and for 2016 are shown in two different graphical views.

Expenditure of activities supporting the Hague System comprises the expenditure of the following general services: conference and language services, construction, executive management, finance and budget, general support services, human resources management, internal oversight, IT and safety and security. A small proportion of these expenses (cost of server hosting at UNICC and share of cost of the Income Section in Finance) are directly attributed to the Hague System whereas the remaining of such expenses attributable to the Hague System are calculated based on headcount (including fixed term staff, temporary staff and fellows).



- The total expenditure related to the processing of the Hague System is estimated at 8.86 million Swiss francs in 2016.
- In 2016, the direct costs accounted for 58 per cent of total expenditures.

### Unit cost

The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which includes a set of transactions. Two unit cost indicators are presented below using two different units of output.

As part of the IB's efforts to continuously refine the methodology for calculating unit costs, the methodology has been revised in the Program and Budget 2016/17 to reflect more accurately the cost of processing the Hague workloads at the IB.<sup>26</sup>

#### *Unit cost per new/renewed design*

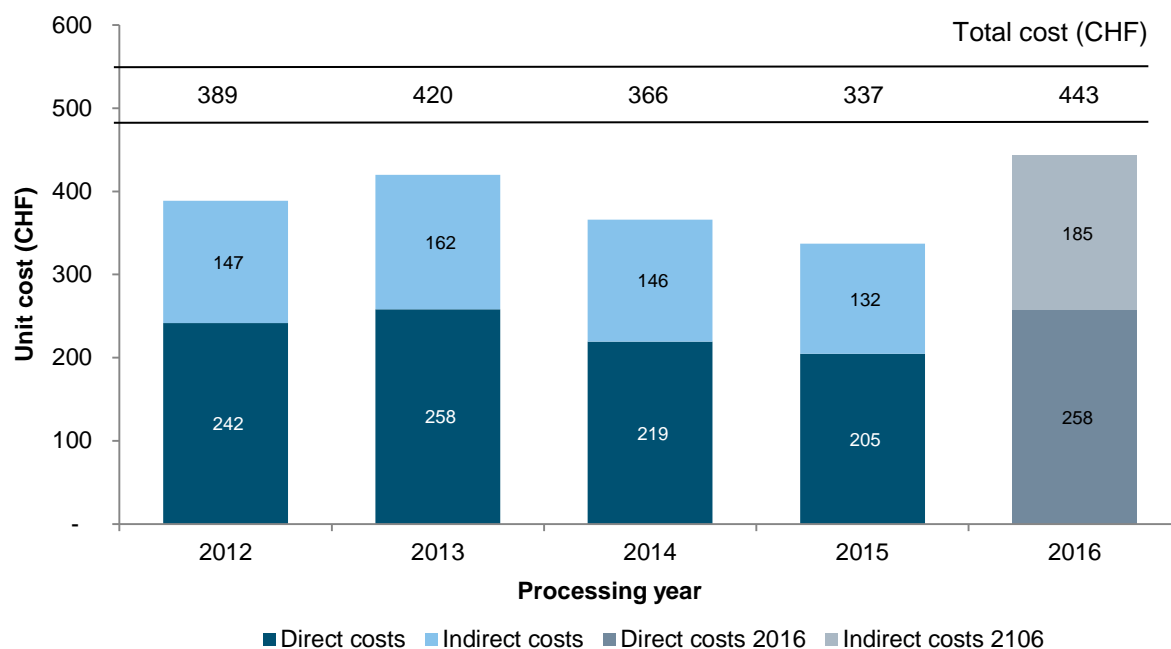
New designs consist of designs in international applications that are registered within a given year. Renewed designs consist of existing designs in international registrations that are renewed within a given year. Combined, designs contained in these two types of transactions reflect the core business of the IB.

As processing designs contained in these two types of documents do not require equal resources, they are each weighted differently.<sup>27</sup> The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.

<sup>26</sup> The revisions in question were explained in detail in the PPR 2014 and included in particular aligning the methodology for calculating direct and indirect costs for the Hague with the methodologies for calculating PCT and Madrid unit costs.

<sup>27</sup> See the ratios for applications and renewals in "Total Workload", above.

### Unit cost per new/renewed design

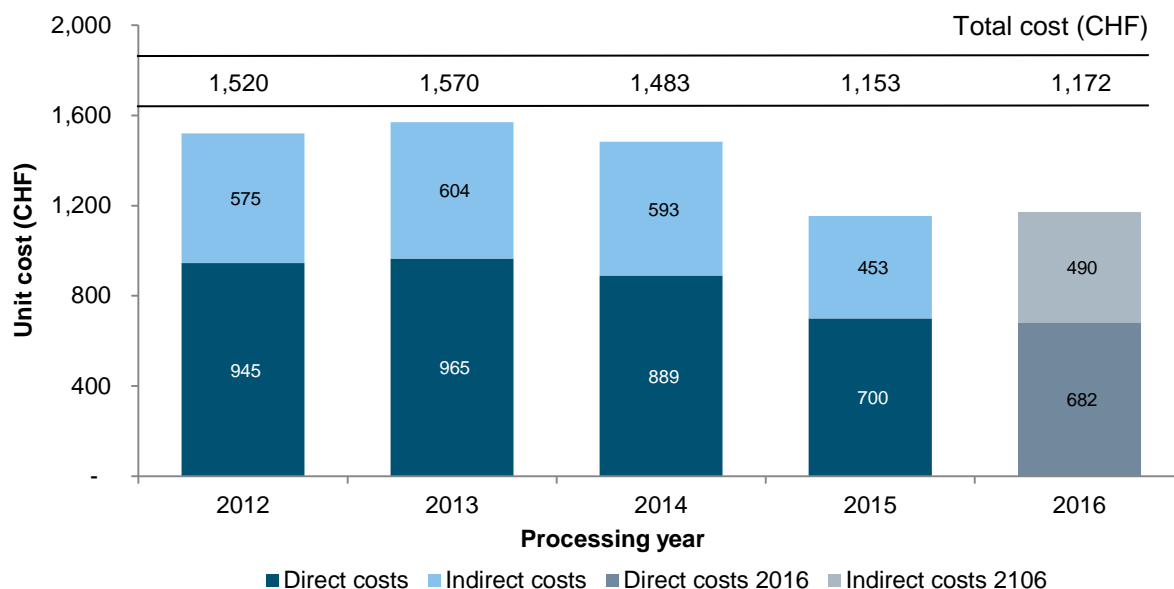


- The average cost of processing a new/renewed design is estimated at 443 Swiss francs in 2016. For the reasons mentioned above (see total cost of production indicator), the results for 2016 cannot be compared with previous years.

### Unit cost per document recorded in the register

The documents recorded in the Register correspond to the total workload (see "Total Workload" above).

### Unit cost per recorded documents

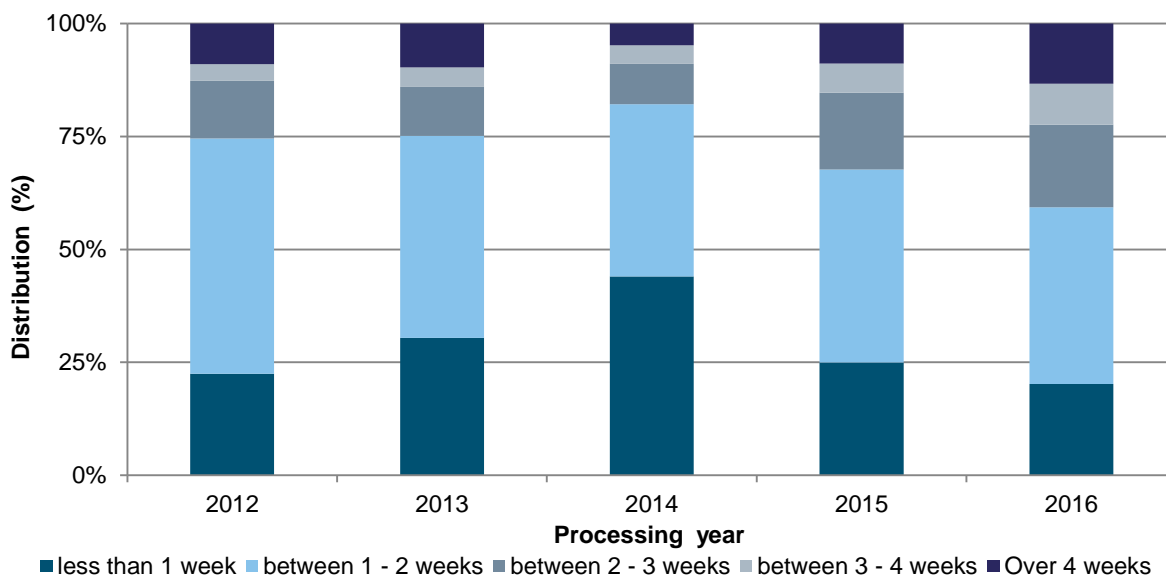


- The average cost of recording a document in the Register is estimated at 1,172 Swiss francs in 2016. For the reasons mentioned above (see total cost of production indicator), the results for 2016 cannot be compared with previous years.

## IV. Timeliness to Process International Applications

This indicator reflects the time required by the IB to process regular applications. The timeliness is calculated between the time elapsed between the date of receipt of an application and the date it was registered.

**Timeliness to process regular international applications**

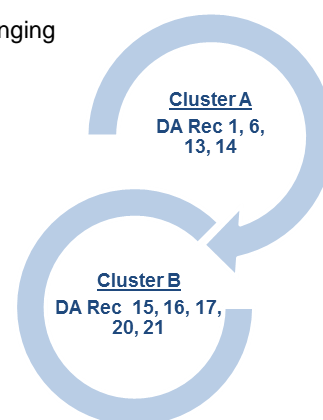


- In 2016, the share of regular applications processed within less than one week decreased to 20 per cent, as compared to 45 per cent in 2014, reflecting the increase in complexity referred to in Section II above.
- In 2016, 78 per cent of applications were processed within three weeks from the date of receipt at the IB.

## PROGRAM 32 Lisbon System

### Implementation Strategies

- Organize and participate in awareness-raising and promotional activities aimed at bringing the Geneva Act into force;
- Expand the membership of the Lisbon System, while respecting the right of Member States to choose to provide protection for geographical indications by trademarks or other forms of legal protection; within this context, conduct training and outreach activities to further promote the use of the System;
- Provide demand-driven legal and technical assistance to Member States and intergovernmental organizations, in particular to developing countries and LDCs, interested in adhering to the Lisbon System, including the Geneva Act, while pointing out the option of providing protection for geographical indications through the trademark system;
- Continue the process of modernizing and simplifying the regulatory framework of the Lisbon System, including through sessions of the Lisbon Working Group;
- Improve productivity and service levels through enhanced reliance on information technology.



### Cross-Program Collaboration



### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
The Geneva Act of the Lisbon Agreement was adopted in 2015; the absence of Member State ratification of the Geneva Act could jeopardize its entering into force.	Raising awareness of Member States of the advantages of the Lisbon System and the improved flexibilities and safeguards introduced in the Geneva Act will encourage more countries to adhere to the Lisbon System; it will include a reinforced collaboration with interested Member States, international organizations, IGOs and improved access of information (website, international events, etc.).



## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>II.9</b> Wider and more effective use of the Lisbon System, including by developing countries and LDCs	Expansion of the geographical coverage of the Lisbon System  No. of international applications and other transactions  No. of international registrations from developing countries and LDCs in force under the Lisbon System	No. of Contracting Parties to the Geneva Act at the end of 2017  89 transactions in 2016: – 25 international applications – other transactions: • 8 statements of grant of protection • 54 refusal declarations • 2 withdrawals of refusals  95 out of 1,020 (end 2016)	Up to 5 Contracting Parties to the Geneva Act by the end of 2019  260 transactions in 2018/19: – 100 new international applications – 160 other transactions: • 40 statements of grant of protection • 120 refusal declarations  100 out of 1,070
<b>II.10</b> Improved productivity and service quality of Lisbon operations	Progress towards the enhancement of the legal framework  Improved operation of the Lisbon Registry, including electronic processes and procedures	Current legal framework (1958 Act and 1967 Act) and legal framework of the Geneva Act (2015)  Current data entry, notification and publication processes and tools	Amendments to the Lisbon Regulations and Administrative Instructions and introduction of new features following new accessions to the 1967 Act and the Geneva Act (2015)  – Electronic filing web forms – Improved data entry and notification tools – Automated publication of new transactions under the Lisbon Registry

## Resources for Program 32

The overall resources for the Program in the 2018/19 biennium remain stable.

The slight increase in personnel resources is due to statutory increases in staff costs. Non-personnel resources remain at the same level as in 2016/17.

The shift in resources from Expected Result II.9 (Wider and more effective use of the Lisbon System) to Expected Result II.10 (Improved productivity and service quality of Lisbon operations) reflects a greater focus on enhancing the Lisbon operational processes and IT systems in 2018/19.

### Program 32: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	785	996	703
II.10 Improved productivity and service quality of Lisbon operations	550	588	644
<b>Total</b>	<b>1,335</b>	<b>1,584</b>	<b>1,347</b>

**Program 32: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	904	1,154	898	(6)	-0.7%
<i>Temporary Staff</i>	220	220	238	19	8.4%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>1,124</b>	<b>1,373</b>	<b>1,136</b>	<b>12</b>	<b>1.1%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	45	66	46	1	2.2%
<i>Third-party Travel</i>	15	14	15	-	0.0%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	60	80	61	1	1.7%
<b>Contractual Services</b>					
<i>Conferences</i>	151	129	100	(51)	-33.8%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	-	-	-	-	n/a
<i>Other Contractual Services</i>	-	-	50	50	n/a
Sub Total	151	129	150	(1)	-0.7%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	-	2	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	-	2	-	-	n/a
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	-	-	-	-	n/a
Sub-Total	-	-	-	-	n/a
<b>Total, B.</b>	<b>211</b>	<b>211</b>	<b>211</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>1,335</b>	<b>1,584</b>	<b>1,347</b>	<b>12</b>	<b>0.9%</b>
<b>POSTS</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	

## PROGRAM 7 WIPO Arbitration and Mediation Center

### Implementation Strategies

- Enhance awareness among stakeholders of IP alternative dispute resolution (ADR) options, through intensified collaboration with other WIPO Programs, WIPO External Offices, IP and ADR associations, and WIPO neutrals, by organizing training and capacity-building programs, webinars as well as the upgrading of online and offline information materials in different languages;
- Strengthen the attractiveness of WIPO arbitration and mediation services in a competitive market by upgrading and adapting case procedures and IT infrastructure to the evolving needs of users;
- Engage with IP owners, users, and authorities to establish and update mechanisms specifically adapted to the particular features of recurrent disputes in their areas of activity, on the basis inter alia of an updated WIPO ADR Guide for Courts and IP Offices;
- Increase the attractiveness of WIPO domain name dispute resolution services in a competitive market by upgrading and adapting case procedures and IT infrastructure to the evolving needs of users;
- Inform and meet demand from country code top-level Domains (ccTLDs) to establish and upgrade best-practice dispute resolution mechanisms, including by collaborating with regional ccTLD associations and WIPO External Offices;
- Monitor and participate in processes undertaken by the Internet Corporation for Assigned Names and Numbers (ICANN) for the review of trademark-based rights protection mechanisms in the Domain Name System, by actively taking part in ICANN meetings, participating in working groups, informing Member States, and engaging with IP associations.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Reduced market recognition of WIPO arbitration and mediation services; shifting resource comparisons with existing ADR providers and establishment of further providers.	Leveraging the Center's position as the international IP ADR specialist: intensified collaboration with other Programs; participation in events through WIPO neutrals or online; further partnering with IP and ADR associations; maximizing the use of the Center's presence in Singapore and collaboration with WIPO External Offices for increased regional activity; working off new research on user practices and expectations; upgrading of marketing infrastructure.
Decrease in UDRP filing, affecting WIPO DNS policy influence and Center status in DNS ADR; pressure on ICANN mechanisms (including from UDRP/URS review) and Center primacy in DNS ADR; challenge to Center case administration and policy development roles; URS use and further provider accreditation causing decrease in UDRP filing; fragmentation of and competition within DNS.	Increasing user-friendliness; adjusting UDRP procedures (where ICANN-tolerated); active monitoring of ICANN UDRP/URS review; more partnering with IP and related associations; prioritizing case administration and policy development resources to strike balance between "staying in the market" and adding specific WIPO value.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>II.7</b> International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures	<ul style="list-style-type: none"> <li>- 482 disputes and 256 bons offices (cumulative per end 2016)</li> <li>- 7,680 incoming queries (2015/16)</li> <li>- 3.06 million Web visits (2015/16)</li> <li>- 980 participants at Center events (2015/16)</li> <li>- 9,860 participants at events involving Center representation (2015/16)</li> </ul>	<ul style="list-style-type: none"> <li>- 150 additional disputes and bons offices</li> <li>- 7,500 additional queries</li> <li>- 3.0 million additional Web visits</li> <li>- 1,500 participants at Center events</li> <li>- 9,500 participants at events involving Center representation</li> </ul>
	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	<ul style="list-style-type: none"> <li>- 28 schemes adopted (cumulative per end 2016)</li> <li>- 3 schemes supported (2016)</li> </ul>	<ul style="list-style-type: none"> <li>- 2 to 4 additional schemes adopted</li> <li>- 4 schemes supported</li> </ul>
<b>II.8</b> Effective intellectual property protection in the gTLDs and the ccTLDs	No. of UDRP based gTLD and ccTLD cases administered by the Center	<ul style="list-style-type: none"> <li>- 32,220 gTLD cases administered by the Center (cumulative per end 2016)</li> <li>- 3,903 ccTLD-only cases administered by the Center (cumulative per end 2016)</li> </ul>	<ul style="list-style-type: none"> <li>- 4,000 additional gTLD cases</li> <li>- 450 additional ccTLD-only cases</li> </ul>
	Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support	UDRP, Updated UDRP Rules for new Registrar Lock provisions, ICANN Pre-Delegation Dispute Resolution Policy, ICANN Trademark Post-Delegation Dispute Resolution Procedure (cumulative per end 2016)	Implementation in the Domain Name System of WIPO policy and process recommendations
		<ul style="list-style-type: none"> <li>- 74 ccTLD policies administered (cumulative per end 2016)</li> <li>- 4 ccTLD policies supported (2016)</li> </ul>	<ul style="list-style-type: none"> <li>- 2 additional ccTLD policies administered</li> <li>- 4 ccTLD policies supported</li> </ul>

## Resources for Program 7

The overall resources for the Program in the 2018/19 biennium remain stable.

The increase in non-personnel resources is due to an additional provision for fellowships to support the increased workload related to domain names and ADR cases.

The decrease in personnel resources is the net result of the regularization of two continuing functions and a difference in the cost of temporary staff budgeted for 2018/19 as compared to the 2016/17 Approved Budget.

**Program 7: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	6,799	7,298	7,232	433	6.4%
<i>Temporary Staff</i>	1,558	1,102	908	(650)	-41.7%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>8,357</b>	<b>8,400</b>	<b>8,140</b>	<b>(216)</b>	<b>-2.6%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	60	16	54	(6)	-10.0%
<i>WIPO Fellowships</i>	1,938	1,995	2,223	285	14.7%
Sub Total	1,998	2,011	2,277	279	13.9%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	360	350	355	(6)	-1.5%
<i>Third-party Travel</i>	190	197	148	(42)	-22.1%
<i>Training and Related Travel Grants</i>	-	15	15	15	n/a
Sub Total	550	562	518	(33)	-5.9%
<b>Contractual Services</b>					
<i>Conferences</i>	135	119	93	(42)	-30.9%
<i>Publishing</i>	35	68	65	30	85.7%
<i>Individual Contractual Services</i>	187	96	180	(7)	-3.7%
<i>Other Contractual Services</i>	40	15	-	(40)	-100.0%
Sub Total	397	297	338	(59)	-14.8%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	6	11	10	5	81.8%
<i>Communication</i>	12	12	10	(2)	-13.0%
<i>Representation &amp; Other Operating Expenses</i>	32	8	23	(8)	-25.8%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	49	30	43	(5)	-10.6%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	2	-	-	n/a
<i>Supplies &amp; Materials</i>	8	37	6	(2)	-25.0%
Sub-Total	8	39	6	(2)	-25.0%
<b>Total, B.</b>	<b>3,002</b>	<b>2,939</b>	<b>3,182</b>	<b>180</b>	<b>6.0%</b>
<b>TOTAL</b>	<b>11,358</b>	<b>11,338</b>	<b>11,322</b>	<b>(36)</b>	<b>-0.3%</b>
<b>POSTS</b>	<b>19</b>	<b>20</b>	<b>19</b>	<b>-</b>	

**Program 7: Resources by Result**  
(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
II.7. International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	4,459	4,139	4,212
II.8. Effective intellectual property protection in the gTLDs and the ccTLDs	6,899	7,199	7,110
<b>Total</b>	<b>11,358</b>	<b>11,338</b>	<b>11,322</b>

## Strategic Goal III FACILITATING THE USE OF IP FOR DEVELOPMENT

### Expected Result

Expected Result	Performance Indicators	Responsible Program(s)
<b>III.1</b> National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national copyright strategies as part of their national IP strategies	Program 3
	No. of countries that have adopted national copyright strategies as part of their national IP Strategies	Program 3
	No. of countries that are in the process of formulating national IP strategies	Program 9
	No. of countries that are in the process of implementing national IP strategies and IP development plans	Program 9
	No. of countries that have adopted national IP strategies	Program 9 Program 10
	No. of countries having developed national IP strategies or IP plans, dovetailed with national development goals	Program 10
<b>III.2</b> 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 countries which are revising their IP strategies	Program 9
	No. and % of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	Program 2
	ABC - number of accessible books produced by local partners/NGOs involved in capacity building projects	Program 3
	No. of institutions that have taken measures to advance the development of their copyright framework	Program 3
	Level of satisfaction of participants in WIPO general awareness raising and promotional activities	Program 4
	No. of participants in training and capacity-building activities on GRs, TK and/or TCEs who obtain a 50% or higher score in a short multiple choice substantive questionnaire	Program 4
	% of participants in WIPO events who express satisfaction with the content and organization of these events	Program 9
	No. of countries in transition having established annual IP training programs and/or courses for IP Professionals	Program 10
	% of trainees who are satisfied with WIPO Academy training programs	Program 11
	Level of satisfaction of participants in WIPO training and capacity-building activities.	Program 17
	No. of hosting arrangements for developing country scientists	Program 18
	% of policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development	Program 20
	% of trained IP professionals using upgraded skills in their work	Program 30
	No. of users accessing or downloading WIPO online and print publications, tools and resources for copyright management in the creative industries	Program 3
	No. of training institutions and IP institutions that offer curricula and training materials on IP and tourism	Program 9.
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	Program 9
	% of national and regional IP experts used as resource persons in WIPO events	Program 9
	% of trained IP professionals and IP Officials using upgraded skills in their work	Program 10
	% of course participants using enhanced IP knowledge and skills in their work	Program 11
	No. and % of participants from Technology Management Offices (TMOs) in universities or research organizations in training and capacity-building activities who obtain a 60% or higher score in a short, substantive, multiple choice questionnaire	Program 30
No. and % of participants in training and capacity-building activities who obtain a 60% or higher score in a short multiple choice substantive questionnaire	Program 9	
% of supervisors who are satisfied with the use of enhanced IP knowledge and skills by trainees in their work	Program 11	
% of participants in WIPO training and capacity building activities from TMOs in universities or research organizations who apply the enhanced knowledge and upgraded skills in their work	Program 30	

Expected Result	Performance Indicators	Responsible Program(s)
	No. of countries engaged in South-South Cooperation	Program 9
	Overall male/female ratio on WIPO Academy courses	Program 11
	% increase in no. of participants following the Academy's DL courses	Program 11
	Exam pass rate in advanced DL courses	Program 11
	No. of national start-up academies created which have become sustainable	Program 11
<b>III.3 Mainstreaming of the DA recommendations in the work of WIPO</b>	DA principles and activities related to its implementation are integrated across WIPO programs	Program 8
	Effective implementation of the recommendations of the Independent Review of DA and its monitoring and reporting progress to CDIP	Program 8
	Effective implementation and reporting on the CDIP decision on the External Review of WIPO Technical Assistance in the Area of Cooperation for Development	Program 8
	Continued enhancement of the mechanism for the development, implementation, monitoring, and evaluation of DA projects and activities	Program 8
	Level of Member States' satisfaction with WIPO's dissemination of information on DA and its implementation	Program 8
	No. of Programs which substantively report on the extent to which DA Recommendations, as reflected in the Program and Budget, have guided their work	Program 8
<b>III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs</b>	% of participants in rights management capacity-building activities reporting concrete steps based on training	Program 3
	No. of trained CMOs taking concrete steps on collection and distribution of remuneration	Program 3
	No. of countries that have taken measures to improve their technical capacities or to modernize their copyright and/or CM structures to facilitate cross-border exchanges	Program 3
	No. of matches catalyzed through WIPO Match	Program 9
	No. of arrangements with institutions in developing countries and LDCs to promote the effective use of the IP systems	Program 9
	No. of established partnerships	Program 10
<b>III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation</b>	No. of universities and/or research institutions having developed and/or improved their IP policies	Program 9 Program 30
	No. of countries in which IP policies were developed or adopted for SME support institutions	Program 9 Program 30
	Level of satisfaction of participants in WIPO training and capacity building activities targeting SME support institutions	Program 30
	% of trained SMEs support institutions who provide training programs and advisory services on IP asset management	Program 30
	No. of unique page views of the SME website	Program 30
	No. of PCT applications originating from universities and research institutions	Program 30

## PROGRAM 8 Development Agenda Coordination

### Implementation Strategies

- Assist the Committee on Development and Intellectual Property (CDIP) in carrying out its mandate to discuss, implement, monitor, assess and report on all adopted recommendations by the Committee, and to debate IP and development-related issues;
- Manage and coordinate the Development Agenda (DA) implementation process and ensure that the 45 adopted DA Recommendations are integrated and mainstreamed into all activities of the Organization;
- Focus on the implementation of key priorities, including: (i) the strengthening of the mainstreaming of the DA; (ii) Member States agreed recommendations emanating from the Independent Review of the Development Agenda; (iii) the decisions related to the External Review of the WIPO Technical Assistance in the Area of Cooperation for Development; (iv) the mechanism for updating the database on flexibilities in the IP system and coordinating measures to ensure a better dissemination of its content; (v) the coordination and implementation of the Committee's decisions related to technology transfer; and, (vi) the reporting on WIPO's contribution to the Sustainable Development Goals (SDGs);
- Continue to facilitate negotiation processes among Member States and propose strategies for further implementing DA recommendations while ensuring effective implementation, monitoring, evaluation and reporting of DA projects and mainstreamed activities;
- Provide assistance to other programs in the implementation of DA recommendations and ensure notably, that DA principles continue to guide WIPO's technical assistance activities;
- Raise awareness and disseminate information on DA-related matters and support new projects as well as activities proposed by Member States;
- Continue to undertake other IP and development-related activities as requested by the CDIP and the General Assembly, such as conferences and seminars, notably an International Conference on IP and Development.

### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Divergent Member States' views regarding the mainstreaming of DA recommendations in the work of WIPO.	Engage in regular consultations with Member States aiming at facilitating the convergence of Member State views on the mainstreaming of DA recommendations.



## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
III.3 Mainstreaming of the DA recommendations in the work of WIPO	DA principles and activities related to its implementation are integrated across WIPO programs	During the 2016/17 biennium: – 12 Programs were involved in implementing CDIP approved activities; and – 23 Programs reflected mainstreaming of DA in their work	Continued involvement of the various Programs in the implementation of DA activities and the integration of their outcomes in their work
	Effective implementation of the recommendations of the Independent Review of DA and its monitoring and reporting progress to CDIP	Secretariat's response to the recommendations addressed to it presented to CDIP/19	Recommendations approved by the CDIP effectively implemented
	Effective implementation and reporting on the CDIP decision on the External Review of WIPO Technical Assistance in the Area of Cooperation for Development	Decision by CDIP/18 to implement the proposal contained in Appendix I of the Summary by the Chair of CDIP/17	6 items in the decision containing multiple actions effectively implemented
	Continued enhancement of the mechanism for the development, implementation, monitoring, and evaluation of DA projects and activities	Current procedures for the implementation of DA recommendations as established in the Organization	Enhanced mechanism that incorporates recommendations of the independent evaluations of projects and the Independent Review of DA approved by the CDIP
	Level of Member States' satisfaction with WIPO's dissemination of information on DA and its implementation	86.6% (2016)	80%
	No. of Programs which substantively report on the extent to which DA Recommendations, as reflected in the Program and Budget, have guided their work	TBD	TBD

## Resources for Program 8

The overall resources for the Program in 2018/19 show a decrease of 5.9 per cent compared to the 2016/17 Approved Budget.

The decrease in personnel resources is due to the re-profiling of a vacant post (lower grade) based on business needs. The total number of posts remains stable.

The non-personnel resources in 2018/19 are at the same level as in the 2016/17 Approved Budget.

### Program 8: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
III.3 Mainstreaming of the DA recommendations in the work of WIPO	3,671	3,587	3,455
<b>Total</b>	<b>3,671</b>	<b>3,587</b>	<b>3,455</b>

**Program 8: Resources by Cost Category**  
(in thousands of Swiss francs)

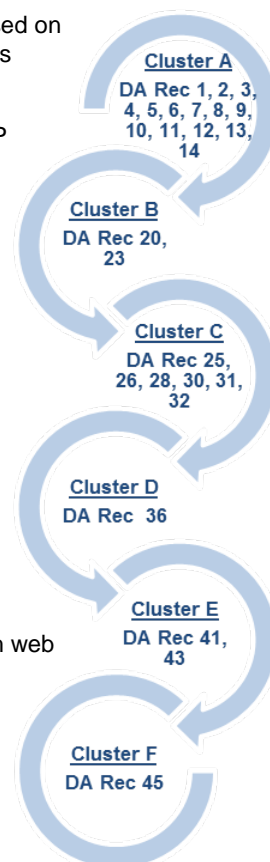
	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	2,191	1,913	1,975	(217)	-9.9%
<i>Temporary Staff</i>	271	488	272	1	0.3%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>2,462</b>	<b>2,401</b>	<b>2,246</b>	<b>(216)</b>	<b>-8.8%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	100	26	30	(70)	-70.0%
<i>Third-party Travel</i>	460	534	558	98	21.3%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	560	561	588	28	5.0%
<b>Contractual Services</b>					
<i>Conferences</i>	460	491	531	71	15.4%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	143	119	80	(63)	-44.2%
<i>Other Contractual Services</i>	36	-	-	(36)	-100.0%
Sub Total	639	610	611	(28)	-4.4%
<b>Finance Costs</b>					
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	10	5	10	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	10	5	10	-	0.0%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	-	12	-	-	n/a
Sub-Total	-	12	-	-	n/a
<b>Total, B.</b>	<b>1,209</b>	<b>1,186</b>	<b>1,209</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>3,671</b>	<b>3,587</b>	<b>3,455</b>	<b>(216)</b>	<b>-5.9%</b>
<b>POSTS</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	

## PROGRAM 9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries

### Implementation Strategies

Coordinate WIPO's development-oriented, demand-driven and transparent technical assistance, through the Regional Bureaus and, where relevant, WIPO's External Offices. The distinctiveness and priorities of Members States, particularly Least Developed Countries (LDCs), the specificities of their geographical regions and gender mainstreaming will be taken duly into account. Priority areas of cooperation in the biennium will include:

- **National IP Strategies and Plans (NIPs).** Assist in the development, formulation and implementation of NIPs addressing the specific needs of each country, in consultation with local stakeholders to ensure national ownership and sustainability, and using the project-based methodology and tools developed by the Organization; continue to develop and coordinate the implementation of country plans based on the needs and priorities of recipient countries in which the process of adopting IP Strategies and Plans has not been initiated or is still ongoing;
- **Global Infrastructure.** Increasing the efficiency, transparency and credibility of national IP registration systems by strengthening the technical infrastructure in national IP offices;
- **Legal and Normative Framework.** Formulate and modernize national and regional IP legislative and regulatory frameworks;
- **Capacity Building.** Enhance human resources capacities and create a pool of IP experts to better protect and commercialize IP assets through the provision of a range of competence-based learning and training programs working closely with universities, research centers and industry;
- **Awareness, Promotion & Outreach.** Promote accession to WIPO-administered Treaties; strengthen the ecosystem for technology absorption, innovation and utilization or commercialization of IP assets through awareness-raising on the importance of IP protection, outreach and creation of a network of IP users, including regional IP organizations, and technology generators;
- **South-south Cooperation & Triangular Cooperation (SSC/TC).** Continue facilitating matchmaking on IP-related technical assistance through the revamping of the WIPO Match web platform; implement and report on SSC/TC activities and liaise with other UN agencies supported by the dedicated SSC/TC focal point; synchronize the existing databases (IP-Technical Assistance Database(TAD) and IP-Roster of Consultants (ROC) with the Enterprise Performance Management (EPM) system in order to automate the data uploading process and improve reporting functions;
- **Least Developed Countries.** Continue strengthening the utilization of Appropriate Technologies in line with the Istanbul Programme of Action and provide reports to the United Nations thereon; promote national invention and innovation in cooperation with research centres, higher education institutions and the business sector; maximize joint training programs with development partners of LDCs; undertake sectoral studies on the use of IP in areas of importance for development such as agriculture, health and education, taking duly into account gender considerations; publish success stories on the use of Appropriate Technologies;
- **Small and Medium Enterprises (SMEs).** Strengthen the business competitiveness of SMEs in different economic/productive sectors (e.g. agro-business, handicrafts, fashion and design industries, culture and tourism) by developing branding and design strategies and capacity building; facilitate the use of global IP systems for IP protection of their products and services in foreign markets.



## Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Political change leading to changes to IP policy may cause revision to the work plans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	Flexibility retained to make adjustments in work plans for individual countries.
Political instability in Member States and the resulting change in UN security assessment may result in delays in technical assistance delivery.	Monitoring the situation with IP Offices and other stakeholders to develop alternative plans.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. and/or % of countries providing positive feedback on WIPO's legislative policy advice	100% (2016)	90%
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	No. of PCT applications originating from developing countries and LDCs	63,957 (2016)	3% increase (2018) 3% increase (2019)
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	No. of Hague applications originating from developing countries and LDCs	1,362 (2016)	11% increase (2018) 11% increase (2019)
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	No. of Madrid System applications originating from developing countries and LDCs	5,479 (2016)	4% increase (2018) 3% increase (2019)

Expected Result	Performance Indicators	Baselines	Targets	
<b>II.7</b> International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	12 schemes (cumulative as at March 2017)	1 additional scheme adopted globally <sup>28</sup>	
<b>III.1</b> National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national IP strategies	- Africa (3 additional) - Arab (2 additional) - Asia and the Pacific (2 additional) - Latin America and the Caribbean (4 additional) (end 2016)	- Africa (3 additional) - Arab (4 additional) - Asia and the Pacific (6 additional) - Latin America and the Caribbean (3 additional)	
	No. of countries that have adopted national IP strategies	- Africa (25 cumulative) - Arab (2 cumulative) - Asia and the Pacific (7 cumulative) - Latin America and the Caribbean: (8 cumulative)	- Africa (3 additional) - Arab (1 additional) - Asia and the Pacific (6 additional) - Latin America and the Caribbean (3 additional)	
	No. of countries that are in the process of implementing national IP strategies and IP development plans	20 LDCs included in the above regional breakdown - Africa (27 cumulative) - Arab (2 cumulative) - Asia and the Pacific (9 cumulative) - Latin America and the Caribbean (6 cumulative)	2 additional LDCs included in the above regional breakdown - Africa (10 additional) - Arab (1 additional) - Asia and the Pacific (5 additional) - Latin America and the Caribbean (4 additional)	
	No. of countries which are revising their IP strategies	20 LDCs included in the above regional breakdown - Africa (2) - Arab (none) - Asia and the Pacific (none) - Latin America and the Caribbean (none)	2 additional LDCs included in the above regional breakdown - Africa (1 additional) - Arab (1 additional) - Asia and the Pacific (no additional) - Latin America and the Caribbean (2 additional)	
	<b>III.2.</b> 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	% of participants in WIPO events who express satisfaction with the content and organization of these events	- Africa (TBD) - Arab (TBD) - Asia and the Pacific (99%) - Latin America and the Caribbean (TBD) - LDCs (95%)	- Africa (85%) - Arab (95%) - Asia and the Pacific (90%) - Latin America and the Caribbean (85%) - LDCs (90%)
		% of participants in WIPO workshops who apply the skills learned in their work/enterprise	- Africa (TBD) - Arab (TBD) - Asia and the Pacific (96%) - Latin America and the Caribbean (TBD) - LDCs (85%)	- Africa (80%) - Arab (70%) - Asia and the Pacific (90%) - Latin America and the Caribbean (90%) - LDCs (85%)
		% of national and regional IP experts used as resource persons in WIPO events	- Africa (85%) - Arab (55%) - Asia and the Pacific (29%) - Latin America and the Caribbean (85%) - LDCs (75%)	- Africa (80%) - Arab (60%) - Asia and the Pacific (40%) - Latin America and the Caribbean (85%) - LDCs (75%)
		No. and % of participants in training and capacity-building activities who obtain a 60% or higher score in a short multiple choice substantive questionnaire	n/a	Asia and the Pacific (80%)
No. of training institutions and IP institutions that offer curricula and training materials on IP and tourism		0	3 (globally) <sup>29</sup>	
No. of countries engaged in South-South Cooperation	110	115		

<sup>28</sup> In regions covered by Program 9

<sup>29</sup> In regions covered by Program 9

Expected Result	Performance Indicators	Baselines	Targets
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	No. of arrangements with institutions in developing countries and LDCs to promote the effective use of the IP systems	<ul style="list-style-type: none"> <li>- Africa (2 cumulative)</li> <li>- Arab (4 cumulative)</li> <li>- Asia and the Pacific (10 cumulative)</li> <li>- Latin America and the Caribbean (11 cumulative)</li> <li>- LDCs (8 cumulative)</li> </ul>	<ul style="list-style-type: none"> <li>- Africa (2 additional)</li> <li>- Arab (3 additional)</li> <li>- Asia and the Pacific (8 additional)</li> <li>- Latin America and the Caribbean (4 additional)</li> <li>- LDCs (4 additional)</li> </ul>
	No. of matches catalyzed through WIPO Match	0	10
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	No. of countries in which IP policies were developed or adopted for SME support institutions	none (2016)	3 countries globally <sup>30</sup> (cumulative)
	No. of universities and/or research institutions having developed and/or improved their IP policies	444 universities and/or research institutions (cumulative <sup>31</sup> end 2016)	6 additional universities and/or research institutions globally <sup>32</sup>
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of sustainable <sup>33</sup> national networks of TISCs	27 sustainable national networks (cumulative as at end 2016)  Maturity Level 1: <ul style="list-style-type: none"> <li>- Africa (3 of which 1 LDC )</li> <li>- Asia and the Pacific (2)</li> <li>- Latin America and the Caribbean (2)</li> </ul> (7 Total)  Maturity Level 2: <ul style="list-style-type: none"> <li>- Africa (8 of which 6 LDCs)</li> <li>- Arab (1)</li> <li>- Asia and the Pacific (2)</li> <li>- Latin America and the Caribbean (4)</li> </ul> (15 Total)  Maturity Level 3, including the provision of value-added services <sup>34</sup> : <ul style="list-style-type: none"> <li>- Africa (1)</li> <li>- Arab (1)</li> <li>- Asia and the Pacific (1)</li> <li>- Latin America and the Caribbean (2)</li> </ul> (5 Total)	<ul style="list-style-type: none"> <li>- Africa (1 additional)</li> <li>- Arab (1 additional)</li> <li>- Asia and the Pacific (1 additional)</li> <li>- Latin America and the Caribbean (2 additional)</li> </ul>
	No. of organizations, communities, individuals that applied and used the Appropriate Technology as a solution to identified development challenges in LDCs	10 organizations in 6 LDCs (cumulative as at end 2016)	4 additional organizations in LDCs
	Use of Appropriate Technology for development through patent searches and reports, technology landscapes, business plans	<ul style="list-style-type: none"> <li>- 3 national experts in 3 LDCs</li> <li>- 3 international experts in 3 LDCs</li> <li>- 6 NEGs in 6 LDCs</li> </ul> (cumulative as at end 2016)	4 additional experts and/or NEGs in LDCs
	Identified Appropriate Technology commercialized in LDCs	3 ATs commercialized	2 additional ATs commercialized
	Projects replicated in other areas in LDCs	none (2016)	ATs to be replicated in other areas in 2 LDCs

<sup>30</sup> In regions covered by Program 9

<sup>31</sup> Transition countries are included in the cumulative number in the baseline.

<sup>32</sup> In regions covered by Program 9

<sup>33</sup> Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand.

Sustainability is measured through the following levels of maturity:

- **Maturity Level 1-** (a) Signing of a Service Level Agreement (SLA) between WIPO and the National Focal Point; (b) signing of Institutional Agreements between the National Focal Point and TISC Host Institutions; and (c) provision of at least an annual report on national TISC activities; maturity Level 1 fully achieved when a + b + c.
- **Maturity Level 2-** Level 1 standards having been met plus the provision of basic patent information searches, e.g. state of the art patent searches; and
- **Maturity Level 3-** Level 2 standards having been met plus the provision of value added IP services, e.g. drafting of patent landscape reports.

<sup>34</sup> Support and advice on patent analytical services, on IP asset management and commercialization, Inventors Assistance Program (IAP), using and identifying inventions in the public domain, dispute resolution services, patent drafting.

Expected Result	Performance Indicators	Baselines	Targets
	Institutions established to continue working on Appropriate Technology in LDCs	– 6 NEGs in 6 LDCs – 3 multi-stakeholder groups in 3 LDCs (cumulative as at end 2016)	3 additional institutions
	Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs	11 programs (cumulative as at end 2016)	6 additional programs
	Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs	none (2016)	2 additional LDCs
	No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain	N/A	Africa (5) Arab (2) Asia and the Pacific (3) Latin America and the Caribbean (3)
<b>IV.4</b> Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration	Average Service Level of IP Offices assisted (ranging from 1 to 5)	Overall average: 2.8 – Africa: 3.0 – Arab: 2.9 – Asia and the Pacific: 3.4 – Latin America and the Caribbean: 3.2	Overall average of 3.0

## Resources for Program 9

The overall resources for Program 9 in 2018/19 show a decrease of 3.5 per cent compared to the 2016/17 Approved Budget.

The decrease in non-personnel resources is due to the completion in 2016/17 of the DA projects on IP and Tourism and on the Capacity-Building in the Use of Appropriate Technology Specific Technical and Scientific Information as a Solution for Identified Development Challenges (Phase II).

The decrease in the number of posts and associated personnel resources is due to the consolidation of work on special projects in the Office of the Deputy Director General for the Development Sector.

The resources dedicated to Expected Result III.6 (SMEs, universities and research institutions) reflects the emphasis in the biennium 2018/19 on capacity building for universities and research institutions, previously reflected under Expected Result III.2 (Enhanced human resource capacity).

The resources dedicated to Expected Results II.1 (Wider and more effective use of the PCT system), II.3 (Wider and more effective use of the Hague system), II.5 (Wider and more effective use of the Madrid system) and II.7 (Intellectual property disputes are increasingly prevented or resolved through WIPO mediation) reflects an increased prioritization of the promotion of the international registration systems and the related capacity building activities, previously reflected under Expected III.2 (Enhanced human resource capacities).

**Program 9: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	20,620	19,806	20,510	(110)	-0.5%
<i>Temporary Staff</i>	2,373	2,282	1,787	(587)	-24.7%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>22,993</b>	<b>22,088</b>	<b>22,297</b>	<b>(697)</b>	<b>-3.0%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	2,031	2,200	2,293	263	12.9%
<i>Third-party Travel</i>	3,235	3,120	3,251	16	0.5%
<i>Training and Related Travel Grants</i>	310	300	160	(150)	-48.4%
Sub Total	5,575	5,620	5,704	129	2.3%
<b>Contractual Services</b>					
<i>Conferences</i>	969	881	963	(6)	-0.6%
<i>Publishing</i>	50	66	55	5	9.0%
<i>Individual Contractual Services</i>	2,196	1,926	1,330	(866)	-39.4%
<i>Other Contractual Services</i>	66	278	409	343	520.0%
Sub Total	3,281	3,152	2,756	(525)	-16.0%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	57	82	28	(29)	-50.6%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	57	82	28	(29)	-50.6%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	10	-	-	n/a
<i>Supplies &amp; Materials</i>	-	10	-	-	n/a
Sub-Total	-	20	-	-	n/a
<b>Total, B.</b>	<b>8,913</b>	<b>8,874</b>	<b>8,488</b>	<b>(425)</b>	<b>-4.8%</b>
<b>TOTAL</b>	<b>31,907</b>	<b>30,962</b>	<b>30,785</b>	<b>(1,122)</b>	<b>-3.5%</b>
<b>POSTS</b>	<b>50</b>	<b>48</b>	<b>48</b>	<b>(2)</b>	
of which					
Development Agenda Project			62		



**Program 9: Resources by Result**  
(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	792	604	609
II.1 Wider and more effective use of the PCT system for filing international patent applications	-	-	444
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	-	-	395
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	-	-	508
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	-	-	428
III.1 National IP strategies and plans consistent with national development objectives	8,440	8,992	8,626
III.2 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	11,174	9,855	7,960
III.3 Mainstreaming of the DA recommendations in the work of WIPO	214	201	224
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	5,383	6,347	4,576
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	-	-	1,931
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	4,564	3,844	2,944
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	1,339	1,120	2,138
<b>Total</b>	<b>31,907</b>	<b>30,962</b>	<b>30,785</b>

**Funds in Trust Potentially Available for Programming in 2018/19<sup>1</sup>**  
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance end 2016	Estimated Contributions 2017	Estimated Expenditure end 2017	Estimated Balance end 2017	Estimated Contributions 2018/19 <sup>2</sup>	Estimated Available for Programming in 2018/19
<b>Program 9</b>						
Ibero-American Program for Industrial Property	237	60	80	217	120	337
France/IP	705	300	600	405	600	1,005
Italy	715	-	345	370	-	370
Japan/IP/Africa	1,563	1,600	1,600	1,563	3,200	4,763
Japan/IP <sup>3</sup>	4,880	3,830	4,860	3,850	7,660	11,510
Mexico	215	-	70	145	-	145
Portugal CHF	64	-	-	64	-	64
Republic of Korea (IP) <sup>3</sup>	1,200	700	1,500	400	1,400	1,800
Spain	92	170	160	102	340	442
<b>Total</b>	<b>9,671</b>	<b>6,660</b>	<b>9,215</b>	<b>7,116</b>	<b>13,320</b>	<b>20,436</b>

<sup>1</sup> The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

<sup>2</sup> This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

<sup>3</sup> Annual contributions may vary

## PROGRAM 10 Transition and Developed Countries

### Implementation Strategies

- Provide demand-driven, balanced, effective and cost-efficient IP legislative and policy assistance to Member States, with a particular focus on sustainability of results and impact at the institutional and country levels;
- Promote the development and implementation of tailored, balanced, long-term and results-oriented national IP strategies and country cooperation plans, with a view to further aligning WIPO's technical assistance with countries' strategic needs;
- Intensify the promotion of WIPO products and services in transition and developed countries through the Roving Seminars on WIPO Services and Initiatives, with full interaction of local stakeholders and IP Offices in beneficiary countries; develop tools to improve access to target audiences and enhance visibility of the events on the web, in social media, and among key trade associations; organize institutional visits, exchange programs and other forms for collaboration in partnership with targeted stakeholders;
- Strengthen the support to Member States for increasing the use of IP-based platforms and tools, with focused attention to universities and research institutions, enforcement bodies, the judiciary and collective management organizations; deepen the understanding of relevant stakeholders of the current challenges of copyright in the digital age, as well as improving the transparency, efficiency and good governance of collective management organizations (CMOs) in the countries concerned;
- Intensify the use of a two-phased evaluation approach, which provides for further improvement and tailoring of activities to the specific regional and national needs and which facilitates the streamlining of gender perspectives;
- Seek to ensure positive synergies and promote joint efforts to reach common IP objectives through close cooperation with, inter alia, the European Union (EU), the European Patent Organization (EPO), Eurasian Patent Organization (EAPO), the Inter-State Council for the Legal Protection and Enforcement of Intellectual Property (ICPIP), the Inter-parliamentary Assembly of the CIS Member States (IPACIS), the Eurasian Patent Organization and the Eurasian Economic Commission (EEC), with a view to maximizing the effectiveness of WIPO's technical assistance.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Economic and political changes might hamper or slowdown the implementation of national IP strategies.	Immediate follow-up communication when relevant change in country; advanced planning on all levels; maintaining relations with all stakeholders in the countries; provide flexibility in the cooperation plans.
Decisions taken at the international or national levels result in the loss of stakeholder commitment to actively engage in the implementation of activities that affect long term plans for enhancing human resource capacities in countries in transition.	Working closely with beneficiaries, donors and Members States. Planning and coordination of all IP related matters with other international and national organizations and partners.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.2</b> Tailored and balanced IP legislative, regulatory and policy frameworks	No. of transition countries with updated national laws and regulations.	6 countries (2016)	5 countries in the biennium
	No. of ratifications to WIPO administered treaties	7 ratifications (2016)	9 additional countries in the biennium
<b>II.1</b> Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	No. of PCT applications originating from transition and developed countries	168,832 (2016)	1% annual increase
	% of survey respondents showing increased use of WIPO services within 4 months of attending Roving Seminars on WIPO Services and Initiatives	20% (end 2016)	25% of survey respondents showing increased use of WIPO services
<b>II.3</b> Wider and more effective use of the Hague system, including by developing countries and LDCs	No. of Hague System applications originating from transition and developed countries	4,132 (2016)	10% annual increase
<b>II.5</b> Wider and more effective use of the Madrid System, including by developing countries and LDCs	No. of Madrid System applications originating from transition and developed countries	47,094 (2016)	1% annual increase
<b>II.7</b> International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Increased use of alternative dispute resolution services and clauses in intellectual property transactions and registrations, including through WIPO procedures, by parties from transition and developed countries	469 disputes and 206 bons offices involving parties from transition and developed countries (cumulative as per end 2016)	136 additional disputes and bons offices involving parties from transition and developed countries
	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support	10 schemes adopted in transition and developed countries (cumulative as at March 2017)	1 additional scheme adopted
<b>III.1</b> National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national IP strategies	At the end of 2016: – 3 countries (Kyrgyzstan, Slovakia, Ukraine) were in the process formulating national IP strategies; – 2 countries (Georgia, Latvia) were finalizing IP strategies.	4 additional countries
	No. of countries having developed national IP strategies or IP plans, dovetailed with national development goals	21 countries (cumulative as at end 2016)	4 additional countries

Expected Result	Performance Indicators	Baselines	Targets
<b>III.2</b> 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 countries in transition having established annual IP training programs and/or courses for IP Professionals  % of trained IP professionals and IP Officials using upgraded skills in their work	15 programs/courses in 13 countries (Azerbaijan; Bulgaria; Croatia; Czech Republic; Georgia (2); Kazakhstan; Latvia; Poland (2); Republic of Moldova; Romania; Russian Federation; Slovakia; Turkey) (cumulative as at end 2016)  83%	2 new programs and/or courses established in baseline countries  3 additional countries establishing annual IP training programs and/or courses for IP Professionals  80%
<b>III.4</b> Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	No. of established partnerships	6 IP partnerships established in 2016: – 2 MoUs between l'Institut National de la Propriété Industrielle (INPI) (France) and WIPO – 1 MoU between the National Institute of IP of Kazakhstan and the United States Patent and Trademark Office (USPTO) – 1 agreement between WIPO and the Hellenistic IP Organization (OBI) Concerning the Translation into Greek and Printing of a WIPO Publication (Patents) – 10th WIPO Advanced Intellectual Property Research Forum (Israel) – 2016 Ono Academic College (ONO) (Israel)/ WIPO Seminar	15 additional partnerships established

## Resources for Program 10

The overall resources in 2018/19 for the Program show an increase of 9.6 per cent as compared to the 2016/17 Approved Budget.

The non-personnel resources are maintained at the level as the 2016/17 Approved Budget.

The increase in the number of posts and associated personnel resources is mainly due to regularization of a continuing function to strengthen the roving seminars in transition and developed countries and an additional post to respond to the increasing demand in Caucasian, Central Asian and Eastern European countries.

### Program 10: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	833	752	822
II.1 Wider and more effective use of the PCT system for filing international patent applications	1,170	1,295	1,556
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	550	528	670
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	526	555	852
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	343	352	597
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	111	128	-
III.1 National IP strategies and plans consistent with national development objectives	1,497	1,791	1,462
III.2 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	1,999	2,000	1,726
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	890	911	993
<b>Total</b>	<b>7,919</b>	<b>8,313</b>	<b>8,679</b>

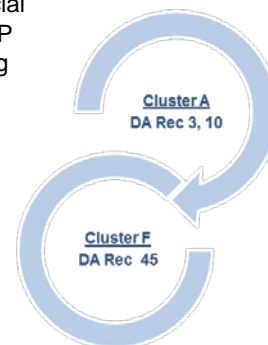
**Program 10: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	5,757	6,328	6,781	1,024	17.8%
<i>Temporary Staff</i>	264	119	-	(264)	-100.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>6,021</b>	<b>6,447</b>	<b>6,781</b>	<b>760</b>	<b>12.6%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	42	52	58	16	38.1%
<i>WIPO Fellowships</i>	40	43	-	(40)	-100.0%
Sub Total	82	95	58	(24)	-29.3%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	575	544	601	26	4.6%
<i>Third-party Travel</i>	481	536	455	(26)	-5.5%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	1,056	1,080	1,056	-	0.0%
<b>Contractual Services</b>					
<i>Conferences</i>	496	372	468	(28)	-5.5%
<i>Publishing</i>	48	45	29	(19)	-39.6%
<i>Individual Contractual Services</i>	128	147	217	90	70.2%
<i>Other Contractual Services</i>	30	64	20	(10)	-33.3%
Sub Total	701	628	734	33	4.7%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	5	-	-	(5)	-100.0%
<i>Representation &amp; Other Operating Expenses</i>	21	23	20	(1)	-4.8%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	26	23	20	(6)	-23.1%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	18	20	15	(3)	-16.7%
<i>Supplies &amp; Materials</i>	15	20	15	-	0.0%
Sub-Total	33	40	30	(3)	-9.1%
<b>Total, B.</b>	<b>1,898</b>	<b>1,866</b>	<b>1,898</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>7,919</b>	<b>8,313</b>	<b>8,679</b>	<b>760</b>	<b>9.6%</b>
<b>POSTS</b>	<b>15</b>	<b>17</b>	<b>17</b>	<b>2</b>	

## PROGRAM 11 The WIPO Academy

### Implementation Strategies

- Further develop the WIPO Academy as the center of excellence for IP capacity building, specialized training and e-learning;
- Provide affordable access to IP education and specialized training through introductory and advanced distance learning (DL) courses; professional development training for government officials and judicial officers; strategic cooperation with leading universities and national authorities to support IP higher education and jointly conduct IP Masters' programs; the establishment of IP training institutions in Member States; and delivery of a global program of WIPO Summer Schools;
- Ensure courses are current and relevant to Member States' needs and priorities through regular review of course content, as well as the portfolio of courses offered, and identify ways to address high demand, in particular for IP distance learning;
- Enhance course assessment methods to help ensure achievement of long-term learning objectives;
- Ensure gender balance across all courses offered by the WIPO Academy;
- Support Member State requests for customized versions of DL courses, in particular DL-101, tailoring them to specific national requirements both in terms of content and language, enabling the Academy to meet increasing demand in a resource-efficient way;
- Increase access to distance learning courses for the blind, visually impaired, or otherwise print disabled by further building on the launch of the Accessible General Course on Intellectual Property (DL-101) in 2016, by offering additional DL courses in accessible formats;
- Scale up deployment of IP education materials for young people through the DL-101-IP4Kids initiative;
- Enhance South-South cooperation by further developing strategic partnerships with developing countries with knowledge and skills to offer in specific IP areas for the benefit of other developing countries and LDCs, in particular in the area of IP professional development training;
- Promote access to IP higher education, in particular for developing countries, LDCs and countries in transition, through continued support to Universities, including through a longer-term strategic approach to the WIPO Joint Master's Programs in IP;
- Support countries to build national IP training capacity (IP Academies) through the delivery of national projects, which empower countries to tailor IP training courses that best address national needs;
- Provide a program of WIPO Summer Schools, which responds to increasing requests from Member States to host such schools and ensures appropriate geographical distribution, targeting in particular young professionals from the private sector, junior lawyers, as well as law students, government officials and other interested participants;
- Provide support to judicial training institutions through the delivery of the DA Project Cooperation with Judicial Training Institutes in Developing and Least Developed Countries.



## Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
<p>The decrease of contributions from partner institutions may impact the delivery of the training programs and the establishment of new training courses.</p> <p>In a fast-changing technological and IP landscape, user expectations and preferences are evolving rapidly. The IT platform of distance learning courses and its graphics interface may become outdated.</p> <p>IP content of the training programs of the Academy could become misaligned with emerging global challenges and developments in the IP system.</p>	<p>Continuous consultations and coordination with current and prospective new partner institutions.</p> <p>Feedback surveys from DL students and tutors. Continued investment in course review and platform modernization.</p> <p>Continuous assessment and feedback from stakeholders in Member States as well as training partners, participants, tutors and experts contributing to WIPO Academy activities.</p>

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>III.2</b> <b>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</b>	% of trainees who are satisfied with WIPO Academy training programs	TBD	70% of respondents
	% of course participants using enhanced IP knowledge and skills in their work	TBD	60% of respondents
	% of supervisors who are satisfied with the use of enhanced IP knowledge and skills by trainees in their work	TBD	50% of respondents
	% increase in no. of participants following the Academy's DL courses	54,596 (2016)	Maintain baseline level
	Exam pass rate in advanced DL courses	69% (2014/15)	69%
	No. of national start-up academies created which have become sustainable	TBD	4 (cumulative)
	Overall male/female ratio on WIPO Academy courses	TBD	50/50

## Resources for Program 11

The overall resources for the Program in 2018/19 show an increase of 2.1 per cent compared to the 2016/17 Approved Budget.

The increase in the number of posts and associated personnel resources reflects a strengthening of the Professional Development Program.

The increase in non-personnel resources is the result of an additional provision for the finalization of the DA project on Cooperation with Judicial Training Institutes in Developing and Least Developed Countries and its mainstreaming in 2019 into the work of the Program.

### Program 11: Resources by Result

*(in thousands of Swiss francs)*

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
III.2 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	13,083	13,333	13,614
<b>Total</b>	<b>13,083</b>	<b>13,333</b>	<b>13,614</b>



**Program 11: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	7,577	7,737	8,064	487	6.4%
<i>Temporary Staff</i>	202	202	228	26	13.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>7,779</b>	<b>7,939</b>	<b>8,293</b>	<b>514</b>	<b>6.6%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	461	551	576	115	25.0%
<i>Third-party Travel</i>	361	386	687	326	90.5%
<i>Training and Related Travel Grants</i>	2,580	2,099	2,020	(560)	-21.7%
Sub Total	3,401	3,037	3,282	(119)	-3.5%
<b>Contractual Services</b>					
<i>Conferences</i>	40	65	90	50	125.0%
<i>Publishing</i>	-	70	46	46	n/a
<i>Individual Contractual Services</i>	1,387	1,688	1,377	(10)	-0.7%
<i>Other Contractual Services</i>	226	390	335	109	48.3%
Sub Total	1,652	2,213	1,847	195	11.8%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	20	10	-	(20)	-100.0%
<i>Communication</i>	46	31	20	(26)	-56.8%
<i>Representation &amp; Other Operating Expenses</i>	63	35	112	49	76.9%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	130	76	132	2	1.8%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	25	14	-	(25)	-100.0%
<i>Supplies &amp; Materials</i>	96	55	60	(36)	-37.5%
Sub-Total	121	68	60	(61)	-50.4%
<b>Total, B.</b>	<b>5,304</b>	<b>5,394</b>	<b>5,322</b>	<b>18</b>	<b>0.3%</b>
<b>TOTAL</b>	<b>13,083</b>	<b>13,333</b>	<b>13,614</b>	<b>532</b>	<b>4.1%</b>
<b>POSTS</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>1</b>	
of which					
Development Agenda Project			329		

**Funds in Trust Potentially Available for Programming in 2018/19<sup>1</sup>**  
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance end 2016	Estimated Contributions 2017	Estimated Expenditure end 2017	Estimated Balance end 2017	Estimated Contributions 2018/19 <sup>2</sup>	Estimated Available for Programming in 2018/19
<b>Program 11</b>						
Republic of Korea (Education)	504	340	450	394	680	1,074
<b>Total</b>	<b>504</b>	<b>340</b>	<b>450</b>	<b>394</b>	<b>680</b>	<b>1,074</b>

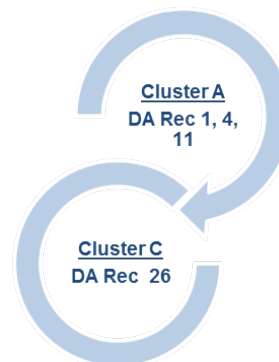
<sup>1</sup> The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

<sup>2</sup> This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

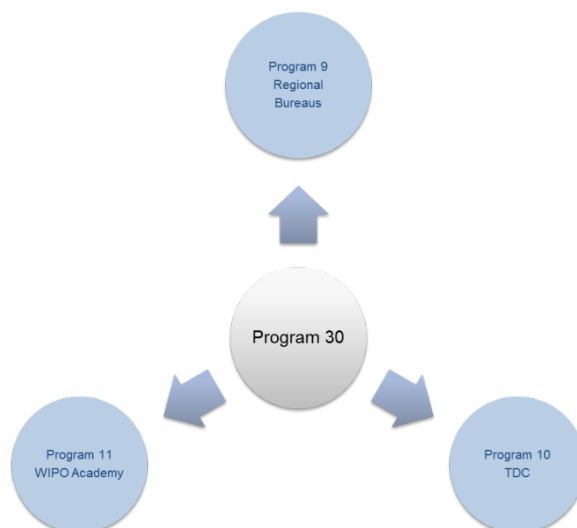
## PROGRAM 30 SMES and Entrepreneurship Support

### Implementation Strategies

- Facilitate the effective use of the IP system for innovation actors (SMEs, universities and research organizations and SMEs support institutions) by recommending policy interventions with the aim of achieving national developmental goals;
- Developing training materials tailored to the needs of SMEs, universities and research organizations, making them available for local adaptation;
- Demonstrate the positive impact of using the IP system and relevant policy instruments by SMEs, universities and research organizations on business competitiveness, business start-ups, knowledge sharing and subsequently job creation and economic growth;
- Create and strengthen web presence for the sharing of information on IP management for SMEs, IP licensing and institutional IP policies as well as explore the suitability of new web based tools to deliver more targeted and cost effective technical assistance;
- Design and deliver customized capacity building programs on IP management, including IP licensing, focusing on the IP needs of SMEs, universities and research organizations;
- Support universities and research organizations in enhancing their IP management capacity, including the establishment or strengthening of institutional IP Policies;
- Improve service delivery and ensure buy-in, accountability and sustainability at the national level by strengthening collaboration with national stakeholders and other international and regional organizations as well as introducing a project-based and gender-balanced delivery approach.



### Cross-Program Collaboration



### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Economic or political changes may lead to reprioritizing of focus on the development of national innovation and IP strategies.	Working closely with beneficiaries, donors and Members States. Planning and coordination of all IP related matters with other international organizations and partners.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
III.2 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	% of trained IP professionals using upgraded skills in their work	63% of trainees (end 2016)	75% of trainees 75% of supervisors
	No. and % of participants from Technology Management Offices (TMOs) in universities or research organizations in training and capacity-building activities who obtain a 60% or higher score in a short, substantive, multiple choice questionnaire	n/a	TBD
	% of participants in WIPO training and capacity building activities from TMOs in universities or research organizations who apply the enhanced knowledge and upgraded skills in their work	n/a	TBD
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	Level of satisfaction of participants in WIPO training and capacity building activities targeting SME support institutions	90% – 42% very satisfied – 48% satisfied (end 2016)	90%
	% of trained SMEs support institutions who provide training programs and advisory services on IP asset management	TBD	80%
	No. of unique page views of the SME website	1,000,395 <sup>35</sup> (2016)	10% increase in the biennium
	No. of countries in which IP policies were developed or adopted for SME support institutions	none (2016)	5 countries (cumulative)
	No. of universities and/or research institutions having developed and/or improved their IP policies	444 universities and/or research institutions (cumulative end 2016)	20 additional universities and/or research institutions
	No. of PCT applications originating from universities and research institutions	TBD	TBD

## Resources for Program 30

The overall resources for the Program in the 2018/19 biennium show an increase of 4 per cent compared to the 2016/17 Approved Budget.

The non-personnel resources remain at the level of the 2016/17 Approved Budget. An increase can be observed in personnel resources which is the result of the addition of a temporary staff resource in the Program.

A decrease can be observed in the resources dedicated to Expected Result III.1 (National IP Strategies) in 2018/19 in line with the responsibilities for the development of national IP Strategies being in Program 9 (Regional Bureaus) and 10 (Transition and Developed Countries).

The increase in resources dedicated to Expected Result III.6 (SMEs, universities and research institutions) is the result of inclusion of capacity building for universities and research institutions under this Expected Result in 2018/19, previously reflected under Expected Result IV.2 (Enhanced access to IP information).

The shift of resources from Expected Result IV.2 to Expected Result III.2 (Enhanced human resource capacities) reflects a strengthened emphasis on capacity building for existing Technology Management Offices (TMOs) in 2018/19 following their establishment in previous biennia.

<sup>35</sup> The number of downloads for the fourth quarter of 2016 was extrapolated from the data for January to September 2016. In September 2016, the web statistics tool was enhanced to optimize stability, resulting in the inability to track the data for the last quarter of 2016.

**Program 30: Resources by Result**  
*(in thousands of Swiss francs)*

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
III.1 National IP strategies and plans consistent with national development objectives	1,020	895	-
III.2 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	962	746	1,246
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	3,125	3,100	5,080
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	976	1,521	-
<b>Total</b>	<b>6,083</b>	<b>6,262</b>	<b>6,326</b>

**Program 30: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	4,303	4,237	4,116	(187)	-4.3%
<i>Temporary Staff</i>	219	671	649	430	195.9%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>4,522</b>	<b>4,908</b>	<b>4,765</b>	<b>243</b>	<b>5.4%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	31	60	60	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	31	60	60	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	406	311	379	(27)	-6.6%
<i>Third-party Travel</i>	558	541	600	42	7.6%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	964	852	979	15	1.6%
<b>Contractual Services</b>					
<i>Conferences</i>	224	64	35	(189)	-84.4%
<i>Publishing</i>	-	1	2	2	n/a
<i>Individual Contractual Services</i>	249	356	405	156	62.6%
<i>Other Contractual Services</i>	122	50	80	(42)	-34.4%
Sub Total	595	471	522	(73)	-12.3%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	2	-	-	(2)	-100.0%
<i>Supplies &amp; Materials</i>	-	-	-	-	n/a
Sub-Total	2	-	-	(2)	-100.0%
<b>Total, B.</b>	<b>1,561</b>	<b>1,354</b>	<b>1,561</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>6,083</b>	<b>6,262</b>	<b>6,326</b>	<b>243</b>	<b>4.0%</b>
<b>POSTS</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	

## Strategic Goal IV COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE

### Expected Result

Expected Result	Performance Indicators	Responsible Program(s)
<b>IV.1</b> 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 amendments and information files introduced into the Nice Classification	Program 12
	No. of amendments introduced into the IPC	Program 12
	No. of amended or new Standards adopted	Program 12
	Successful preparation of transition to ST.26	Program 12
	No of users accessing the internet publications of International classifications and standards, in particular from the developing countries	Program 12
<b>IV.2</b> Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of online or print copyright resources including non-binding guidelines or databases prepared with or reflecting input from Member States and stakeholders to provide information about the copyright legal framework and its practical application	Program 3
	No. of records in accessible form the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs	Program 4
	No. of distinct users of the databases, inventories, registers, portals or platforms related to TK/TCEs/GRs.	Program 4
	No. of sustainable national networks of TISCs	Program 9 Program 14 Program 20
	No. of organizations, communities, individuals that applied and used the Appropriate Technology as a solution to identified development challenges in LDCs	Program 9
	No. of unique users having performed a patent search per quarter in PATENTSCOPE	Program 13
	No. of users per quarter in Global Databases Systems	Program 13
	No. of users of WIPO's Global Databases: PATENTSCOPE, Global Brands Database, Global Designs Database	Program 20
	No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain	Program 9
	Use of Appropriate Technology for development through patent searches and reports, technology landscapes, business plans	Program 9
	No. of language pairs available for translation of description and claims	Program 13
	Average no. of users serviced by TISCs per annum	Program 14
	Identified Appropriate Technology commercialized in LDCs	Program 9
	Projects replicated in other areas in LDCs	Program 9
	Institutions established to continue working on Appropriate Technology in LDCs	Program 9
	Timeliness of data uploading	Program 13
	No. of active registered users of ARDI and ASPI	Program 14
	Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs	Program 9
	No. of download service users	Program 13
	Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs	Program 9
No. of WIPO Lex users	Program 13	
<b>IV.3</b> Broad geographical coverage of the content and use of WIPO Global IP Databases	No. of records contained in PATENTSCOPE by region	Program 13
	No. of records contained in Global Brand Database by region	Program 13
	No. of records contained in Global Design Database by region	Program 13
	No. of National Collections in PATENTSCOPE	Program 13
	No. of National Collections in Global Brand Database	Program 13

Expected Result	Performance Indicators	Responsible Program(s)
<b>IV.4</b> <b>Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration</b>	Level of satisfaction of users of WIPO Global Databases	Program 13
	Satisfaction of Offices in use of WIPO's system for IPO business solutions with regard to the implementation, maintenance and update of the IPAS suite of applications	Program 15
	No. of national Offices which have digitalized their Patent collection	Program 13
	No. of Offices using WIPO CASE and DAS	Program 15 Program 20
	No. of Offices using the IPAS suite of applications	Program 15
	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	Program 9 Program 15
	No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO	Program 15



## PROGRAM 12 International Classifications and Standards

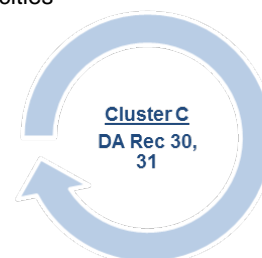
### Implementation Strategies

#### IPC (International Patent Classification)

- Enhance the IPC within the framework of the IPC Revision Roadmap adopted by the IPC Committee of Experts to respond to technological developments and ensure the maximum coherence internationally for patent classification notably by further promoting the use of IPCRMS (IPC Revision Management IT Solution);
- Enhance the international cooperation on reclassification of patent documents through the implementation of a reclassification management IT solution;
- Promote and facilitate a wider use of the IPC system by providing assistance for the maintenance and publication of national translations of the IPC.

#### Nice Classification (list of goods and services for the registration of trademarks)

- Continue enhancing the Nice Classification under the auspices of the Nice Union Committee of Experts with an emphasis on (i) ensuring that the list of goods and services takes due account of the specificities of emerging markets and the speedier integration in the list of goods and services of new widely-used indications, (ii) exploring the relationship between the Nice Classification and the Madrid Goods and Services Database in order to align, as much as possible, the two instruments; and (iii) identify opportunities for increased efficiencies across the system through alignment of lists of goods and services;
- Facilitate the revision and streamlining of publication processes through the development of the Revision Management IT Solution;
- Facilitate the introduction of widely accepted practices into the Nice Classification through WIPO's continued participation in regional and international cooperation initiatives related to trademark classification.



#### Locarno Classification (list of goods for the registration of industrial designs) and Vienna Classification (figurative elements of trademarks)

- Enhance the Locarno Classification under the auspices of the Locarno Union Committee of Experts to allow for more efficient searching in design databases notably by developing the Revision Management IT Solution;
- Consider future developments in the Vienna Classification under the auspices of the Vienna Union Committee of Experts following the entry into force of the seventh edition of the Vienna Classification on January 1, 2018.

#### WIPO Standards

- Coordinate with IP Offices to provide good practices for the processing, transmission, exchange, dissemination and sharing of IP information and documentation through the development and revision of WIPO Standards under the auspices of the Committee on WIPO Standards (CWS);
- Develop a software tool to support the implementation of WIPO Standard ST.26 (presentation of nucleotide and amino acid sequence listings);
- Collaborate with IP Offices to publish up-to-date information on their practices related to WIPO Standards and assist the Offices in the implementation of WIPO Standards upon request;
- Provide demand-driven training for the use of Classifications and Standards, in particular in developing countries.

## Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Divergent opinions between groups of countries result in limitation of technical development of standards and classifications.	<p>Discuss and resolve political issues outside of the Committees. Strengthen the technical discussions within the Committees. Monitor the implementation of long term plans.</p> <p>Undertake training missions in developing countries, in particular at regional level, to increase awareness on classifications and standards. Take into account regional needs in the development of classifications and standards</p>

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>IV.1</b> 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 amendments and information files introduced into the Nice Classification	1,213 amendments were introduced into NCL (11-2017) (2016) 32 new information files were introduced (2016)	Maintain 2016/17 levels
	No. of amendments of introduced into the IPC	1,463 amendments were introduced into the 2017.01 version of the IPC (2016)	Maintain 2016/17 levels
	No. of amended or new Standards adopted	2 new Standards and 4 revision of Standards (2016)	3 amended or new Standards
	Successful preparation of transition to ST.26	No Offices in the process of preparing to use the ST.26 tool	10 Offices in the process of preparing to use the ST.26 tool
	No. of users accessing the internet publications of International classifications and standards, in particular from the developing countries	IPC home: 324,981 visits of which 14,068 from developing countries IPC Pub: 1,386,029 visits of which 539,165 from developing countries NICE home: 529,804 visits of which 247,418 from developing countries	Maintain baseline levels (annual)

Expected Result	Performance Indicators	Baselines	Targets
		NICE Pub: 3,767,636 visits of which 1,936,565 from developing countries	
		LOCARNO home: 46,719 visits of which 16,123 from developing countries	
		LOCARNO Pub: TBD	
		VIENNA home: 36,902 visits (+6.0%) of which 19,078 (+41.2%) from developing countries	
		VIENNA Pub: TBD	
		WIPO Standards (Handbook): 70,115 visits of which 28,467 from developing countries (end 2016)	

## Resources for Program 12

An increase of 2.1 per cent can be observed in the Program's overall resources in 2018/19 as compared to the 2016/17 Approved Budget.

The increase in non-personnel resources is due to an additional provision for the development of a software tool to support the implementation of WIPO Standard ST.26.

The decrease in personnel resources reflects the reduced need for support staff, partially offset by the professionalization of staff dedicated to the publication of WIPO Standards (reclassification of one post).

### Program 12: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
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	7,070	7,250	7,215
<b>Total</b>	<b>7,070</b>	<b>7,250</b>	<b>7,215</b>

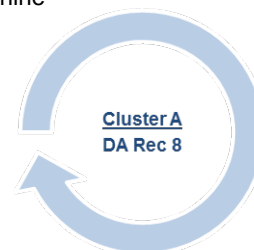
**Program 12: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	5,448	5,823	5,471	22	0.4%
<i>Temporary Staff</i>	227	-	-	(227)	-100.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>5,675</b>	<b>5,823</b>	<b>5,471</b>	<b>(205)</b>	<b>-3.6%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	115	109	110	(5)	-4.2%
<i>Third-party Travel</i>	-	36	36	36	n/a
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	115	145	146	31	27.1%
<b>Contractual Services</b>					
<i>Conferences</i>	140	247	250	110	78.6%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	172	69	44	(128)	-74.4%
<i>Other Contractual Services</i>	968	966	1,305	337	34.8%
Sub Total	1,280	1,282	1,599	319	24.9%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	-	-	-	-	n/a
Sub-Total	-	-	-	-	n/a
<b>Total, B.</b>	<b>1,395</b>	<b>1,427</b>	<b>1,745</b>	<b>350</b>	<b>25.1%</b>
<b>TOTAL</b>	<b>7,070</b>	<b>7,250</b>	<b>7,215</b>	<b>145</b>	<b>2.1%</b>
<b>POSTS</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>(1)</b>	

## PROGRAM 13 Global Databases

### Implementation Strategies

- Continue expanding geographical coverage of WIPO Global Databases by increasing the national data collections, as well as improving the quality of data and timeliness of updating;
- Continue exploring an enhanced and optimal architecture and model for geolocations of data servers for speedy access to Global Databases;
- Further refine the search tools, in particular, by improving WIPO Translate using Neural Machine Translation technology, developing the content-based image retrieval system for visually-similar brands and investigating the possibility to search complex work units in patent texts available in PATENTSCOPE using the chemical substructure search and gene and sequences searching;
- Convert national patent data collections to full text using WIPO's Optical Character Recognition (OCR) conversion processes, notably by inviting participating patent offices that do not yet publish patent applications in full text XML to assess and use WIPO's OCR solution ensuring quality at source and delivery of the full text front file;
- Make Dossier information available to the public through linkages with WIPO CASE and other public national, regional and global dossier systems;
- Explore the feasibility of indexing open access scientific literature (non-patent literature) with a view to develop a new extension of PATENTSCOPE facilitating non-patent literature prior art searching;
- Promote the WIPO Global Brand Database as a source of economic and business intelligence through the provision of data on international registrations at WIPO, national and regional trademark data collections and emblems protected under the Paris Convention Article 6ter;
- Continue developing the Global Design Database covering international registrations at WIPO and national and regional design data collections, including by investigating the possibility of uploading image data in different data formats and the implementation of an efficient image similarity search system for registered designs in two dimensions (class 32 of Locarno Classification);
- Expand geographical coverage of WIPO Lex with the addition of IP laws and treaties collections, and enhance the system in terms of search functions and user interface.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Loss of access to Global Databases owing to localized internet service disruption or technical failure at Geneva HQ.	Service duplication and geographical diversity will be achieved by means of installing remote mirror servers to provide improved service to users and maintain access to data in the case of local disruption in Geneva.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>IV.2</b> Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	Level of satisfaction of users of WIPO Global Databases	TBD (annual survey)	TBD
	No of unique users having performed a patent search per quarter in PATENTSCOPE	PATENTSCOPE searches: 246,516	PATENTSCOPE searches: +5% (annual)
	No. of users per quarter in Global Databases Systems	Global Brand Database (GBD):119,208 Global Design Database (GDD):16,868 (Last quarter 2016)	GBD: +5% (annual) GDD: +5% (annual)
	No. of language pairs available for translation of description and claims	4 (Feb 2017) (cumulative)	6 (cumulative)
	Timeliness of data uploading	5.6 days (2016)	21 days
	No. of download service users	TBD	TBD
	No. of WIPO Lex users	2,044,648 (2016)	+5% (annual)
<b>IV.3</b> Broad geographical coverage of the content and use of WIPO Global IP Databases	No. of records contained in PATENTSCOPE by region	58,220,000 (Feb 2017) (cumulative) – Africa (tbd) – Arab (tbd) – Asia and the Pacific (tbd) – Latin America and the Caribbean (tbd) – Transition Countries (tbd) – Developed Countries (tbd)	+10% (annual)
	No. of records contained in Global Brand Database by region	27,950,000 (Feb 2017) (cumulative) – Africa (tbd) – Arab (tbd) – Asia and the Pacific (tbd) – Latin America and the Caribbean (tbd) – Transition Countries (tbd) – Developed Countries (tbd)	+5% (annual)
	No. of records contained in Global Design Database by region	1,700,000 (Feb 2017) (cumulative) – Africa (tbd) – Arab (tbd) – Asia and the Pacific (tbd) – Latin America and the Caribbean (tbd) – Transition Countries (tbd) – Developed Countries (tbd)	+5% (annual)
	No. of National Collections in PATENTSCOPE	43 (Feb 2017) (cumulative)	50 (cumulative for the biennium)
	No. of national collections in Global Brand Database	35 (Feb 2017) (cumulative)	40 (cumulative for the biennium)
<b>IV.4</b> Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	No. of national Offices which have digitalized their Patent collection	0 (end 2016)	5 (cumulative for the biennium)

## Resources for Program 13

The overall resources for the Program in 2018/19 show an increase of 53.5 per cent compared to the 2016/17 Approved Budget.

The increase is primarily due to: (i) increased costs for the development and operation of WIPO Global Databases due to a broader geographical and language coverage (personnel and non-personnel resources), (ii) investments to maintain the competitiveness of WIPO Global Databases through the development of new functionalities to search for IP data such as chemical compounds, non-patent literature and the improvement of the Neural Machine Translation technology used in WIPO Translate (non-personnel resources) and (iii) the transfer of WIPOLex from Program 21 (Executive Management) in the 2016/17 biennium (personnel and non-personnel resources). These increases are reflected under Expected Results IV.2 (Enhanced access to and use of IP information and knowledge) and IV.3 (Broad geographical coverage of Global Databases).

Resources related to WIPO's Optical Character Recognition (OCR) conversion processes are reflected under Expected Result IV.4 (Enhanced technical and knowledge infrastructure).

### Program 13: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	3,803	5,578	6,153
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	1,956	2,196	2,476
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	-	-	211
<b>Total</b>	<b>5,758</b>	<b>7,774</b>	<b>8,840</b>

**Program 13: Resources by Cost Category**  
(in thousands of Swiss francs)

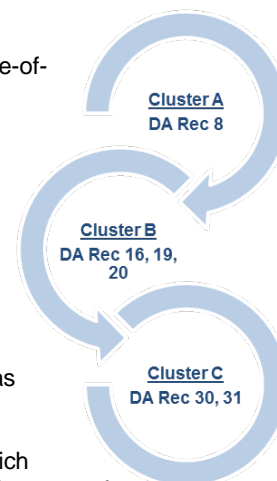
	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	4,551	5,403	6,407	1,856	40.8%
<i>Temporary Staff</i>	-	339	-	-	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>4,551</b>	<b>5,742</b>	<b>6,407</b>	<b>1,856</b>	<b>40.8%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	75	-	-	n/a
<i>WIPO Fellowships</i>	-	10	120	120	n/a
Sub Total	-	85	120	120	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	87	98	100	13	14.9%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	87	98	100	13	14.9%
<b>Contractual Services</b>					
<i>Conferences</i>	-	-	10	10	n/a
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	80	283	300	220	275.0%
<i>Other Contractual Services</i>	981	1,363	1,654	673	68.6%
Sub Total	1,061	1,646	1,964	903	85.2%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	60	204	250	190	316.7%
<i>Supplies &amp; Materials</i>	-	-	-	-	n/a
Sub-Total	60	204	250	190	316.7%
<b>Total, B.</b>	<b>1,208</b>	<b>2,032</b>	<b>2,434</b>	<b>1,226</b>	<b>101.5%</b>
<b>TOTAL</b>	<b>5,758</b>	<b>7,774</b>	<b>8,840</b>	<b>3,082</b>	<b>53.5%</b>
<b>POSTS</b>	<b>11</b>	<b>17</b>	<b>18</b>	<b>7</b>	



## PROGRAM 14 Services for Access to Information and Knowledge

### Implementation Strategies

- Assist Technology and Innovation Support Centers (TISCs) to become effective and sustainable institutional access points offering high-quality technology information services through the provision of learning resources, service support tools, platforms, portals, etc.;
- Support local innovation by promoting and developing TISC capacity to effectively use free-of-charge patent databases, such as PATENTSCOPE, and open-source scientific/technical literature in developing, least developed and transition countries;
- Promote and facilitate user accessibility to commercial patent and subscription-based scientific/technical literature databases through the public-private partnership programs of Access to Specialized Patent Information (ASPI) and Access to Research for Development and Innovation (ARDI) in eligible developing, least developed and transition countries;
- Reinforce long-term sustainability of TISC networks by encouraging knowledge-sharing through effectively administered national, regional and virtual networks (eTISC platform) as well as by sharing and disseminating national project reports and success stories;
- Support the provision of enhanced value-added services such as: (i) patent analytics, which include drafting patent landscape reports, state of the art search reports, (ii) and the development of “TISC Clinic” services, including the Inventor Assistance Program (IAP), as well as advice on IP asset management, commercialization and dispute resolution services;
- Complete the implementation of the Development Agenda project “Use of Information in the Public Domain for Economic Development”, in particular, through the use of practical guides, the patent register portal and training materials as well as by ensuring transfer of knowledge to TISC networks and capacity building through public domain information services;
- Implement the Development Agenda project “IP Management and Transfer of Technology: promoting the Effective Use of IP in Developing Countries”.<sup>36</sup>



### Cross-Program Collaboration



<sup>36</sup> Subject to the approval of the CDIP in 2017.

## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Inability of the host country to sustain and continue self-supporting operation of TISC network. This could lead to closure of certain TISC centers.	Support by WIPO in the formal planning, monitoring and evaluation of the national project as according to the national TISC project document.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of sustainable <sup>37</sup> national networks of TISCs	28 sustainable national networks (cumulative as at end 2016)  Maturity Level 1: – Africa (3 of which 1 LDC ) – Asia and the Pacific (2) – Latin America and the Caribbean (2) (7 Total)  Maturity Level 2: – Africa (8 of which 6 LDCs) – Arab (1) – Asia and the Pacific (2) – Latin America and the Caribbean (4) (15 Total)  Maturity Level 3, including the provision of value-added services <sup>38</sup> : – Africa (1) – Arab (1) – Asia and the Pacific (1) – Latin America and the Caribbean (2) – Transition Countries (1) (6 Total)	6 additional sustainable national TISC networks: – Africa (1) – Arab (1 ) – Asia and the Pacific (1) – Latin America and the Caribbean (2) – Transition Countries (1) 34 sustainable national TISC networks (cumulative)
	Average no. of users serviced by TISCs per annum	1,750 users in 2016	3,800 users per annum
	No. of active registered users of ARDI and ASPI	ARDI (800) ASPI (55) (end 2016)	ARDI (1,000) ASPI (65)

## Resources for Program 14

The overall resources for the Program in 2018/19 show an increase of 12.3 per cent compared to the 2016/17 Approved Budget.

The increase is due to additional provisions for the implementation of the Development Agenda projects “IP Management and Transfer of Technology: Promoting the Effective Use of IP in Developing Countries”, reflected under Expected Result III.2, and “Use of Information in the Public Domain for Economic Development”, reflected under Expected Result IV.2 (Enhanced access to and use of IP information and knowledge).

<sup>37</sup> Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand.

Sustainability is measured through the following levels of maturity:

- **Maturity Level 1-** (a) Signing of a Service Level Agreement (SLA) between WIPO and the National Focal Point; (b) signing of Institutional Agreements between the National Focal Point and TISC Host Institutions; and (c) provision of at least an annual report on national TISC activities; maturity Level 1 fully achieved when a + b + c.
- **Maturity Level 2-** Level 1 standards having been met plus the provision of basic patent information searches, e.g. state of the art patent searches; and
- **Maturity Level 3-** Level 2 standards having been met plus the provision of value added IP services, e.g. drafting of patent landscape reports.

<sup>38</sup> Support and advice on patent analytical services, on IP asset management and commercialization, Inventors Assistance Program (IAP), using and identifying inventions in the public domain, dispute resolution services, patent drafting.

The increase of one post in the Program, compared to the 2016/17 Approved Budget, reflects the need for overall coordination with WIPOLex participating Member States being directed from the Office of the Assistant Director General for the Global Infrastructure Sector.

**Program 14: Resources by Result**

*(in thousands of Swiss francs)*

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
III.2 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	-	-	509
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	6,990	7,235	7,341
<b>Total</b>	<b>6,990</b>	<b>7,235</b>	<b>7,850</b>

**Program 14: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	5,107	5,837	6,065	959	18.8%
<i>Temporary Staff</i>	658	224	340	(318)	-48.3%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>5,764</b>	<b>6,060</b>	<b>6,405</b>	<b>641</b>	<b>11.1%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	462	502	640	178	38.5%
<i>Third-party Travel</i>	310	284	349	39	12.6%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	772	786	989	217	28.1%
<b>Contractual Services</b>					
<i>Conferences</i>	63	31	54	(9)	-14.3%
<i>Publishing</i>	20	10	50	30	150.0%
<i>Individual Contractual Services</i>	177	210	247	70	39.5%
<i>Other Contractual Services</i>	123	63	84	(39)	-31.7%
Sub Total	383	314	435	52	13.6%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	1	-	-	n/a
<i>Communication</i>	10	10	-	(10)	-100.0%
<i>Representation &amp; Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	10	11	-	(10)	-100.0%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	40	40	-	(40)	-100.0%
<i>Supplies &amp; Materials</i>	20	24	20	-	0.0%
Sub-Total	60	64	20	(40)	-66.7%
<b>Total, B.</b>	<b>1,225</b>	<b>1,174</b>	<b>1,444</b>	<b>219</b>	<b>17.9%</b>
<b>TOTAL</b>	<b>6,990</b>	<b>7,235</b>	<b>7,850</b>	<b>860</b>	<b>12.3%</b>
<b>POSTS</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>1</b>	
of which					
Development Agenda Project			859		

## PROGRAM 15 Business Solutions for IP Offices

### Implementation Strategies

- Further develop the IPAS suite of applications (IPAS, WIPO File, WIPO Publish, WIPOScan), ensuring that it meets the needs of IP Offices at different levels of maturity in developing, transition and least developed countries, to enable fully online workflow and data transactions, improved data quality, office workflows, management of IP registration processes and linkages between national IP systems and the global and regional IP Systems (PCT and Madrid as well as ARIPO, EPO, OAPI respectively);
- Redesign the IPAS system with a new architecture including a modernized platform, more customization options, more autonomy for IP Offices and lower long-term support costs;
- Provide fully online and paperless services to IP Offices through the enhancement of modules for online services (WIPO File and WIPO Publish) and their integration with IPAS;
- Enhance training and knowledge-transfer activities through more specific training workshops and online courses designed to certify experts in the use of WIPO products;
- Increased emphasis on capacity building for IP Office staff to make better use of WIPO-supplied tools with a view to improve examination capacity;
- Improve the process of deploying and supporting projects in IP Offices, using a combination of WIPO staff, external contractors and local experts;
- Constitute an advisory group with representation from all regions to improve feedback from IP Offices including on the future direction of the work program;
- Deploy the WIPO Connect solution in at least eight CMOs during the biennium and further enhance the system with a view to ensure long-term sustainability;
- Further promote and enhance WIPO CASE based on feedback from users, ensure effective utilization of the system by encouraging more Offices to join as well as providing training and documentation; explore opportunities with IP Offices to further enhance value-added services to users.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Inability of IP Offices to sustain and continue self-supporting operation of WIPO software systems used for their core business.	Ensure training for local IP Office staff. Establish formal procedures for software support and maintenance.
Lack of access to technical and proprietary information held by relevant stakeholders, which may be required for the implementation of the WCC project, leading to being unable to meet the core objectives.	Invite relevant stakeholders to participate in the WCC project Business expert Group meetings to share relevant information.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>IV.4</b> Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration	No. of Offices using WIPO CASE and DAS	31 Offices (cumulative) (as at January 2017)	40 (cumulative per biennium)
	No. of Offices using the IPAS suite of applications	81 (as at end 2016)	81
	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.1 (end 2016)	3.2
	Satisfaction of Offices in use of WIPO's system for IPO business solutions with regard to the implementation, maintenance and update of the IPAS suite of applications	TBD (annual survey)	TBD
	No. of CMOs in developing countries and LDCs participating in regional and global networks facilitated by WIPO	0 (end 2016)	12 (cumulative per biennium)

## Resources for Program 15

The overall resources for the Program in 2018/19 show an increase of 5.6 per cent compared to the 2016/17 Approved Budget.

The increase is driven by an increase in the costs for the development and redesign of certain applications of the IPAS suite for national IP Offices (personnel and non-personnel resources), the deployment of WIPO Connect to additional CMOs and the establishment of an advisory group to better solicit direct feedback from IP Offices on the future direction of the work program (non-personnel resources).

The addition of one post to the Program compared to the 2016/17 Budget after Transfer reflects the emphasis on improving the process of deploying and supporting IPAS projects in national IP Offices.

Resources linked to Expected Result VII.1 (IP-based platforms) under this Program reflect IT support for the WIPO Green and WIPO Re:Search databases in Program 18 (Global Challenges).

### Program 15: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	13,806	14,016	14,422
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	-	355	152
<b>Total</b>	<b>13,806</b>	<b>14,371</b>	<b>14,574</b>

**Program 15: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	7,756	7,486	7,807	51	0.7%
<i>Temporary Staff</i>	-	445	293	293	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>7,756</b>	<b>7,931</b>	<b>8,100</b>	<b>344</b>	<b>4.4%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	20	-	-	n/a
Sub Total	-	20	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	728	826	726	(2)	-0.3%
<i>Third-party Travel</i>	490	106	300	(190)	-38.8%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	1,218	933	1,026	(192)	-15.8%
<b>Contractual Services</b>					
<i>Conferences</i>	-	-	-	-	n/a
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	628	336	458	(170)	-27.0%
<i>Other Contractual Services</i>	4,141	5,135	4,989	848	20.5%
Sub Total	4,769	5,471	5,447	679	14.2%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	43	15	-	(43)	-100.0%
<i>Supplies &amp; Materials</i>	20	1	-	(20)	-100.0%
Sub-Total	63	17	-	(63)	-100.0%
<b>Total, B.</b>	<b>6,050</b>	<b>6,440</b>	<b>6,473</b>	<b>424</b>	<b>7.0%</b>
<b>TOTAL</b>	<b>13,806</b>	<b>14,371</b>	<b>14,574</b>	<b>768</b>	<b>5.6%</b>
<b>POSTS</b>	<b>17</b>	<b>16</b>	<b>17</b>	<b>-</b>	

## Strategic Goal V      WORLD REFERENCE SOURCE FOR IP INFORMATION AND ANALYSIS

### Expected Result

Expected Result	Performance Indicators	Responsible Program(s)
V.1 Wider and better use of WIPO IP statistical information	No. of searches on IP Statistics Data Center	Program 16
	No. of downloads of annual statistics reports within 5 months of their publication	Program 16
	Difference between January forecast and actual numbers of PCT, Madrid, and Hague filings are within threshold ranges	Program 16
V.2 Wider and better use of WIPO economic analysis in policy formulation	Annual no. of visitors to Global Innovation Index websites	Program 16
	No. of downloads of World IP Report within 5 months of publication	Program 16



## PROGRAM 16 Economics and Statistics

### Implementation Strategies

- Continue to expand the geographical and thematic coverage of IP statistics collected through WIPO's annual statistics survey;
- Report IP statistics through statistical publications and web tools, seeking to satisfy the needs of different user communities, including policymakers, IP Offices, users of WIPO's filing systems, researchers, and the general public;
- Develop databases enabling statistical reporting and economic analysis using big data techniques, notably on IP activity in relation to gender, geography, industry affiliation, and other dimensions;
- Continue to benchmark innovation performance by enriching and co-publishing the Global Innovation Index and explore opportunities for the development of other global indices that would inform decision-making on economic policies and strategies;
- Provide in-depth analysis on the role the IP system plays in the global economy by publishing thematic World Intellectual Property Reports;
- Mainstream the economic study work in developing countries, previously implemented through the Development Agenda project "Intellectual Property (IP) and Socio-Economic Development – Phase II", seeking to inform relevant DA Recommendations, especially Recommendations 34, 35, 37, and 39;
- Further develop and solidify the research program on policy and performance in the creative economy established during the 2016/17 biennium, with a focus on building an empirical infrastructure enabling deeper insights into creative economy value chains;
- Maximize institutional synergies and promote research quality by continuing to coordinate the global network of IP Office economists.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Publication of incomplete statistical information (WIPI).	Provide sufficient time for response, and contribute to building statistical capacity at the national level.
WIPO publications misreport statistical data or reflect analytical shortcomings.	Control mechanisms are instituted that identify data inconsistencies during the collection of IP statistics; all statistical publications are carefully reviewed by statistical experts and relevant WIPO Sectors; all analytical publications are externally peer reviewed.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
V.1 Wider and better use of WIPO IP statistical information	No. of searches on IP Statistics Data Center	TBD	5% growth (annual)
	No. of downloads of annual statistics reports within 5 months of their publication	TBD	5% growth for World IP Indicators (annual) 5% growth for Yearly Reviews (annual)
	Difference between January forecast and actual numbers of PCT, Madrid, and Hague filings are within threshold ranges	2016: Forecast vs. Actual – PCT: 225,400 vs. 233,000 (103%) – Madrid: 52,030 vs. 52,900 (102%) – Hague: 5,560 vs. 5,562 (100%)	Actual values are within 80% confidence interval of forecast
V.2 Wider and better use of WIPO economic analysis in policy formulation	Annual no. of visitors to Global Innovation Index websites	WIPO Global Innovation Index (GII) webpage : 44,244 (2016)  GII-dedicated website : 214,122 (2016)	10% growth (annual)
	No. of downloads of World IP Report within 5 months of publication	World IP Report 2015: 25,936	10% growth (biennium)

## Resources for Program 16

The overall resources for the Program in 2018/19 show an increase of 13.9 per cent compared to the 2016/17 Approved Budget.

Increased non-personnel resources in 2018/19, as compared to the 2016/17 Approved budget, reflect the investments to enhance statistical reporting and economic research and analysis using big data techniques.

The increase in personnel resources in 2018/19 is due to the assignment of two additional posts to the Program for (i) the mainstreaming of the DA project - Intellectual Property (IP) and Socio-Economic Development and (ii) the enriching of the Global Innovation Index.

### Program 16: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
V.1 Wider and better use of WIPO IP statistical information	2,677	2,447	2,659
V.2 Wider and better use of WIPO economic analysis in policy formulation	3,395	3,874	4,259
<b>Total</b>	<b>6,072</b>	<b>6,322</b>	<b>6,918</b>

**Program 16: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	4,767	4,755	5,748	981	20.6%
<i>Temporary Staff</i>	230	266	-	(230)	-100.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>4,997</b>	<b>5,021</b>	<b>5,748</b>	<b>751</b>	<b>15.0%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	60	60	n/a
Sub Total	-	-	60	60	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	271	288	230	(41)	-15.1%
<i>Third-party Travel</i>	139	101	25	(114)	-82.0%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	410	389	255	(155)	-37.8%
<b>Contractual Services</b>					
<i>Conferences</i>	-	-	50	50	n/a
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	515	742	625	110	21.4%
<i>Other Contractual Services</i>	150	169	180	30	20.0%
Sub Total	665	910	855	190	28.6%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	1	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	-	1	-	-	n/a
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	-	-	-	-	n/a
Sub-Total	-	-	-	-	n/a
<b>Total, B.</b>	<b>1,075</b>	<b>1,300</b>	<b>1,170</b>	<b>95</b>	<b>8.8%</b>
<b>TOTAL</b>	<b>6,072</b>	<b>6,322</b>	<b>6,918</b>	<b>846</b>	<b>13.9%</b>
<b>POSTS</b>	<b>12</b>	<b>12</b>	<b>14</b>	<b>2</b>	

## Strategic Goal VI INTERNATIONAL COOPERATION ON BUILDING RESPECT FOR IP

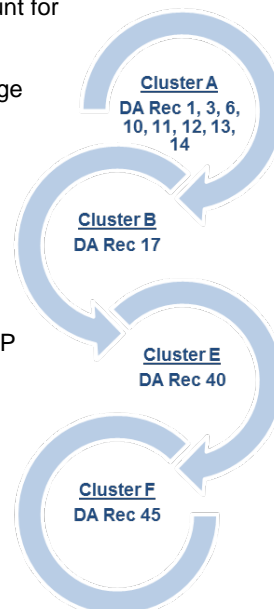
### Expected Result

Expected Result	Performance Indicators	Responsible Program(s)
<p><b>VI.1</b> Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda</p>	Continued agreement by Member States on the substantive work of the Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns.	Program 17
<p><b>VI.2</b> Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP</p>	No. of strategic collaborations with partner organizations on building respect for IP	Program 17

## PROGRAM 17 Building respect for IP

### Implementation Strategies

- Organize sessions of the Advisory Committee on Enforcement (ACE), fostering the sharing of national experiences on legal and regulatory enforcement frameworks as well as prevention activities that account for the socio-economic interests in building respect for IP;
- Organize a high-level conference on building respect for IP, promoting information exchange among Member States, intergovernmental and non-governmental organizations, industry associations and academic institutions;
- Enhance the cooperation on building respect for IP with international actors, including by facilitating coordination among national, regional and international IP enforcement agencies that aim to address enforcement challenges brought by developments in technology and globalization;
- Provide, upon request, legislative advice to Member States relating to the enforcement of IP in line with Part III of the TRIPS Agreement;
- Support and assist Member States with a view to enhancing the capacities of law enforcement officials, prosecutors and judges for the enforcement of IP rights, with a focus on building institutional training capacities in beneficiary countries as well as making available accessible and reliable tools and materials on IP enforcement and for public awareness;
- Assist Member States in establishing strategies for building respect for IP as part of their national IP policy frameworks, as well as in developing awareness-raising products and activities that aim to address consumer attitudes and build a sustainable environment of respect for IP.
- Be guided by Development Agenda Recommendation 45 in all its activities.



### Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Lack of agreement among Member States in the work of WIPO in the field of building respect for IP. WIPO's role in building respect for IP may be compromised.	Engage in regular consultations with Member States aiming at facilitating the convergence of Member State views on the relevance, the work and the policy function of the ACE and related capacity building activities. Rigorous standards are applied in all activities, ensuring high quality, transparency, neutrality and a balanced approach.
Countries/stakeholders turning away from WIPO to look towards other international or regional organizations developing activities in the area of building respect for IP.	Leverage partnerships, identify and build synergies with clear, delineated roles between the partners.  Integrate activities and strategies on building respect for IP into IP national policies in cooperation with WIPO regional bureaus and the Department for Transition and Developed Countries.  Focus on policy-oriented activities where WIPO can offer a distinct role and competitive advantage.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.2</b> Tailored and balanced IP legislative, regulatory and policy frameworks	No. of countries/regional organizations having adopted or amended relevant frameworks towards effective IP enforcement in the light of Part III TRIPS & DA Rec. 45, or being in the process of doing so, further to WIPO assistance	31 countries/organizations were in the process of amending and/or adopting relevant frameworks towards effective IP enforcement. Africa (12), Arab region (2), ASPAC (10), LAC (6), Transition countries (1) (cumulative, as of December 31, 2016)	4 countries/regional organizations having adopted and/or amended relevant frameworks towards effective IP enforcement further to WIPO assistance
<b>III.2</b> 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	Level of satisfaction of participants in WIPO training and capacity-building activities	Average rate of usefulness: 92% Average rate of satisfaction: 92% (2016)	Relevance: > 85% Usefulness: > 85%
<b>VI.1</b> Progress in the international dialogue among WIPO Member States and relevant international stakeholders 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 Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns	Agreement by Member States on the work program was reached during the tenth and eleventh sessions of the ACE (WIPO/ACE/10/26 and WIPO/ACE/11/11) (status as of December 31, 2016)	Agreement by the Member States on the work program for the fourteenth (2019) and fifteenth (2020) sessions
<b>VI.2</b> Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	No. of strategic collaborations with partner organizations on building respect for IP	7 strategic collaborations (end 2016)	7 active strategic collaborations

## Resources for Program 17

The overall resources for Program 17 in 2018/19 show an increase of 9.3 per cent as compared to the 2016/17 Approved Budget due to a provision for two sessions of the ACE in 2018/19 as compared to one session budgeted in 2016/17, as reflected under Expected Result VI.1 (Progress in the international policy dialogue among WIPO Member States on Building Respect for IP).

The slight increase in personnel resources as compared to the 2016/17 Approved Budget is due to statutory increases in staff costs.

The shift in resources to Expected Result III.2 (Enhanced human resource capacities) from Expected Result I.2 (Legislative advice) reflects a greater focus on capacity building in the 2018/19 biennium, including outreach activities that were previously budgeted under Expected Result VIII.1 (More effective communication to a broad public) in 2016/17. The redistribution of resources from Expected Result VI.2 (Systematic, effective and transparent cooperation and coordination in the field of Building Respect for IP) to Expected Result VI.1 reflects the move of the provision for the high-level conference on Building Respect for IP.

The resources linked to Expected Result VIII.1 in the 2016/17 Approved Budget were related to the WIPO Awards Program, which was transferred to Program 21 (Executive Management). No expenditure is expected under this result in 2018/19.

**Program 17: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	3,073	3,042	3,261	188	6.1%
<i>Temporary Staff</i>	-	31	-	-	n/a
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>3,073</b>	<b>3,073</b>	<b>3,261</b>	<b>188</b>	<b>6.1%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	13	0	49	36	277.5%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
<b>Sub Total</b>	<b>13</b>	<b>0</b>	<b>49</b>	<b>36</b>	<b>277.5%</b>
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	230	234	248	18	8.0%
<i>Third-party Travel</i>	256	314	315	60	23.3%
<i>Training and Related Travel Grants</i>	-	8	-	-	n/a
<b>Sub Total</b>	<b>485</b>	<b>556</b>	<b>563</b>	<b>78</b>	<b>16.1%</b>
<b>Contractual Services</b>					
<i>Conferences</i>	69	130	121	52	75.4%
<i>Publishing</i>	5	5	8	3	60.0%
<i>Individual Contractual Services</i>	40	79	75	35	87.5%
<i>Other Contractual Services</i>	3	3	-	(3)	-100.0%
<b>Sub Total</b>	<b>117</b>	<b>217</b>	<b>204</b>	<b>87</b>	<b>74.4%</b>
<b>Finance Costs</b>	-	-	-	-	
<b>Sub Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	3	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	12	12	10	(2)	-16.7%
<i>UN Joint Services</i>	-	-	-	-	n/a
<b>Sub Total</b>	<b>12</b>	<b>15</b>	<b>10</b>	<b>(2)</b>	<b>-16.7%</b>
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	11	9	5	(6)	-54.5%
<i>Supplies &amp; Materials</i>	41	5	10	(31)	-75.3%
<b>Sub-Total</b>	<b>52</b>	<b>13</b>	<b>15</b>	<b>(37)</b>	<b>-70.9%</b>
<b>Total, B.</b>	<b>679</b>	<b>801</b>	<b>841</b>	<b>162</b>	<b>23.9%</b>
<b>TOTAL</b>	<b>3,752</b>	<b>3,874</b>	<b>4,102</b>	<b>350</b>	<b>9.3%</b>
<b>POSTS</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>	

**Program 17: Resources by Result**  
(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	639	659	319
III.2 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	1,105	1,114	1,519
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	569	823	1,514
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	1,111	1,278	749
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	327	-	-
<b>Total</b>	<b>3,752</b>	<b>3,874</b>	<b>4,102</b>

**Funds in Trust Potentially Available for Programming in 2018/19<sup>1</sup>**  
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance end 2016	Estimated Contributions 2017	Estimated Expenditure end 2017	Estimated Balance end 2017	Estimated Contributions 2018/19 <sup>2</sup>	Estimated Available for Programming in 2018/19
<b>Program 17</b>						
Republic of Korea (BRIP)	58	125	145	38	250	288
<b>Total</b>	<b>58</b>	<b>125</b>	<b>145</b>	<b>38</b>	<b>250</b>	<b>288</b>

<sup>1</sup> The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

<sup>2</sup> This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.



## Strategic Goal VII ADDRESSING IP IN RELATION TO GLOBAL POLICY ISSUES

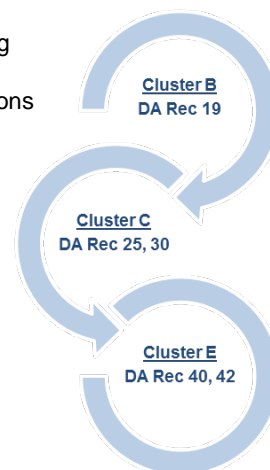
### Expected Result

Expected Result	Performance Indicators	Responsible Program(s)
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	No. of books in accessible format downloaded from the ABC Book Service by participating libraries	Program 3
	No. of books in accessible format loaned to library patrons through ABC participating libraries	Program 3
	Increased membership in WIPO Re:Search, including from developing countries and LDCs	Program 18
	No. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, malaria, and TB	Program 18
	No. of visits to the WIPO Re:Search and WIPO GREEN databases	Program 18
	Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re:Search	Program 20
	No. of records in the WIPO GREEN database	Program 18
	No. of visits to the Global Challenges website	Program 18
	Increased no. of WIPO GREEN Members	Program 18
	No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion	Program 18
Progress towards a collaborative framework for effective contribution of IP to food security through a consultative process	Program 18	

## PROGRAM 18 IP and Global Challenges

### Implementation Strategies

- Further develop and sustain the two multi-stakeholder platforms (WIPO Re:Search and WIPO GREEN) that facilitate effective collaborative networks and technology and knowledge transfer relevant to global health and climate change, with a particular emphasis on increasing collaborations and partnerships that facilitate the global connectivity of developing country innovators;
- Implement the 2017-2021 WIPO Re:Search Strategic Plan by more effectively collaborating with key stakeholders, mobilizing additional resources for capacity building activities, and supporting the advancement of promising research collaborations, particularly with institutions based in developing countries;
- Implement the second round of WIPO Re:Search fellowships, a capacity building sabbatical program sponsored by the Government of Australia focused on knowledge transfer;
- Increase the scope of the WIPO GREEN database. Expand, in a targeted manner, the WIPO GREEN Network. Enhance capacity building activities, services and resources, aimed at transforming the platform as a “go-to marketplace” for environmentally sound technologies;
- Organize WIPO GREEN matchmaking projects and events aimed at generating concrete outcomes, giving due consideration to the specific needs of different regions;
- Further explore possible strategies to address IP and food security that build upon WIPO’s ongoing activities, including the agriculture component of WIPO GREEN. Undertake consultations with relevant WIPO Programs and external stakeholders, notably IGOs, civil society, philanthropic organizations, and the private sector to ensure an inclusive approach;
- Contribute to policy dialogues on IP and global challenges, with the aim of reinforcing WIPO’s role as a credible source of fact-based information and analysis, in part by organizing WIPO events as a forum for discussion on these issues. Ensure that WIPO, as a part of the UN System and as an observer organization to various UN processes, responds in a timely and quality manner to requests from Member States, the UN, and international organizations, as guided by the relevance of IP and innovation to global health, climate change, and food security, the DA and the UN SDGs;
- Develop substantive analyses, in the form of Global Challenges Reports and Briefs, to facilitate a better understanding of the policy and strategic drivers of the innovation and access continuum, and highlight the value of IP and IP management as a development tool, including the sharing of experiences from the two platforms through case studies;
- Provide input, as appropriate, in response to requests from Member States, IGOs, civil society, and other stakeholders, in fora related to global health, environment and food security, confirming WIPO as the forum and reference point on IP and global public policy issues. In this context, continue the trilateral cooperation with the World Health Organization (WHO) and the World Trade Organization (WTO).



## Cross-Program Collaboration



## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Lack of commitment of members or partners for WIPO Re:Search and WIPO GREEN could result in insufficient records and thus reduced credibility of the platforms.	<p>WIPO Re:Search: Increase efforts to enhance resources and activities of the Partnership Hub.</p> <p>WIPO GREEN: Ensure that the services offered are aligned with customers' needs, effective marketing and maintain close collaboration with existing partners/stakeholders.</p>

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.2</b> Tailored and balanced IP legislative, regulatory and policy frameworks	No. of countries requesting WIPO's specific contribution on IP in relation to competition policy-related issues  % of participants in training and capacity building activities on IP and Competition Policy who apply the enhanced knowledge and upgraded skills in their work	2 countries (2016)  TBD	5 countries per year  50% of participants 50% of supervisors
<b>III.2</b> 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 hosting arrangements for developing country scientists	6 cumulative (end 2016)	4 additional hosting arrangements
<b>VII.1</b> IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	Increased membership in WIPO Re:Search, including from developing countries and LDCs  No. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, malaria, and TB  Increased no. of WIPO GREEN Members	108 Members, of which 41 from developing countries (cumulative as at end 2016)  108 agreements, of which 3 follow-on agreements (cumulative as at end 2016)  74 Partners and 808 users (cumulative as at end 2016)	6 new Members, of which 4 from developing countries and 1 new private sector Member  20 new agreements, of which 8 are follow-on agreements  14 additional Partners; 200 additional users

Expected Result	Performance Indicators	Baselines	Targets
	No. of records in the WIPO GREEN database	2,621 records (cumulative as at end 2016)	1,200 additional records in 2018/19
	No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion	<ul style="list-style-type: none"> <li>- Data sharing agreements: 9</li> <li>- Formalized Connections 26 (25 Signed Letters of Intent, 1 Memorandum of Understanding)</li> <li>- Agreements catalyzed: 0 (cumulative as at end 2016)</li> </ul>	<ul style="list-style-type: none"> <li>- Data sharing agreements: 2 additional</li> <li>- Formalized Connections: 8 additional</li> <li>- Agreements catalyzed: 2 (by the end of 2019)</li> </ul>
	No. of visits to the WIPO Re:Search and WIPO GREEN databases	WIPO Re:Search database: 4,581 unique page views (2016) WIPO GREEN database: 48,447 unique page views (2016)	WIPO Re:Search: 10% biennial increase WIPO GREEN: 10% biennial increase
	No. of visits to the Global Challenges website	No. of unique page views in 2016: <ul style="list-style-type: none"> <li>- GCD: 742</li> <li>- Global Health and IP: 4,566</li> <li>- Climate Change and IP: 2,709</li> <li>- WIPO Re: Search: 18,345</li> <li>- WIPO GREEN: 117,176</li> <li>- Downloads of pdf files: 37,868</li> </ul>	Biennial increases of: <ul style="list-style-type: none"> <li>- GCD: 10%</li> <li>- Global Health and IP: 10%</li> <li>- Climate Change and IP: 10%</li> <li>- WIPO Re: Search: 20%</li> <li>- WIPO GREEN: 10%</li> <li>- Downloads of pdf files: 10%</li> </ul>
	Progress towards a collaborative framework for effective contribution of IP to food security through a consultative process	No draft framework	A draft framework developed

## Resources for Program 18

The overall resources for the Program in the 2018/19 biennium shows a decrease of 10.7 per cent compared to the 2016/17 Approved Budget. This is due to a decrease in personnel resources following the reassignment of a temporary staff resource to support priorities in other areas of the Organization, as reflected under Expected Result I.2 (Legislative Advice).

The decrease in resources under Expected Result III.2 (Enhanced human resource capacities) reflects the completion of the DL course on IP and Global Challenges, the implementation of which falls under the WIPO Academy in 2018/19. The increase in resources dedicated to Expected Result VII.1 (IP-based platforms) reflects an enhanced emphasis on strengthening WIPO's global IP platforms, including promotional and outreach activities.

Resources linked to Expected Results I.1, VI.1, VI.2, and VIII.5 under this Program reflect efforts dedicated by the Office of the Assistant Director General of the Global Issues Sector to the activities of Programs 4, 17 and 20 respectively.

### Program 18: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	387	389	386
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,500	202	10
III.2 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	145	436	27
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	187	375	566
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	197	216	192
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	3,497	4,005	4,260
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	410	400	206
<b>Total</b>	<b>6,323</b>	<b>6,023</b>	<b>5,648</b>

**Program 18: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	4,516	4,469	4,276	(240)	-5.3%
<i>Temporary Staff</i>	1,029	608	584	(445)	-43.3%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>5,545</b>	<b>5,076</b>	<b>4,860</b>	<b>(685)</b>	<b>-12.4%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	24	32	48	24	100.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
<b>Sub Total</b>	<b>24</b>	<b>32</b>	<b>48</b>	<b>24</b>	<b>100.0%</b>
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	221	222	239	18	8.3%
<i>Third-party Travel</i>	57	112	200	143	250.9%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
<b>Sub Total</b>	<b>278</b>	<b>333</b>	<b>439</b>	<b>161</b>	<b>58.0%</b>
<b>Contractual Services</b>					
<i>Conferences</i>	11	46	2	(9)	-81.9%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	173	311	182	9	5.2%
<i>Other Contractual Services</i>	256	203	110	(146)	-57.0%
<b>Sub Total</b>	<b>440</b>	<b>560</b>	<b>294</b>	<b>(146)</b>	<b>-33.2%</b>
<b>Finance Costs</b>	-	-	-	-	
<b>Sub Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	8	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	18	11	5	(13)	-73.5%
<i>UN Joint Services</i>	-	-	-	-	n/a
<b>Sub Total</b>	<b>18</b>	<b>20</b>	<b>5</b>	<b>(13)</b>	<b>-73.5%</b>
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	18	2	2	(16)	-89.7%
<b>Sub-Total</b>	<b>18</b>	<b>2</b>	<b>2</b>	<b>(16)</b>	<b>-89.7%</b>
<b>Total, B.</b>	<b>778</b>	<b>947</b>	<b>788</b>	<b>10</b>	<b>1.3%</b>
<b>TOTAL</b>	<b>6,323</b>	<b>6,023</b>	<b>5,648</b>	<b>(675)</b>	<b>-10.7%</b>
<b>POSTS</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	

## Strategic Goal VIII A RESPONSIVE COMMUNICATIONS INTERFACE BETWEEN WIPO, ITS MEMBERS AND ALL STAKEHOLDERS

### Expected Result

Expected Result	Performance Indicators	Responsible Program(s)
<b>VIII.1</b> More effective communication to a broad and diverse public about intellectual property and WIPO's role	Brand/Reputation: Stakeholders understand WIPO's brand positioning and have a positive perception of WIPO's reputation	Program 19
	Brand/Reputation: E-newsletter readership of communications content about major WIPO events, products, activities	Program 19
	Engagement: Global participation in World IP Day Campaign	Program 19
	Engagement: Improved access to WIPO publications and promotional materials in different languages and formats, including for under-served audiences	Program 19
	Engagement: Broad reach of web content; and effectiveness of the top-level web pages as gateways to further information	Program 19
	Increased traffic to the website of WIPO External Offices	Program 20
	No. of Member States participating in the WIPO Awards Program	Program 21
	Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world	Program 19
	Engagement: WIPO interaction on social and digital media	Program 19
<b>VIII.2</b> Improved service orientation and responsiveness to inquiries	Service: Overall customer satisfaction with WIPO services	Program 19
	Service: User satisfaction with Library services	Program 19
	Processing time of inquiries	Program 20
<b>VIII.3</b> Effective engagement with Member States	% of Committee Meetings for which pre-Committee information meetings for Member States are held	Program 21
	% of official documentation prepared by OLC that is published on time	Program 21
	Timeliness of publication of Assemblies documents	Program 21
	Satisfaction rate of Member States and stakeholders with the organization of events	Program 21
	Delegates' satisfaction levels with the organization of the Assemblies	Program 21
<b>VIII.4</b> Open, transparent and responsive interaction with non-governmental stakeholders	No. of permanent observer NGOs engaging in WIPO's work and vice versa	Program 20
<b>VIII.5</b> WIPO effectively interacts and partners with UN and other IGO processes and negotiations	WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes	Program 20
	New joint initiatives with other UN agencies/IGOs	Program 21
	% of spend through UN cooperation	Program 24
	No. of WIPO-led initiatives in partnership with UN and other IGOs to implementation of the SDGs	Program 20
	% of locally sourced goods and services compared to total amount procured for development activity	Program 24

## PROGRAM 19 Communications

### Implementation Strategies

- Implement integrated marketing, communications and press strategies, with accompanying multi-media content resources, in support of program initiatives and services across WIPO;
- Create engaging multimedia content and news for dissemination to key audiences , with a particular attention to youth, underserved and unreached audiences, via WIPO's owned content channels (e.g. WIPO website and social media channels, WIPO Wire, WIPO Magazine, Newsletters, etc.);
- Curate, design, publish, distribute and promote WIPO's annual flagship economics and statistics reports and other publications via print, digital and repository channels and services;
- Support and promote WIPO's flagship public-private initiatives, including WIPO's Accessible Books Consortium, WIPO Green, WIPO Re:Search and other initiatives;
- Optimize and grow WIPO's social and other digital media presence, including the development of a new mobile app and increasing multi-format and interactive content, in order to increase engagement with existing and new target audiences globally
- Develop, coordinate and implement service quality standards, including evaluation tools, to improve the experience of WIPO stakeholders and customers who engage with WIPO and its services;
- Ensure the consistency of WIPO's reputation, branding and visual identity when engaging key stakeholders and audiences;
- Maintain the usability and technical performance of the WIPO web site and other WIPO owned channels in order to disseminate WIPO information to audiences worldwide in a timely manner.

### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Reputational damage through negative publicity can cause significant harm to the credibility of the Organization and the WIPO brand and could adversely affect business and staff morale.	Public disclosure, proactive provision of information, media awareness and openness in responding to queries. Continuous monitoring of press and social media coverage to enable timely reaction if required.

### Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>VIII.1</b> More effective communication to a broad and diverse public about intellectual property and WIPO's role	Brand/Reputation: Stakeholders understand WIPO's brand positioning and have a positive perception of WIPO's reputation.	74% of survey respondents perceived WIPO as the global forum for IP (2016 WIPO Stakeholders Perception Survey)	75% of stakeholders recognize WIPO as the global forum for IP
	Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world	97% of all articles about WIPO were positive or neutral (2016)	At least 95% of all articles about WIPO are positive or neutral
	Engagement: WIPO interaction on social and digital media	2016: (i) 13,289 "likes"; 19,715 retweets  (ii) Number of users satisfied with the Delegates' app (TBD)	(i) 15% biennial increase in the number of both "likes" and retweets of WIPO Twitter content (ii) At least 80% of users are satisfied with the Delegates' app
	Brand/Reputation: E-newsletter readership of communications content about major WIPO events, products, activities	12,762 subscribers to WIPO Wire in all languages (2016)	10% increase in WIPO Wire newsletter subscriptions over the biennium (all languages)
	Engagement with WIPO multi-media content	238,734 views on the WIPO YouTube channel in 2016 (excluding pre-school)	8% increase in total video views on the WIPO YouTube channel (excluding pre-school)

Expected Result	Performance Indicators	Baselines	Targets
VIII.2. Improved service orientation and responsiveness to inquiries	Engagement: Global participation in World IP Day Campaign	450 events reported in 122 countries (2016)	Stable level of global participation, including representation in each geographic region
	Engagement: Improved access to WIPO publications and promotional materials in different languages and formats, including for under-served audiences	Total downloads of WIPO publications (all languages) (TBD)	5% increase in total downloads of WIPO publication (by end 2019)
	Engagement: Broad reach of web content; and effectiveness of the top-level web pages as gateways to further information	(i) 8,914,297 unique page views of the cross-organizational and top-level pages on WIPO website  (ii) An average of 80% of visitors to the top-level "landing pages" (EN) continued their journey to further pages (2016)	(i) 10% biennial increase in page views  (ii) Stable rate (approximately 80%) of visitors to the landing pages who continue their journey to further pages
	Service: Overall customer satisfaction with WIPO services	WIPO Customer Satisfaction Index: 51%  Sub-indicators: – Professionalism: 59% – Reliability: 57% – Responsiveness: 48% – Ability to provide valuable information: 54% – Service Orientation: 49%	WIPO Customer Satisfaction Index: 53%  Sub-indicators: – Professionalism: 61% – Reliability: 59% – Responsiveness: 50% – Ability to provide valuable information: 56% – Service Orientation: 51%
	Service: User satisfaction with Library services	70% of clients were highly satisfied ("excellent") (2016)	At least 80% of respondents are satisfied with Library services

## Resources for Program 19

The overall resources for the Program in 2018/19 show a slight decrease of 0.4 per cent compared to the 2016/17 Approved Budget.

The slight decrease in personnel resources is the net result of, on the one hand: (i) an additional post (regularization of a continuing function) to strengthen the Customer Service Section; and, on the other hand: (ii) changes in the costs of personnel resources.

The non-personnel resources are at the same level as the 2016/17 Approved Budget.

### Program 19: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	10,808	11,336	10,693
VIII.2 Improved service orientation and responsiveness to inquiries	5,674	5,653	5,719
<b>Total</b>	<b>16,483</b>	<b>16,989</b>	<b>16,412</b>



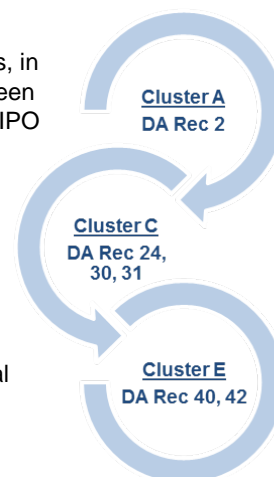
**Program 19: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	13,201	13,157	13,492	291	2.2%
<i>Temporary Staff</i>	795	834	432	(363)	-45.7%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>13,996</b>	<b>13,991</b>	<b>13,923</b>	<b>(72)</b>	<b>-0.5%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	56	12	48	(8)	-13.4%
<i>WIPO Fellowships</i>	96	48	-	(96)	-100.0%
Sub Total	152	60	48	(104)	-68.1%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	218	133	176	(43)	-19.6%
<i>Third-party Travel</i>	33	-	-	(33)	-100.0%
<i>Training and Related Travel Grants</i>	-	-	39	39	n/a
Sub Total	251	133	215	(36)	-14.5%
<b>Contractual Services</b>					
<i>Conferences</i>	-	27	4	4	n/a
<i>Publishing</i>	60	26	20	(40)	-66.7%
<i>Individual Contractual Services</i>	273	171	146	(127)	-46.5%
<i>Other Contractual Services</i>	1,504	2,257	1,852	348	23.2%
Sub Total	1,837	2,481	2,022	185	10.1%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	12	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	14	10	6	(8)	-57.1%
<i>UN Joint Services</i>	50	65	80	30	60.0%
Sub Total	64	86	86	22	34.4%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	55	49	37	(18)	-32.7%
<i>Supplies &amp; Materials</i>	128	188	81	(47)	-37.0%
Sub-Total	183	237	118	(65)	-35.7%
<b>Total, B.</b>	<b>2,487</b>	<b>2,998</b>	<b>2,489</b>	<b>2</b>	<b>0.1%</b>
<b>TOTAL</b>	<b>16,483</b>	<b>16,989</b>	<b>16,412</b>	<b>(70)</b>	<b>-0.4%</b>
<b>POSTS</b>	<b>36</b>	<b>38</b>	<b>37</b>	<b>1</b>	

## PROGRAM 20 External Relations, Partnerships and External Offices

### Implementation Strategies – External Relations and Partnerships

- Strengthen partnerships, including through the WIPO Coordination Office to the United Nations in New York, with UN Organizations and IGOs to support the implementation of the 2030 Agenda for Sustainable Development (SDGs), the Addis Ababa Action Agenda (AAAA) and other shared global goals;
- Liaise closely with other Programs to facilitate timely provision of WIPO's technical contribution and information to relevant multilateral processes and initiatives, and to ensure that such initiatives fully benefit from WIPO's knowledge and expertise;
- Support the United Nations Framework Convention on Climate Change (UNFCCC) process, in particular, the UNFCCC Technology Mechanism, and facilitate practical collaboration between WIPO GREEN and the UNFCCC Climate Technology Center and Network (CTCN); the WIPO Coordination Office to the United Nations in New York represents WIPO as a member of the Inter-Agency Team on Science, Technology and Innovation for the SDGs;
- Engage in the WIPO-WTO-WHO trilateral work on public health, innovation and IP, the UN Inter-agency Task Force on Non-Communicable Diseases, the World Summit on the Information Society (WSIS) and the Internet Governance Forum on bridging the digital divide;
- Create greater awareness of WIPO's programs and services amongst existing and potential partners so that the services are effectively utilized for achievement of shared objectives;
- Develop new strategic cooperation possibilities with existing and new partners and support WIPO's Programs in their efforts to mobilize resources;
- Support implementation of the Technology Facilitation Mechanism, in particular as a member of the Inter-Agency Team on Science, Technology and Innovation for the SDGs;
- Participate in relevant meetings, including through the WIPO Coordination Office to the United Nations in New York, of major UN organs, ECOSOC and General Assembly and engage with UN inter-agency processes on issues relevant to IP and innovation;
- Seek strategic and effective engagement with a wide-range of non-governmental stakeholders, including non-governmental organizations (NGOs), private enterprises and civil society at large, with a view to fostering policy dialogue that can contribute to the use of IP as a tool for development through international and multi-stakeholder cooperation.



### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Decisions/actions taken at intergovernmental processes that have an adverse impact on the international IP system.	Active engagement in major intergovernmental processes and ensuring an effective network of contacts within their Secretariats, and with stakeholders. Supporting balanced and inclusive IP discussions by providing space for all WIPO stakeholders to share their perspectives.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>VIII.4</b> Open, transparent and responsive interaction with non-governmental stakeholders	No. of permanent observer NGOs engaging in WIPO's work and vice versa	TBD	Maintain or increase engagement
<b>VIII.5</b> WIPO effectively interacts and partners with UN and other IGO processes and negotiations	WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes  No. of WIPO-led initiatives in partnership with UN and other IGOs to implementation of the SDGs	80% of WIPO's contributions (26 out of 33 submissions) were reflected (end 2016)  3 initiatives (in 2016)	85%  6 initiatives

## Implementation Strategies – External Offices

- Ensure that the five existing External Offices (the WIPO Brazil Office, the WIPO Office in China, the WIPO Japan Office, the WIPO Singapore Office and the WIPO Office in the Russian Federation) form a seamless extension of the Organization in the field and are fully integrated into the Organization's functioning;
- Facilitate the establishment of the new External Offices in Algeria and Nigeria, and any additional new External Offices, in accordance with the decision of the Member States;
- Ensure that WIPO's network of External Offices continue to operate on the basis of the core principles: adding value to what the Organization does; operating effectively and efficiently; contributing to mandate implementation in a complementary manner and avoiding duplication; functioning as work units which are fully integrated into the Organization's Results Framework; and operating on a sustainable basis;
- Focus the activities of the External Offices on those Expected Results to which they can bring a comparative advantage by virtue of their breadth of geographic coverage, strong relationships with a wide variety of stakeholders, unique position to gauge developments on the ground and quickly respond to them, and intimate knowledge of local needs, requirements and languages:
  - Strategic Goal I (Balanced Evolution of the International Normative Framework), Strategic Goal II (Provision of Premier Global IP Services), Strategic Goal IV (Coordination and Development of Global IP Infrastructure) and Strategic Goal VII (Addressing IP in Relation to Global Policy Issues).
  - Strategic Goal III (Facilitation of the use of IP for Development).
  - Strategic Goal VIII (A responsive communications interface).

### WIPO Brazil Office (WBO)

- Provide advice and assistance to the Government of Brazil, on request, to facilitate Brazil's accession to the Madrid System;
- Provide services (Service Centre) to users of WIPO's Global IP Services, providing information and feedback to questions in Portuguese;
- Expand the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services in Portuguese;
- Facilitate the use of IP for development by organizing and contributing to activities aimed at enhancing human resource capabilities in the area of IP in Brazil and in other developing countries having cooperation programs with Brazil;
- Enhance efforts, particularly with respect to the Global IP Services, through close engagement with government institutions, universities, industry and other stakeholders which the Office has developed strong ties with; expand the network of stakeholder contacts through new partnerships for the promotion of IP.

### WIPO Office in China (WOC)

- Provide services (Service Centre) to users of WIPO's Global IP Services, providing information and feedback to questions in Chinese.
- Expand the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services in Chinese;
- Provide advice and assistance to the Government of China, on request, to facilitate accession to the Hague System;
- Respond to rising demand for alternative dispute resolution (ADR) services in China through tailored promotional activities and institutionalized partnerships with a view to encouraging enhanced use of the WIPO's Arbitration and Mediation Center (AMC);
- Conduct targeted outreach to regions within China, in particular the Central and Western provinces, and communicate to a broad range of stakeholders, including government, the private sector, and academic and research institutions, about IP and WIPO's role;
- Further strengthen cooperation through joint activities with the Government of China, particularly the IP-related authorities, building upon the strong foundation of relations that has been established.

### WIPO Office in Japan (WJO)

- Provide services (Service Centre) to users of WIPO's Global IP Services by providing information and feedback to questions in Japanese;
- Expand the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services in Japanese;
- Promote the use of the Hague System following Japan's accession to the System in 2015;
- Promote wider use of WIPO GREEN among Japanese companies focused on environmentally-friendly technologies building on the strong relationships developed with a broad range of stakeholders, including IP associations;
- Manage aspects of the Japan Funds-in-Trust aimed at building capacity and enhancing the use of IP in businesses in developing and least developed countries largely in the Asia Pacific region by leveraging the WJO's close proximity to and constructive relationships with the Government of Japan, particularly the JPO. This will involve the implementation of projects, such as the further development of the IP Advantage database and practical training courses for IP office officials and users of WIPO's services and IP infrastructure in target countries.

### WIPO Office in the Russian Federation (WRO)

- Provide services (Service Centre) to users of WIPO's Global IP Services by providing information and feedback to questions in Russian;
- Promote the use of WIPO's Global IP Services in a strategic manner by reaching out to current and potential users, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice on the use of these services in Russian;
- Provide advice and assistance to the Government of the Russian Federation, on request, to facilitate Russia's accession to the Hague System;
- Further extend the existing network of 140 TISCs established in the Russian Federation to broaden their impact in promoting access to and use of IP information by a broad range of stakeholders, both public and private;
- Reinforce and enhance engagement and communication with governmental bodies, academic circles, inventors' societies and other stakeholders with which the Office has developed strong and productive relationships; create new partnerships, raise awareness and build capacity in the field of IP, particularly among educational and scientific institutions.

## WIPO Office in Singapore (WSO)

- Support ASEAN efforts in the implementation of the ASEAN IPR Action Plan 2016 to 2025, in particular with respect to Strategic Goal 3 ('An expanded and inclusive ASEAN IP Ecosystem is developed') by drawing on the extensive working relationships with the private sector developed by the WSO; enhance the external and internal IT systems of IP Offices in the region in support of Strategic Goal 2 ('Regional IP platforms and infrastructures are developed to contribute to enhancing the ASEAN Economic Community').
- Provide services (Service Centre) to users of WIPO's Global IP Services in the region by providing information and feedback to questions;
- Promote the use of WIPO's Global IP Services in a strategic manner, reaching out to current and potential users in the region, as well as relevant IP authorities, through targeted activities, promoting and providing tailored information and advice with a particular focus on the Madrid System following several recent accessions by ASEAN Members to the system;
- Promote WIPO's ADR services also offered through the Arbitration and Mediation Center in Singapore;
- Promote WIPO's platforms, tools and publications in response to the increasing importance of IP in the ASEAN Region;
- Reinforce and enhance promotional efforts through strategic and targeted communications in collaboration with various stakeholders groups with which the WSO has established strong relationships;
- Continue to organize and conduct joint activities in cooperation with the Government of Singapore under the WIPO-Singapore MoU to promote IP awareness and build capacities in countries in the Asia and Pacific region.

## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
The geographical separation of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	Maintain continuous and structured engagement to ensure that the work of the External Offices is fully integrated into a coherent and coordinated network, in line with the Results Framework, workplans and day-to-day functioning of the Organization. <sup>39</sup>

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.2</b> Tailored and balanced IP legislative, regulatory and policy frameworks	No. of countries that have ratified or acceded to the WIPO Copyright Treaty (WCT), WIPO Performances and Phonograms Treaty (WPPT), Beijing Treaty and Marrakesh Treaty	– WCT (95) – WPPT (95) – Beijing Treaty (15) – Marrakesh Treaty(26) (as at February 2017)	– WCT: 100 (cumulative) – WPPT: 100 (cumulative) – Beijing: 40 (cumulative) – Marrakesh: 40 (cumulative)
	No. of ratifications/accessions to the Singapore Treaty	45 Contracting Parties (as at January 2017)	5 new accessions/ratifications
<b>II.1</b> Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of PCT and related topics	n/a (WBO) n/a (WOC) 81% (WJO) n/a (WRO) 94% (WSO) (2016)	85% (all Offices)
<b>II.3</b> Wider and more effective use of the Hague System, including by developing countries and LDCs	Membership of the Geneva (1999) Act	52 members (end 2016)	62 members (cumulative)
	% of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System	n/a (WBO) n/a (WOC) 62% (WJO) 86% (WSO)	75%

<sup>39</sup> Managed by Program 21 (Executive Management)

Expected Result	Performance Indicators	Baselines	Targets
<b>II.5</b> Wider and more effective use of the Madrid System, including by developing countries and LDCs	Total Membership of the Madrid System	98 members (as of Feb 2017)	110 members (cumulative)
	% of policy makers, government officials, IP practitioners and participants in targeted workshop with enhanced understanding of the Madrid System	94% (WJO) TBD (WRO) 86% (WSO)	90%
<b>III.2</b> 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	% of policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development	TBD (WBO) 100% (WJO) 87% (WSO)	85%
	<b>IV.2</b> Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of users of WIPO's Global Databases: PATENTSCOPE, Global Brands Database, Global Designs Database	PATENTSCOPE searches: 246,516 Global Brand Database (GBD): 119,208 Global Design Database (GDD): 16,868 (4th quarter 2016)
No. of sustainable <sup>40</sup> national networks of TISCs		28 sustainable national networks (cumulative as at end 2016)	34 sustainable national TISC networks (cumulative)
<b>IV.4</b> Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration		No. of offices using WIPO Infrastructure Platforms	31 Offices (cumulative as at end Jan 2017)
<b>VII.1</b> IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	Participation of stakeholders in WIPO's platforms such as WIPO GREEN and WIPO Re: Search	WIPO Re:Search: 16	20% increase both WIPO GREEN and Re:Search
		WIPO GREEN: 225	
<b>VIII.1</b> More effective communication to a broad and diverse public about intellectual property and WIPO's role	Increased traffic to the website of WIPO External Offices	4,722 (WOC)	5% increase (all Offices)
		2,932 (WBO) 7,724 (WJO) 5,894 (WRO) 7,752 (WSO)	
<b>VIII.2</b> Improved service orientation and responsiveness to inquiries	Processing time of inquiries	TBD	TBD

## Resources for Program 20

The overall resources for the Program in the 2018/19 biennium shows an increase of 6.9 per cent compared to the 2016/17 Approved Budget.

The increase in non-personnel reflects (i) resources for the two new External Offices in Algeria and Nigeria, reflected under Expected Result III.2 (Enhanced human resource capacities); and (ii) resources to cover the operational needs of the WIPO Coordination Office in New York in 2018/19 (operational costs budgeted for one year only in the 2016/17 Approved Budget), reflected under Expected Result VIII.5 (WIPO effectively interacts with and partners with UN and other IGO processes and negotiations).

<sup>40</sup> Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand

The increase in the number of posts and associated personnel resources reflects: (i) four additional posts to strengthen the work of the External Offices, including the Director and administrative support staff in the WRO and two National Professional Officers in the WOC.

The redistribution of resources from Expected result I.1 (Enhanced Cooperation among Member States) to Expected Result I.2 (Legislative Advice) reflects a better alignment with substantive Programs. The resources dedicated to Expected Result IX.1 (Effective, efficient, quality customer-oriented support) have been shifted to Expected Result VIII.4 (Open and transparent, responsive interaction with non-governmental stakeholders).

Variations in resources across Expected Results as compared to the 2016/17 Approved Budget are largely the result of more accurately aligning resources to the results for all WIPO External Offices for the 2018/19 biennium.

**Program 20: Resources by Cost Category**

(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	8,497	8,059	8,855	358	4.2%
<i>Temporary Staff</i>	1,028	1,042	706	(322)	-31.3%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>9,525</b>	<b>9,102</b>	<b>9,561</b>	<b>36</b>	<b>0.4%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	67	46	149	82	122.4%
<i>WIPO Fellowships</i>	50	34	50	-	0.0%
Sub Total	117	80	199	82	70.1%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	890	785	767	(123)	-13.8%
<i>Third-party Travel</i>	435	448	615	180	41.3%
<i>Training and Related Travel Grants</i>	-	-	15	15	n/a
Sub Total	1,325	1,233	1,397	72	5.4%
<b>Contractual Services</b>					
<i>Conferences</i>	345	209	298	(47)	-13.5%
<i>Publishing</i>	28	24	15	(13)	-46.4%
<i>Individual Contractual Services</i>	223	206	345	122	54.5%
<i>Other Contractual Services</i>	125	78	100	(25)	-20.2%
Sub Total	721	516	758	37	5.1%
<b>Finance Costs</b>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	662	1,014	1,041	379	57.3%
<i>Communication</i>	21	54	65	44	211.4%
<i>Representation &amp; Other Operating Expenses</i>	9	146	139	130	1488.6%
<i>UN Joint Services</i>	-	2	1	1	n/a
Sub Total	692	1,215	1,246	555	80.2%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	7	5	26	19	271.4%
<i>Supplies &amp; Materials</i>	7	27	67	60	857.1%
Sub-Total	14	32	93	79	564.3%
<b>Total, B.</b>	<b>2,869</b>	<b>3,077</b>	<b>3,693</b>	<b>824</b>	<b>28.7%</b>
<b>TOTAL</b>	<b>12,395</b>	<b>12,178</b>	<b>13,255</b>	<b>860</b>	<b>6.9%</b>
<b>POSTS</b>	<b>20</b>	<b>23</b>	<b>24</b>	<b>4</b>	

Note: Voluntary contributions received under FIT Japan/IP, as reflected in Annex V, Table 14 support substantive activities by WJO and contribute to its operational costs.

**Program 20: Resources by Result**  
(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	685	679	-
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	-	-	1,022
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	857	904	471
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	729	535	611
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	789	526	293
III.2 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	858	1,516	2,070
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	1,209	1,075	451
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	264	43	53
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	452	456	615
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	878	1,521	1,283
VIII.2 Improved service orientation and responsiveness to inquiries	544	486	1,409
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	666	207	786
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	4,152	4,098	4,190
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	311	132	-
<b>Total</b>	<b>12,395</b>	<b>12,178</b>	<b>13,255</b>



## Strategic Goal IX EFFICIENT ADMINISTRATIVE AND FINANCIAL SUPPORT

### Expected Result

Expected Result	Performance Indicators	Responsible Program(s)
<b>IX.1</b> Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of queries for legal advice and services that receive prompt responses from OLC	Program 21
	Timely provision of financial and management reports and analysis required by senior management, Program Managers and Member States	Program 22
	% of PBC documents published on time	Program 22
	WIPO's ERP system (AIMS) is operating efficiently and being managed according to best practices	Program 22
	Collective Medical Insurance Protection rate	Program 23
	Cost savings for goods and services procured by WIPO	Program 24
	Processing time ER	Program 24
	Processing time ETA	Program 24
	Processing time Visa	Program 24
	WIPO premises and installations remain fit for purpose	Program 24
	ICT systems are designed, developed and implemented against WIPO agreed standards for data, applications and technology	Program 25
	ICT Platforms are cost-effectively hosted and managed in line with business demands	Program 25
	% of internal and external participants satisfied with WIPO Conference Services	Program 27
	Cost effective printing	Program 27
	Ongoing enhancements to AIMS are introduced efficiently and respond to business needs	Program 22
	Enhanced and new automated processes in the HR Operations Service	Program 23
	% of non-personnel expenditure through use of Long Term Agreements (LTAs)	Program 24
	WIPO premises are effectively used and occupied	Program 24
	% of Customers that are satisfied with Service Desk services	Program 25
	% of Committees and Working Group documents published on time	Program 27
	Cost per word of translation	Program 27
	% of staff aware of their information security responsibilities, security policies and best practices.	Program 28
	Average air ticket fare	Program 24
Average service fee	Program 24	
ICT Projects are managed in accordance with the WIPO project management and service transition guidelines	Program 25	
Increase in the number of Common ICT Components such as Payment and Authentication (including use by more than one sector) used in the implementation of IP Platforms	Program 25	
Business Sector customer satisfaction level with ICTD services	Program 25	
<b>IX.2</b> An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results	Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	Program 22
	Geographical diversity: % of staff per region	Program 23
	Recruitment lead time	Program 23
	% of staff whose performance is evaluated against their individual objectives and competencies	Program 23
	No. of days to: (i) notify staff of decisions on RFR; (ii) notify staff of decisions on grievances; (iii) notify staff of decisions on rebuttals; (iv) notify staff of decisions on disciplinary measures; and (v) provide responses to requests for advice	Program 23
	Return on invested funds in line with benchmarks established by the Advisory Committee Investments (ACI) or by the investment policy	Program 22
	Enhanced maturity of managing for results (RBM) (including Risk Management)	Program 22
	% of WIPO operational units that have substantively completed the gender marker coding in the annual workplans	Program 22
	Gender balance: % of women from P4 to D2 levels	Program 23

Expected Result	Performance Indicators	Responsible Program(s)
	Enhanced maturity of HR Planning	Program 23
	% of (a) current staff and, (b) new staff who have completed the mandatory training programs	Program 23
	Improved Organizational Resilience and Preparedness	Program 21
	Payments to commercial suppliers made on time	Program 22
	Increase in applications from unrepresented Member States and countries in under-represented regions	Program 23
<b>IX.3</b> An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	% of WIPO staff being aware of WIPO ethics principles and policies	Program 21
	Enhanced management awareness and accountability for the application of the regulatory framework	Program 22
<b>IX.4</b> An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	Improved physical access to the WIPO Campus	Program 24
	Reduced impact of WIPO activities on the environment	Program 24
	WIPO Offices meet standards derived from security risk assessments	Program 28
	% of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances	Program 28
	Information Security vulnerabilities are remediated within agreed timelines	Program 28
	Increased compliance with the UN Security Management Framework of Accountability	Program 28
	Increased compliance with Information Security policies	Program 28
	Enhanced capability to detect and respond to information security threats ensuring minimal business disruption	Program 28
<b>IX.5</b> Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	No interference and perceived independence by key stakeholders	Program 26
	% of Oversight work completed and reported in a timely manner	Program 26
	% of internal stakeholders who perceive that IOD recommendations are SMART	Program 26
	% of internal stakeholders who perceive that Oversight work is relevant	Program 26
	No. of Oversight recommendations accepted and implemented	Program 26

## PROGRAM 21 Executive Management

### Implementation Strategies

- **Strengthen engagement with Member States:** Undertake regular, targeted communications with Member States to disseminate information and garner feedback on program implementation to further reinforce transparency;
- **Strengthen internal coherence:** Champion and support decisive, integrated and accountable management focused on the delivery of results while fostering ethical conduct and governance responsibility. Ensure the effective coordination of WIPO's activities contributing to the UN Sustainable Development Goals (SDGs). Coordinate the functioning of WIPO's External Offices aiming at ensuring that the network adds value, efficiency and effectiveness to program delivery in a coordinated and complimentary manner and ensuring the smooth expansion of the network in line with the decisions of the Member States;
- **Deliver prompt and reliable legal advice and services:** Provide effective support and advice to the Director General, the Secretariat, and Member States on a wide range of constitutional, contract, treaty, and administrative law matters, consistent with statutory requirements and applicable law with a view to ensuring the effective administration and performance of the Organization and its overall body of laws, including the smooth functioning of the meetings of its constituent organs;
- **Enhance the organization of the WIPO Assemblies:** Ensure efficient and timely internal and external coordination, planning and preparation of the Assemblies to facilitate the work of Member States and observers in WIPO's governing bodies;
- **Further develop WIPO's comprehensive ethics and integrity system:** Further develop standards and principles that meet best practices in the United Nations System, building on WIPO's ethics and integrity principles as laid down in its Code of Ethics. Conduct awareness raising and sensitization activities to further enhance the Organization's ethical culture and strengthen ethical leadership. Provide advisory services to WIPO managers and staff while enhancing follow-up procedures and coaching services;
- **Improve WIPO's overall operational resilience:** Continue to develop policy, plans and guidance, to further strengthen the capabilities required to ensure operational processes when exposed to a broad range of risks. Organize targeted training exercises for the Crisis Management Team and critical staff teams. Conduct key awareness raising activities along with continued collaboration on security training and disaster recovery exercises;
- **Build WIPO's contribution to the United Nations Chief Executive Board (CEB):** Strengthen WIPO's active role in the CEB to facilitate coordination and cooperation within the United Nations System, including through its contribution to the system-wide-strategy for the realization of the SDGs. Engage in UN-wide initiatives to promote innovation and creativity including sharing of good practices and lessons learned.
- **Provide event-related services to Member States and other stakeholders:** Support Member States and other stakeholders in organizing high-level events to increase the visibility and raise awareness of the role of IP in fostering economic, social and cultural development;
- **Improve the prevention and handling of grievances and conflict:** Conduct targeted outreach to staff, including through bilateral talks, staff meetings, training courses and round table discussions, to build awareness and encourage recourse to conflict resolution mechanisms, notably mediation, when appropriate, with a view to fostering a harmonious and effective work environment.

## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
The geographical separation of External Offices from Headquarters can potentially result in fragmentation in coordination and communication.	Maintain continuous and structured engagement to ensure that the work of the External Offices is fully integrated into a coherent and coordinated network, in line with the Results Framework, workplans and day-to-day functioning of the Organization. <sup>41</sup>
WIPO's effective engagement with Member States is of paramount importance to the achievement of timely results. At risk is reduced progress in WIPO's inter-governmental processes, including in normative discussions, and increased cost or extended schedules for implementing related Programs. As the international rule-making body for IP, such a situation would negatively impact WIPO's credibility.	Continued close, trusted and transparent coordination between the Secretariat and Member States.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>I.1</b> Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	% of treaty notifications that are promptly processed by OLC	95% of treaty notifications are processed by OLC within 3 days	95%
<b>VIII.1</b> More effective communication to a broad and diverse public about intellectual property and WIPO's role	No. of Member States participating in the WIPO Awards Program	45 (end 2016)	45 per year
<b>VIII.3</b> Effective engagement with Member States	% of Committee Meetings for which pre-Committee information meetings for Member States are held	100% from a survey of secretaries of committees	90%
	Satisfaction rate of Member States and stakeholders with the organization of events	87% of respondents to a survey questionnaire (2016)	85%
	% of official documentation prepared by OLC that is published on time	TBD	<ul style="list-style-type: none"> <li>– 65% on time</li> <li>– 3% additional within 1 week after the due date</li> <li>– 12% additional within 4 weeks after the due date</li> </ul>
	Timeliness of publication of Assemblies documents	93.5% on time	95% on time
	Delegates' satisfaction levels with the organization of the Assemblies	94% satisfied with arrangements (2016 Assemblies)	80% satisfied with arrangements
<b>VIII.5</b> WIPO effectively interacts and partners with UN and other IGO processes and negotiations	New joint initiatives with other UN agencies/IGOs	2 additional (2016)	2 additional
<b>IX.1</b> Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of queries for legal advice and services that receive prompt responses from OLC	95% of requests for legal advice are responded to within the timeframe requested, or within 3 days when no deadline is specified	95%

<sup>41</sup> See Program 20 (External Relations, Partnerships and External Offices)

Expected Result	Performance Indicators	Baselines	Targets
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	Improved Organizational Resilience and Preparedness	Organizational Resilience components that have been established (OIs sent): – Strategy – Policy – Roles and Responsibilities (end 2016)	Organizational Resilience and Business Continuity Plans (BCPs) are drawn up for: (i) Critical business functions: – PCT, Madrid, Hague, AMC (ii) Critical support functions: – AMS (Procurement and Travel) – Communications – DPPF, HRMD, ICTD, OLC, PID, SIAD (iii) Critical applications / data sources covered in BCPs for: – Global Brands Databases, IPOBS, UPOV
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	% of WIPO staff being aware of WIPO ethics principles and policies	86% (2016 survey)	85%

## Resources for Program 21

The overall resources for the Program in 2018/19 show a decrease of 3 per cent compared to the 2016/17 Approved Budget.

The decrease in the number of posts and associated personnel resources reflects the transfer of WIPOLex to Program 13 (Global Databases) in the 2016/17 biennium, as reflected under Expected Result IV.2 (Enhanced access to, and use of, IP information).

The net increase in non-personnel resources reflects, on the one hand, an additional provision for the organization of events at WIPO premises, protocol services and the organization of the WIPO Assemblies reflected under Expected Result VIII.3 (Effective engagement with Member States), and, on the other hand, the transfer out of the Program of WIPOLex.

Resources dedicated to treaty notification-related work in the Office of the Legal Counsel have been shifted from Expected Result VIII.3 (Effective engagement with Member States) to Expected Result I.1 (Development of the International Normative Framework) in order to more accurately reflect the nature of the work. The reduction in resources under Expected Result VIII.4 (Open and transparent, responsive interaction with non-governmental stakeholders) reflects the shifting of responsibilities for engagement with NGOs from the Office of the Legal Counsel to Program 20 (External Relations, Partnerships and External Offices).

**Program 21: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	16,001	14,472	15,034	(967)	-6.0%
<i>Temporary Staff</i>	2,128	1,782	1,745	(383)	-18.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>18,130</b>	<b>16,254</b>	<b>16,780</b>	<b>(1,350)</b>	<b>-7.4%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	170	18	-	(170)	-100.0%
<i>WIPO Fellowships</i>	20	-	-	(20)	-100.0%
Sub Total	190	18	-	(190)	-100.0%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	657	693	822	165	25.0%
<i>Third-party Travel</i>	8	8	10	2	25.0%
<i>Training and Related Travel Grants</i>	14	28	5	(9)	-64.3%
Sub Total	679	728	837	158	23.2%
<b>Contractual Services</b>					
<i>Conferences</i>	118	242	60	(58)	-49.2%
<i>Publishing</i>	1	1	7	6	596.8%
<i>Individual Contractual Services</i>	658	800	855	197	30.0%
<i>Other Contractual Services</i>	85	192	85	(0)	-0.2%
Sub Total	862	1,235	1,007	145	16.8%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	4	42	-	(4)	-100.0%
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	620	603	800	180	29.0%
<i>UN Joint Services</i>	80	79	80	-	0.0%
Sub Total	704	724	880	176	25.0%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	53	9	-	(53)	-100.0%
<i>Supplies &amp; Materials</i>	57	471	544	487	851.9%
Sub-Total	110	479	544	434	393.9%
<b>Total, B.</b>	<b>2,545</b>	<b>3,185</b>	<b>3,268</b>	<b>722</b>	<b>28.4%</b>
<b>TOTAL</b>	<b>20,675</b>	<b>19,439</b>	<b>20,047</b>	<b>(628)</b>	<b>-3.0%</b>
<b>POSTS</b>	<b>38</b>	<b>35</b>	<b>35</b>	<b>(3)</b>	

**Program 21: Resources by Result**  
(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	-	-	607
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	2,357	265	-
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	-	109	194
VIII.3 Effective engagement with Member States	7,099	7,040	7,342
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	462	374	-
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	157	132	141
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	3,694	3,649	3,854
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	5,992	6,961	6,969
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	914	909	941
<b>Total</b>	<b>20,675</b>	<b>19,439</b>	<b>20,047</b>

**Funds in Trust Potentially Available for Programming in 2018/19<sup>1</sup>**  
(in thousands of Swiss francs)

Fund-in-Trust (FIT)	Balance end 2016	Estimated Contributions 2017	Estimated Expenditure end 2017	Estimated Balance end 2017	Estimated Contributions 2018/19 <sup>2</sup>	Estimated Available for Programming in 2018/19
<b>Program 21</b>						
Australia	1,164	553	1,051	666	-	666
<b>Total</b>	<b>1,164</b>	<b>553</b>	<b>1,051</b>	<b>666</b>	<b>-</b>	<b>666</b>

<sup>1</sup> The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

<sup>2</sup> This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

## PROGRAM 22 Program and Resource Management

### Implementation Strategies

- Manage investments, under the oversight of the Advisory Committee on Investments (ACI) and with the assistance of investment advisors (by the end of 2017, the Organization will have invested most or all of its core and strategic cash in accordance with the Organization's investment policy); carefully monitor and manage the Organization's operating cash within the context of persistent negative interest rates for the Swiss franc;
- Strengthen management of foreign exchange risks by gradually extending the netting solution for foreign exchange flows between IP Offices and the IB to include additional Offices beyond those included in the pilot in 2016/17;
- Enhance services to fee paying customers of WIPO's Global IP systems through strengthened finance service desk operations and the deployment of an enhanced finance customer portal. Engage with the Global IP Platform initiative and implement a common payment platform that will better integrate with the Organization's business operations, in particular, those that generate revenue from fees;
- Continue to consolidate and refine results based management practices to enhance performance and cost-effectiveness of WIPO operations and strengthen management accountability; mainstream gender perspectives in WIPO policies and programs, including the identification and monitoring of applicable gender-sensitive performance indicators;
- Support the work of the Risk Management Group, systematically follow up on audit and oversight recommendations and enhance the awareness of the control environment and fraud;
- Complete and close the ERP Portfolio of projects and effectively mainstream the delivered systems into operations. The expanded footprint and high dependence of multiple critical business processes on the ERP systems will necessitate a significant increase in maturity to ensure the effective operation of the ERP system and its ongoing evolution to respond to business needs. This will require a gradual transformation of structure, processes and skill sets and a shift towards managed services.

### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
<p>Pursuant to the implementation of the Organization's new investment policy (approved by Member States in 2015), core cash will be invested with a five-year time horizon whilst strategic cash will be invested with a twenty-year time horizon, the aim being to achieve a positive return over these timeframes. During these timeframes, there is a risk that the value of some or all of the investments made could fall, either temporarily or permanently, which would consequently result in a reduction in net assets (reserves). In addition, the possible continuation of negative interest rates will pose a risk to the value of liquid assets held with commercial banks.</p>	<p>Investments held for both core cash and strategic cash will be diversified, held in accordance with the credit ratings allowed by the new investment policy and made on the basis of independent advice. Their performance will be closely monitored by the ACI and by the Organization's investment advisors, with adjusting action taken when necessary. The new investment policy allows the Organization to place its liquid assets with financial institutions, which have lower credit ratings than were previously permitted. This will enable WIPO to hold cash with a wider range of financial institutions and thus stay within the cash threshold limits below which negative interest rates are currently not charged by WIPO's banking partners.</p>



## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>IX.1.</b> Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	Timely provision of financial and management reports and analysis required by senior management, Program Managers and Member States	Monthly closure to be completed 10 working days after month end	Same as baseline
	WIPO's ERP system (AIMS) is operating efficiently and being managed according to best practices	<ul style="list-style-type: none"> <li>- uptime: 99.90%</li> <li>- average time to close high priority incidents: 25 days (2016)</li> <li>- ITIL compliant processes: 3</li> <li>- average cost per incident: TBD</li> </ul>	<ul style="list-style-type: none"> <li>- uptime: 99.90%</li> <li>- average time to close high priority incidents: 14 days</li> <li>- ITIL compliant processes: 3</li> <li>- average cost per incident: TBD</li> </ul>
	Ongoing enhancements to AIMS are introduced efficiently and respond to business needs	Average cost per change request: TBD end 2017 Level of user satisfaction: TBD	Average cost per change request: TBD Level of user satisfaction: TBD
	% of PBC documents published on time	<ul style="list-style-type: none"> <li>- 50% on time</li> <li>- 0% within 1 week after the due date</li> <li>- 25% within 4 weeks after the due date (2016)</li> </ul>	<ul style="list-style-type: none"> <li>- 60% on time</li> <li>- 5% within 1 week after the due date</li> <li>- 15% within 4 weeks after the due date</li> </ul>
<b>IX.2</b> An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	Clean audit report received for 2018 and 2019 and answers provided to all financial audit recommendations	Clean audit report for both years of the biennium
	Return on invested funds in line with benchmarks established by the Advisory Committee Investments (ACI) or by the investment policy	Investments are held in accordance with the investment policy and are in line with benchmarks established by the policy/ACI	Return on invested funds is in line with the benchmark established by the investment policy/ACI
	Payments to commercial suppliers made on time	Net 30-day payments: <ul style="list-style-type: none"> <li>- 94% paid on time based on the invoice date indicated by the supplier;</li> <li>- 3% paid within 7 days of late receipting; and</li> <li>- 3% paid later (ex-post facto invoices or where there was no requisition in the system)</li> </ul>	90% of net 30-day payments are paid on time based on the invoice date indicated by the supplier
		Immediate payments <ul style="list-style-type: none"> <li>- 94% paid within 1 week of the receipt date; and</li> <li>- 6% paid later (ex-post facto invoices or where there was no requisition in the system) (2016)</li> </ul>	90% of immediate payments are paid within 1 week of the receipt date
	Enhanced maturity of managing for results (RBM) (including Risk Management)	Maturity Level 4	Maturity level 4.2
% of WIPO operational units that have substantively completed the gender marker coding in the annual workplans	8 operational units (8%) out of 97 operational units substantively completed the gender marker coding in the 2016 workplan.	At least 40% of WIPO's operational units have substantively completed the gender marker	
<b>IX.3.</b> An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	Enhanced management awareness and accountability for the application of the regulatory framework	TBD	TBD

## Resources for Program 22

The total resources for the Program represent an increase of 14.8 per cent in 2018/19 as compared to the 2016/17 Approved Budget.

The increase in resources is due to provisions to cover the cost of ongoing AIMS enhancements, mainstreaming of projects delivered by the ERP Portfolio, reflected under Expected Result IX.1 (Customer-oriented support services), and additional resources to support treasury management, the implementation of the investment policy, the extension of the netting solution for foreign exchange flows between IP Offices and the IB, to additional Offices and the implementation of a common payment platform. This increase is compensated by the reduction of the provision for negative interest rates on Swiss franc deposits, reflected in the 2016/17 Approved Budget under Expected Result IX.2 (Smooth functioning Secretariat).

The net increase in the number of posts and associated personnel resources results from the combination of completed regularizations in 2016/17 (reflected by the corresponding decrease in temporary staff resources) and the addition of resources into the Program to: (i) enhance the finance accounts payable services; (ii) strengthen management of the service desk; and (iii) ensure that the AIMS solution is evolved and enhanced consistently on the basis of a well-defined solution architecture.

### Program 22: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	13,229	13,311	17,561
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	16,744	15,948	17,615
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	1,626	2,188	1,165
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	1,677	1,593	1,862
<b>Total</b>	<b>33,276</b>	<b>33,040</b>	<b>38,203</b>

**Program 22: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	20,231	21,245	24,237	4,006	19.8%
<i>Temporary Staff</i>	3,222	2,213	883	(2,339)	-72.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>23,453</b>	<b>23,458</b>	<b>25,120</b>	<b>1,667</b>	<b>7.1%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	30	-	-	(30)	-100.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	30	-	-	(30)	-100.0%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	83	83	90	7	7.8%
<i>Third-party Travel</i>	404	389	407	3	0.6%
<i>Training and Related Travel Grants</i>	-	-	23	23	n/a
Sub Total	487	472	519	32	6.6%
<b>Contractual Services</b>					
<i>Conferences</i>	445	449	41	(404)	-90.9%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	290	1,172	815	525	181.0%
<i>Other Contractual Services</i>	5,199	6,541	9,398	4,200	80.8%
Sub Total	5,933	8,162	10,254	4,321	72.8%
<b>Finance Costs</b>	3,150	334	1,702		
Sub Total	3,150	334	1,702	(1,448)	-46.0%
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	7	11	9	2	25.0%
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	4	401	401	397	9925.0%
<i>UN Joint Services</i>	202	194	190	(12)	-5.9%
Sub Total	213	606	600	387	181.4%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	-	-	n/a
<i>Supplies &amp; Materials</i>	9	8	9	(0)	-2.3%
Sub-Total	9	8	9	(0)	-2.3%
<b>Total, B.</b>	<b>9,822</b>	<b>9,582</b>	<b>13,083</b>	<b>3,261</b>	<b>33.2%</b>
<b>TOTAL</b>	<b>33,276</b>	<b>33,040</b>	<b>38,203</b>	<b>4,928</b>	<b>14.8%</b>
<b>POSTS</b>	<b>66</b>	<b>67</b>	<b>72</b>	<b>6</b>	

## PROGRAM 23 Human Resources Management and Development

### Implementation Strategies

- Create an enabling environment for a more agile workforce through skills realignment, improved workforce planning, in line with the strategic objectives of the Organization, and streamlined HR processes;
- Reinforce WIPO as an employer of choice through competitive conditions of employment, a harmonious workplace, opportunities for professional growth, promotion of staff well-being and work-life balance;
- Strengthen HRMD's role as a partner for the business, providing support and advice to managers and staff;
- Build a culture of commitment and accountability towards effective people management by providing relevant guidance and training to managers;
- Maintain a sound, modern and up-to-date regulatory framework for human resources management that supports operational efficiency and meets the evolving needs of the Organization and its staff;
- Continue to work towards a more equitable geographical representation and gender balance through improved recruitment outreach programs and initiatives in partnership with engaged Member States;
- Continue the modernization and integration of ERP systems related to HR processes to gain operational efficiencies and provide high-quality data for decision-making purposes while, at the same time, fostering the proficiency of staff and managers in the use of such systems.

### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Rapidly evolving external business environment requiring new processes, skills and IT solutions, may lead to misalignment of workforce in critical WIPO business areas. This could lead to high costs for additional short term staff, process inefficiencies, backlogs in critical business areas, and a diminished WIPO reputation.	Gradual development of a more responsive and flexible workforce with a structure able to respond to fluctuations in demand and new pragmatic objectives; Detailed analysis and needs assessment in terms of skills and workforce strength, followed by implementation plans including reallocation of staff, adequate staff training, recruitment of critical skills, outsourcing and using a broader mix of contractual tools to source talent.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>IX.1</b> Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	Collective Medical Insurance Protection rate <sup>42</sup>	87.8% (2016)	Maintain
	Enhanced and new automated processes in the HR Operations Service	8 out of 18 (44%) (cumulative end 2016)	18 (cumulative)
<b>IX.2</b> An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	Geographical diversity: % of staff <sup>43</sup> per region	Africa: 11.3% Asia & the Pacific: 17.3% Eastern & Central Europe & Central Asia: 7.8% Latin America & the Caribbean: 8.0% Middle East: 1.3% North America: 8.4% Western Europe: 45.9% (as at December 2016)	Agreement among Member States on WIPO's policy on geographical distribution
	Gender balance: % of women from P4 to D2 levels	P4 - 45.6% P5 - 35.6% D1 - 30.0% D2 - 16.7% (end 2016)	P4 - 48% P5 - 40% D1 - 35% D2 - 20%
	Recruitment lead time	18.81 weeks (15 competitions from 2016 still ongoing as at March 15, 2017)	19 weeks
	Enhanced maturity of HR Planning	Stage 2 (end 2015)	Stage 3.5
	Increase in applications from unrepresented Member States and countries in under-represented regions	TBD	TBD
	% of staff whose performance is evaluated against their individual objectives and competencies	2016: 92.7% (as of April 30 in every following year)	95%
	% of (a) current staff and (b) new staff who have completed the mandatory training programs	(a) 68% of current staff (b) 54% of new staff (end 2016)	(a) 80% of current staff (b) 80% of new staff (biennium)
No. of days to: (i) notify staff of decisions on grievances (ii) notify staff of decisions on rebuttals (iii) provide responses to requests for advice	(i) 60 days from receipt of response to grievance (ii) 30 days from receipt of response to rebuttal (iii) Out of 450 requests for advice received in 2016, a response was provided within 1 day in 89.3% of cases, within 2 to 4 days in 9.3% of cases, and within 5 working days or more in 1.3% of the cases. (2016)	(i) 60 days from receipt of response to grievance (ii) 30 days from receipt of response to rebuttal (iii) 5 working days from receipt of request for advice	

## Resources for Program 23

The overall resources in 2018/19 for the Program remain stable.

The slight decrease in non-personnel resources is due to reduced provisions for sickness and maternity cover based on past expenditure patterns, partially offset by additional resources for the promotion of gender mainstreaming.

The slight increase in personnel resources is due to statutory increases in staff costs.

<sup>42</sup> The Collective Medical Insurance rate does not take into account the costs of insurance.

<sup>43</sup> Only posts in the Professional and higher categories are subject to geographical distribution.

**Program 23: Resources by Result**  
(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	12,096	12,426	12,006
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	12,521	13,233	12,624
<b>Total</b>	<b>24,617</b>	<b>25,659</b>	<b>24,630</b>

**Program 23: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	15,801	15,965	16,274	472	3.0%
<i>Temporary Staff</i>	914	883	637	(277)	-30.3%
<i>Other Staff Costs</i>	2,120	2,120	2,120	-	0.0%
<b>Total, A.</b>	<b>18,835</b>	<b>18,968</b>	<b>19,030</b>	<b>195</b>	<b>1.0%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	732	49	49	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	732	49	49	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	353	310	247	(106)	-30.0%
<i>Third-party Travel</i>	42	42	65	23	55.9%
<i>Training and Related Travel Grants</i>	-	14	-	-	n/a
Sub Total	394	366	312	(82)	-20.9%
<b>Contractual Services</b>					
<i>Conferences</i>	6	44	25	19	316.7%
<i>Publishing</i>	4	4	23	19	462.5%
<i>Individual Contractual Services</i>	433	860	831	398	91.7%
<i>Other Contractual Services</i>	3,372	3,080	3,410	38	1.1%
Sub Total	3,816	3,988	4,289	473	12.4%
<b>Finance Costs</b>					
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	99	122	74	(25)	-25.0%
<i>UN Joint Services</i>	1,426	1,411	791	(635)	-44.5%
Sub Total	1,525	1,533	865	(659)	-43.2%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	2	8	30	28	1804.8%
<i>Supplies &amp; Materials</i>	46	66	55	9	19.6%
Sub-Total	48	73	85	37	78.7%
<b>Total, B.</b>	<b>5,782</b>	<b>6,691</b>	<b>5,600</b>	<b>(182)</b>	<b>-3.2%</b>
<b>TOTAL</b>	<b>24,617</b>	<b>25,659</b>	<b>24,630</b>	<b>13</b>	<b>0.1%</b>
<b>POSTS</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>-</b>	

## PROGRAM 24    General Support Services

### Implementation Strategies

#### Procurement and Travel

- Implement a strategic and proactive approach to WIPO's sourcing activities to ensure efficient, customer-oriented and compliant processes for procuring goods, services, individual contractors, travel and event-associated requirements;
- Expand the use of Long Term Agreements and enhance cooperation with the UN to ensure rapid and agile access to goods and services and maximize savings through economies of scale;
- Enhance market analysis and benchmarking with private sector best practices to make WIPO's processes more innovative and identify the best-in-breed technologies;
- Enhance maturity of vendor performance management, working closely with contract managers and using ECM as a common knowledge repository;
- Continue to identify cost saving measures, building on the new Travel and Event electronic tool, in particular focusing on service fees (through increased use of the Online Booking Tool and review of the agency fee operating model) and ticket prices (through more targeted negotiations with airlines);
- Develop outreach capabilities for the identification of individual contractors worldwide through the extended use of social networks.

#### Premises and Environment and Social Responsibility

- Carry out regular quality maintenance of the premises and technical installations on the WIPO Campus, with a view to preserve optimal working conditions and reduce the need for delayed, emergency and costly repairs and interventions;
- Ensure continuity of critical facilities and installations, in case of unexpected and unforeseen interruption, incident or accident, and examine feasibility for further upgrading the extent and types of redundancies, in line with potential future needs or expectations;
- Develop and implement a phased approach to capital investments under a long-term capital master plan for renovations, transformations and major upgrading or replacement of facilities and installations;
- Integrate environmental considerations in all building and technical maintenance and renovation projects to reduce WIPO's environmental footprint in accordance with the Host Country regulatory framework and the UN-wide context. Foster and implement initiatives and measures aimed at, inter alia, reducing carbon emissions caused by WIPO's activities within the framework of the climate neutrality goal established in 2014/15 for the Organization for the period 2014-2020;
- Integrate social responsibility considerations, inter alia, in all building maintenance and renovation projects, in order to continue to improve physical accessibility to and on the WIPO Campus;
- Manage workspace and other types of spaces with a view to ensuring that the WIPO Campus remains fit for purpose with WIPO's evolving business needs.

## Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Failure of key suppliers to deliver services triggers a disruption to the service provided to our external customers.	Develop a contingency plan for contracts that are considered to be of high risk and vital for a continued operation.
Loss of safe access to, or inability to occupy, one or more buildings for a period of time of at least 7 days, due to major building infrastructure breakdown.	Periodic verification of all key technical installations according to the established schedule and standard operating procedures, in line with organizational resilience plans. Continued assessment of the need to undertake major preventive maintenance or renovation of key technical installations. Regular review of adequacy of established standard operating procedures in place for periodical technical verifications of key installations, vis-à-vis the Organization's evolving resilience plans.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
<b>VIII.5</b> WIPO effectively interacts and partners with UN and other IGO processes and negotiations	% of spend through UN cooperation	6.7% (2016)	8% per year
	% of locally sourced goods and services compared to total amount procured for development activity	60.27% (2016)	50% per year
<b>IX.1</b> Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	Cost savings for goods and services procured by WIPO	1,801,919 CHF (2016)	2,000,000 CHF (annual)
	% of non-personnel expenditure through use of Long Term Agreements (LTAs)	TBD	10% biennial increase
	Processing time ER	1/2 day (2016)	Less than 1/2 day
	Processing time ETA	Less than 1/2 day (2016)	Less than 1/2 day
	Processing time Visa	Less than a day (2016)	Less than a day
	Average air ticket fare	1,315 CHF (2016)	< 1,315 CHF
	Average service fee	92 CHF (2016)	< 92 CHF
	WIPO premises and installations remain fit for purpose	Maximum of 1 working day per year with a breakdown of a technical installation (electricity, water, heating, cooling, ventilation) affecting WIPO core activities	Maintain maximum of 1 working day per year with a breakdown of a technical installation (electricity, water, heating, cooling, ventilation) affecting WIPO core activities
	WIPO premises are effectively used and occupied	80 rented workplaces; 4 offsite storage / archiving areas (as at end 2016)	Maintain 80 rented workplaces (on the condition that the increase in business needs generated by WIPO registration activities remain in line with recent yearly increases), 2 offsite storage/archiving areas.
<b>IX.4</b> An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	Improved physical access to the WIPO Campus	Recommendations contained in the report of the expertise to be carried out in 2017	TBD on the basis of the 2017 expertise recommendations
	Reduced impact of WIPO activities on the environment	Energy consumption for all HQ buildings and rented buildings in Geneva : – electricity (7'758'000 kWh); – water (40'654 m3); – natural gas for heating (7'550'012 kWh); – heating oil (5'500 li) (end 2016)	Maintain energy consumption at 2016/17 levels
		Carbon emissions as at end 2017	Maintain carbon emissions at 2016/17 levels



## Resources for Program 24

The overall resources for the Program in 2018/19 show a decrease of 18.2 per cent compared to the 2016/17 Approved Budget.

The decrease in non-personnel resources is primarily due to the reduction in the provision for the payment of interests on the loans for the New Building which were repaid in 2017, reflected under ER IX.1 (Effective customer-oriented support).

The decrease in personnel resources is due to the transfer of the responsibilities for messenger and driver services to Program 27 (Conference and Language Services) reflected under both Expected Result IX.1 and IX.4 (An environmentally and socially responsible Organization).

### Program 24: Resources by Result

(in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	1,476	1,559	1,820
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	44,433	49,797	35,899
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	1,308	1,216	914
<b>Total</b>	<b>47,216</b>	<b>52,572</b>	<b>38,634</b>

**Program 24: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	18,431	16,019	16,879	(1,552)	-8.4%
<i>Temporary Staff</i>	856	1,145	228	(628)	-73.3%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>19,287</b>	<b>17,165</b>	<b>17,108</b>	<b>(2,179)</b>	<b>-11.3%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	25	20	24	(1)	-4.0%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	25	20	24	(1)	-4.0%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	187	145	188	2	0.8%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training and Related Travel Grants</i>	-	10	-	-	n/a
Sub Total	187	155	188	2	0.8%
<b>Contractual Services</b>					
<i>Conferences</i>	4	-	-	(4)	-100.0%
<i>Publishing</i>	3	4	-	(3)	-100.0%
<i>Individual Contractual Services</i>	178	180	110	(68)	-38.2%
<i>Other Contractual Services</i>	901	1,581	1,838	937	103.9%
Sub Total	1,086	1,765	1,948	862	79.3%
<b>Finance Costs</b>	4,192	13,855	-		
Sub Total	4,192	13,855	-	(4,192)	-100.0%
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	20,149	17,478	18,078	(2,072)	-10.3%
<i>Communication</i>	-	1	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	20	54	14	(6)	-31.4%
<i>UN Joint Services</i>	40	60	60	20	50.0%
Sub Total	20,210	17,594	18,152	(2,058)	-10.2%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	1,074	998	704	(370)	-34.5%
<i>Supplies &amp; Materials</i>	1,156	1,020	511	(645)	-55.8%
Sub-Total	2,230	2,019	1,214	(1,016)	-45.5%
<b>Total, B.</b>	<b>27,930</b>	<b>35,408</b>	<b>21,526</b>	<b>(6,404)</b>	<b>-22.9%</b>
<b>TOTAL</b>	<b>47,216</b>	<b>52,572</b>	<b>38,634</b>	<b>(8,583)</b>	<b>-18.2%</b>
<b>POSTS</b>	<b>56</b>	<b>50</b>	<b>50</b>	<b>(6)</b>	

## PROGRAM 25 Information and Communication Technology

### Implementation Strategies

- Provide reliable, secure and cost-effective ICTD infrastructure services to WIPO's key business sectors and users across the Headquarters in Geneva and External Offices in compliance with WIPO's security and risk management framework; review and re-align ICTD processes, structure and service delivery models to enhance responsiveness to business needs;
- Ensure cost-effectiveness of ICTD operations and services through optimization of existing infrastructure and services, strategic sourcing of new ICT services and strengthened vendor and service provider management;
- Support business systems and projects through the establishment of: (i) Identity and Access Management (IAM) capabilities to strengthen the security of access to WIPO information systems and assets in a uniform manner across the Organization; and (ii) Enterprise Content Management (ECM) capabilities, to improve Organization-wide knowledge-sharing and information;
- Strengthen the delivery of Enterprise Architecture services to key new initiatives related to WIPO's IP systems including the Global IP Platform, the Hague Platform, the common payment platform and the future Madrid Platform initiatives;
- Explore and identify diversification opportunities and cloud strategies to manage risk and increase future-proofing of ICTD's service delivery models;
- Ensure state-of-the art end user computing facilities through hardware refresh and software upgrades; maintain reliable and modern conference technologies and audio visual services;
- Continue to enhance ICT service continuity and resilience.

### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Critical information systems experience unacceptable levels of interruption, resulting in a negative impact on the key activities of the Organization, including, inter alia, loss of vital records, filing data and reputational damage for the Organization	Maintain, develop and test annually the business continuity measures put in place as part of WIPO's organizational resilience strategy and ensure continued alignment between ICT capabilities and business continuity plans
Exposure to increased cost of services provided by the inter-organization ICT shared service provider, the UN International Computing Centre (ICC), as a result of a potential reduction in the use of its shared services by the other participating UN entities;	Reduce the dependence on ICC for the provision of ICT services by intensifying on-going diversification strategies

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	ICT systems are designed, developed and implemented against WIPO agreed standards for data, applications and technology	n/a	At least 5
	Increase in the number of common ICT components used in the implementation of IP Platforms	TBD	At least 5
	Business Sector customer satisfaction level with ICTD services	TBD	TBD
	ICT platforms are cost-effectively hosted and managed in line with business demands	<ul style="list-style-type: none"> <li>- Average monthly unit cost of servers: 418 CHF</li> <li>- Average monthly unit cost per TB of storage: 233 CHF</li> <li>- Average monthly unit cost of backup per TB storage: 232 CHF</li> <li>- 1.17 service incidents with medium or high impact per month (2016)</li> </ul>	<ul style="list-style-type: none"> <li>Unit costs decrease by at least 3% per year</li> <li>No increase in service incidents of medium or high impact in spite of planned major ICT transformation projects</li> </ul>
	% of customers that are satisfied with Service Desk services	97.4% satisfied with Service Desk services <ul style="list-style-type: none"> <li>- 66.7% completely satisfied</li> <li>- 30.7% satisfied (2016)</li> </ul>	Maintain level of user satisfaction
ICT projects are managed in accordance with the WIPO project management and service transition guidelines	<ul style="list-style-type: none"> <li>- 100% (3 out of 3) of ICTD projects applied PRINCE2 methodology</li> <li>- 66% (2 out of 3) of ICTD projects follow agreed Service Transition guidelines (2016)</li> </ul>	<ul style="list-style-type: none"> <li>- 100% of ICTD projects apply PRINCE2 methodology</li> <li>- 100% of ICTD projects follow agreed Service Transition guidelines</li> <li>No exceptions</li> </ul>	

## Resources for Program 25

The overall resources for the Program in 2018/19 remain stable.

The decrease in personnel resources results from the reduction of one post and the redeployment of one temporary position from the Program.

The increase in non-personnel resources reflects the additional provision for the hosting of WIPO's major business systems and applications.

Regarding variances in the resources for Expected Results, it is considered more appropriate to link the Program's activities to Expected Result IX.1 (Effective customer-oriented support) instead of Expected Result IX.4 (An environmentally and socially responsible Organization), as was the case in 2016/17.

### Program 25: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	51,480	48,326	52,088
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	552	486	-
<b>Total</b>	<b>52,032</b>	<b>48,812</b>	<b>52,088</b>

**Program 25: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	13,867	12,914	13,631	(236)	-1.7%
<i>Temporary Staff</i>	312	375	-	(312)	-100.0%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>14,178</b>	<b>13,289</b>	<b>13,631</b>	<b>(548)</b>	<b>-3.9%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	-	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	-	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	80	80	74	(6)	-7.3%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training and Related Travel Grants</i>	25	25	-	(25)	-100.0%
Sub Total	105	105	74	(31)	-29.3%
<b>Contractual Services</b>					
<i>Conferences</i>	-	-	50	50	n/a
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	-	128	-	-	n/a
<i>Other Contractual Services</i>	32,479	30,006	31,477	(1,002)	-3.1%
Sub Total	32,479	30,134	31,527	(952)	-2.9%
<b>Finance Costs</b>					
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	3,606	3,606	4,273	668	18.5%
<i>Communication</i>	1,384	1,320	1,570	186	13.5%
<i>Representation &amp; Other Operating Expenses</i>	-	-	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	4,990	4,926	5,844	854	17.1%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	450	450	n/a
<i>Supplies &amp; Materials</i>	280	358	563	283	101.0%
Sub-Total	280	358	1,013	733	261.7%
<b>Total, B.</b>	<b>37,853</b>	<b>35,523</b>	<b>38,457</b>	<b>604</b>	<b>1.6%</b>
<b>TOTAL</b>	<b>52,032</b>	<b>48,812</b>	<b>52,088</b>	<b>56</b>	<b>0.1%</b>
<b>POSTS</b>	<b>36</b>	<b>35</b>	<b>35</b>	<b>(1)</b>	

## PROGRAM 26 Internal Oversight

### Implementation Strategies

- Assess the adequacy of good stewardship of both financial and personnel resources by conducting objective assessments of management processes and systems;
- Provide reasonable assurance as to whether WIPO's operations are in conformity with its governing regulations through assessing the adequacy and effectiveness of internal controls, risk management and governance processes;
- Foster institutional learning and accountability through transparent and participatory oversight processes;
- Continue to support management in the development and implementation of an efficient and effective Ethics and Integrity Framework within which duties, roles, responsibilities and rights of all WIPO staff are clearly defined, through investigations conducted in a timely manner and in accordance with established rules, guidelines and good practices;
- Improve internal oversight service delivery by building on the results and recommendations of the external quality assessments of the audit, evaluation and investigation functions, strengthening their synergies through common planning, training and follow-up activities; continue developing and updating appropriate oversight tools, such as manuals, policies and guidelines;
- Continue to provide professional support and advice through continuous auditing and evaluations and reviews to all relevant Program Managers;
- Contribute to effective oversight coverage in close cooperation with the organizational units which have a role as a second line of defense functions.
- Identify unreported instances of fraud or abuse and propose controls to mitigate the consequences of such actions through audit activities and/or proactive investigations and continue to administer a "hot line" for reporting wrongdoing and possible misconduct in WIPO;
- Ensure that internal oversight at WIPO contributes to, and benefits from, latest developments in the area of oversight by continuing to cooperate and coordinate with the External Auditor, other oversight assurance providers, the UN internal oversight community and international and professional associations;
- Monitor and report on progress in implementation of oversight recommendations to the Director General, the Independent Advisory Oversight Committee (IAOC) and the WIPO Assemblies.

### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Internal oversight activity is not independent, leading to perception of bias and oversight work being considered irrelevant. IOD staff is not objective in performing their work. Impartiality, credibility of the work and trust in the oversight function diminished.	Adherence to Internal Oversight Charter. Periodic scheduled reports to the IAOC and General Assembly on independence. Two level supervision of ongoing oversight work. Compliance with professional code of ethics and conduct. Periodic external quality assessments of oversight functions.

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	No interference and perceived independence by key stakeholders	No interference	No interference
	% of Oversight work completed and reported in a timely manner	50% of audit and evaluation reports issued in less than 4 months (2016)	85% of planned audits completed and reported within 4 months
		53% of investigation reports issued by Investigation Policy deadline (2016)	70% of planned evaluations completed and reported within 6 months
			80% of full-fledged investigations closed within 6 months
	% of internal stakeholders who perceive that IOD recommendations are SMART	81% of managers perceived that IOD recommendations were SMART and constructive (2016)	85% of managers perceive that IOD recommendations are SMART
	% of internal stakeholders who perceive that Oversight work is relevant	74% of respondents perceive that Oversight work is relevant (2016)	75% of surveyed internal stakeholders
	% of IAOC stakeholders - TBD	% of IAOC stakeholders- TBD	
No. of Oversight recommendations accepted and implemented	– 90% of recommendations accepted – 90% of recommendations implemented within a 2 year timeframe (2016)	– 90% of recommendations accepted – 90% of recommendations implemented within a 2 year timeframe	

## Resources for Program 26

The overall resources for the Program in the 2018/19 biennium show an increase of 3.6 per cent compared to the 2016/17 Approved Budget.

Non-personnel resources are maintained at the level of the 2016/17 Approved Budget.

The increase in the number of posts and associated personnel resources is primarily due to the regularization of a continuing audit function and the strengthening of the investigation function in the 2018/19 biennium.

### Program 26: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	5,358	5,450	5,550
<b>Total</b>	<b>5,358</b>	<b>5,450</b>	<b>5,550</b>

**Program 26: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	3,803	3,358	4,072	269	7.1%
<i>Temporary Staff</i>	855	1,432	777	(78)	-9.1%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>4,658</b>	<b>4,790</b>	<b>4,849</b>	<b>192</b>	<b>4.1%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	48	7	25	(23)	-47.9%
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	48	7	25	(23)	-47.9%
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	130	130	140	10	7.7%
<i>Third-party Travel</i>	10	10	10	-	0.0%
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	140	140	150	10	7.1%
<b>Contractual Services</b>					
<i>Conferences</i>	60	60	60	-	0.0%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	282	275	260	(22)	-7.9%
<i>Other Contractual Services</i>	135	156	150	15	11.1%
Sub Total	477	492	470	(7)	-1.6%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	-	-	-	-	n/a
<i>Communication</i>	-	-	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	5	5	5	-	0.0%
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	5	5	5	-	0.0%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	-	24	24	n/a
<i>Supplies &amp; Materials</i>	30	16	26	(4)	-13.3%
Sub-Total	30	16	50	20	68.1%
<b>Total, B.</b>	<b>700</b>	<b>659</b>	<b>700</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>5,358</b>	<b>5,450</b>	<b>5,550</b>	<b>192</b>	<b>3.6%</b>
<b>POSTS</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>2</b>	



## PROGRAM 27 Conference and Language Services

### Implementation Strategies

- Provide high-quality translation and interpretation services in a timely and cost-effective manner, in line with the WIPO Language Policy and treaty obligations; continue to promote and implement the policy of multilingualism within the Secretariat;
- Adopt new translation technologies and best practices with a view to optimizing the use of internal and external resources and ensuring consistent quality and legal certainty of translations. This will consist of further developing Computer-Assisted-Translation (CAT) tools and the multilingual IP terminology database;
- Improve the planning and forecasting of translation needs and contain translation volumes through the rigorous application of rationalization and control measures. Improve the efficiency of translation workflows and strengthen quality control measures for both in-house and outsourced translations;
- Enhance forecasting of interpretation needs and the engagement of freelance interpreters by improving the interpretation management database;
- Maintain effective and efficient conference-organization and document-management support and pursue efficiencies in relation to the production and distribution of meeting invitations and documents, through the use of new IT tools, such as a mobile app, and implementation of best practices;
- Enhance conference management through upgrades to the conference management IT system focusing on the migration of core databases to a scalable, enterprise-level solution and the integration with other related in-house systems;
- Simplify and enhance security of the online registration system for delegates to WIPO meetings through the introduction of user-friendly, external interfaces;
- Maintain cost-efficient mail expedition services;
- Improve efficiency and quality of printing services and reduce paper consumption by encouraging 'print-on demand' in line with the Printing Services Policy;
- Improve the regulatory framework and implement best practices in regard to records and archives management; contribute to gender equality by including a gender metadata option for records in the Enterprise Content Management (ECM), facilitating the collection, analysis and reporting of data under the UN System-Wide Action Plan (UNSWAP).

### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
Multilingualism is compromised due to non-compliance with the WIPO Language Policy.	Strictly enforce the WIPO Language Policy and continue to enforce rationalization and control measures on the number and size of documents for translation.

### Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of internal and external participants satisfied with WIPO Conference Services	95% of participants satisfied with services (end of 2016)	Maintain rate at end 2016
	% of Committees and Working Group documents published on time	<ul style="list-style-type: none"> <li>- 51% on time</li> <li>- 7% within 1 week after the due date</li> <li>- 19% within 4 weeks after the due date</li> </ul> (as at end 2016)	<ul style="list-style-type: none"> <li>- 65% on time</li> <li>- 3% within 1 week after the due date</li> <li>- 12% within 4 weeks after the due date</li> </ul>
	Cost per word of translation	0.55 CHF per word (2016)	Maintain cost per word
	Cost effective printing	0.161 CHF per page (2016)	0.15 CHF per page

## Resources for Program 27

A slight increase of 0.5 per cent can be observed in the overall resources for the Program in 2018/19 as compared to the 2016/17 Approved Budget.

The increase is primarily driven by an increase in the number of posts and associated personnel resources resulting from the transfer of the responsibility for messenger and driver services from Program 24 (General Support Services), reflected under both Expected Result IX.1 (Effective customer-oriented support) and IX.4 (An environmentally and socially responsible Organization). This increase is partially offset by changes in costing of posts.

The increase in non-personnel resources is the result of a provision for strengthening of the knowledge management initiative and additional temporary resources required to dispose of non-essential archive records.

### Program 27: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	38,925	38,622	39,136
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	-	39	-
<b>Total</b>	<b>38,925</b>	<b>38,661</b>	<b>39,136</b>

**Program 27: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	27,594	26,884	27,737	143	0.5%
<i>Temporary Staff</i>	1,977	1,951	1,650	(327)	-16.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>29,571</b>	<b>28,834</b>	<b>29,386</b>	<b>(185)</b>	<b>-0.6%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	1	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	1	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	90	65	43	(47)	-52.2%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training and Related Travel Grants</i>	-	-	10	10	n/a
Sub Total	90	65	53	(37)	-41.1%
<b>Contractual Services</b>					
<i>Conferences</i>	700	963	551	(149)	-21.3%
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	5,350	4,802	6,399	1,049	19.6%
<i>Other Contractual Services</i>	940	1,451	384	(556)	-59.1%
Sub Total	6,990	7,215	7,335	344	4.9%
<b>Finance Costs</b>					
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	970	1,282	956	(15)	-1.5%
<i>Communication</i>	733	765	733	0	0.0%
<i>Representation &amp; Other Operating Expenses</i>	-	4	-	-	n/a
<i>UN Joint Services</i>	-	-	-	-	n/a
Sub Total	1,703	2,051	1,689	(15)	-0.9%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	190	118	309	118	62.3%
<i>Supplies &amp; Materials</i>	380	376	365	(16)	-4.1%
Sub-Total	570	495	673	103	18.0%
<b>Total, B.</b>	<b>9,354</b>	<b>9,826</b>	<b>9,750</b>	<b>395</b>	<b>4.2%</b>
<b>TOTAL</b>	<b>38,925</b>	<b>38,661</b>	<b>39,136</b>	<b>211</b>	<b>0.5%</b>
<b>POSTS</b>	<b>78</b>	<b>81</b>	<b>82</b>	<b>4</b>	

## PROGRAM 28 Information Assurance, Safety, and Security

### Implementation Strategies

- Continue to progress the implementation of information assurance strategies focusing on strengthening current IA capabilities;
- Develop a security-focused culture through the enactment of new IA governance, security awareness and training of staff, and actionable IA metrics to inform decisions on information risk management;
- Limit exposure and protect areas of highest risks to WIPO's business by enhancing organizational capabilities to proactively identify threats and vulnerabilities to WIPO's information assets allowing for prioritized remediation efforts;
- Provide greater assurance of internal control effectiveness in protecting WIPO's information assets and ensure continuous compliance to IA policies and mandates by increasing the scope of certification to industry standards like ISO 27001;
- Protect WIPO's sensitive information assets by enforcing the information classification and handling policy. Implement risk-based protection mechanisms enhancing resilience of PCT and other sensitive business systems;
- Improve WIPO's cyber-security operations by expanding knowledge of actionable internal and external threat intelligence and 24/7 security monitoring. Enhance WIPO's response capability to ensure rapid containment and minimal business disruption following information security incidents;
- Continue the implementation of plans for safety and security aiming at optimizing existing investments in physical security and safety systems and building new capabilities focusing on prevention, preparedness and resilience. Align these plans with the mandatory requirements of the UN Security Management System (UNSMS) and commercial security standards;
- Support organizational resilience and ensure alignment and integration of safety and security risks and scenarios into WIPO's Crisis Management and Enterprise Risk Management capabilities;
- Reduce operational risks by mainstreaming safety, security and risk management into business processes of the Organization;
- Enhance physical safety and security and improve knowledge, attitude and skills of staff through coordinated safety and security awareness raising and training;
- Enhance protection of staff, visitors and delegates from likely threat scenarios by enhancing security capabilities such as continuous threat monitoring, risk analysis and risk-based protection mechanisms (lock-down doors, protective screening controls, deterrence etc.).

### Risks and Mitigation Actions

Risk(s)	Mitigation Action(s)
<p>Like other organizations, WIPO is exposed to the risk of cyber-attacks and the risk of malicious or accidental breach of data leading to unauthorized disclosure or misuse of WIPO's confidential information, or disruption of business operations. Such an event can potentially impact WIPO's reputation as a trusted advisor and service provider to its membership and clients.</p> <p>WIPO entrusts quantities of sensitive data, either directly belonging to the Organization or which has been entrusted into our care, to external service providers. WIPO currently has no formal procedure or process to comprehensively review the existing security controls at the supplier side, or to require minimum levels of security for the handling of WIPO data.</p>	<p>Phased implementation of fit-for-purpose information assurance strategies will allow WIPO to continue to strengthen its information security posture and its organizational resilience in the areas of IA governance, people, process and technology</p>
<p>Risk of a terrorist attack against WIPO</p>	<p>The service provider security policies and processes provide the basis for external service provider information risk management from evaluation to selection, to execution of the contract, to monitoring, and to termination. They require external service providers to maintain and continuously demonstrate appropriate levels of security for WIPO data based upon classification of the data involved and impact to WIPO.</p> <p>Development of regular, timely and accurate operational security and risk information reports in regard to relevant country locations or threat types. .</p> <p>Provide security threat information briefings and updates on developing global, regional, national or local threats which could affect or impact WIPO personnel, operations, facilities, travel and assets</p>

## Expected Results and Performance Indicators

Expected Result	Performance Indicators	Baselines	Targets
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of staff aware of their information security responsibilities, security policies and best practices	40% of WIPO staff report simulated phishing attacks	60% of WIPO staff report simulated phishing attacks
		90% of WIPO users with a WIPO email address to have completed the computer-based training (CBT) within 30 days of engagement	90% of WIPO users with a WIPO email address to have completed the computer-based training within 30 days of engagement
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	WIPO Offices meet standards derived from security risk assessments	TBD	TBD
	Increased compliance with the UN Security Management Framework of Accountability	WIPO is 55% compliant with the UN Security Management Framework of Accountability	70% compliance
	% of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances	50% of new contracts with external service providers are assessed for third party risks	90% of critical and high risk vulnerabilities on sensitive systems are remediated
		Information risk management processes are manual and performed on an ad-hoc basis	50% of critical and high risk vulnerabilities on non-sensitive systems are remediated
	Information Security vulnerabilities are remediated within agreed timelines	90% of sensitive systems have no critical or high risk vulnerabilities	90% of critical and high risk vulnerabilities on sensitive systems are remediated
		% of non-sensitive systems have no critical or high risk vulnerabilities (TBD 2017)	50% of critical and high risk vulnerabilities on non-sensitive systems are remediated
	Increased compliance with Information Security policies	Compliance and certification to ISO 27001 standards extended to the Hague, Madrid and HR applications	2 additional business process areas become ISO 27001 certified
	Enhanced capability to detect and respond to information security threats ensuring minimal business disruption	TBD	TBD

## Resources for Program 28

The total resources for the Program in 2018/19 represent an increase of 30.3 per cent as compared to the 2016/17 Approved Budget.

The increase in the number of posts and associated personnel resources is the result of the addition of two temporary staff positions in support of the implementation of information assurance strategies.

The increase in non-personnel resources is due to the Organization's increased emphasis on strengthening information assurance and physical security including through: (i) additional security elements to the guard contract; and (ii) increases in security guard surge capacity based on 2016/17 actual expenditure patterns.

### Program 28: Resources by Result (in thousands of Swiss francs)

Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	1,189	2,733	2,129
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	16,544	16,644	20,976
<b>Total</b>	<b>17,733</b>	<b>19,377</b>	<b>23,104</b>

**Program 28: Resources by Cost Category**  
(in thousands of Swiss francs)

	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget	Difference from 2016/17 Approved Budget	
				Amount	%
<b>A. Personnel Resources</b>					
<i>Posts</i>	3,780	4,075	4,084	304	8.0%
<i>Temporary Staff</i>	531	731	1,671	1,140	214.6%
<i>Other Staff Costs</i>	-	-	-	-	n/a
<b>Total, A.</b>	<b>4,311</b>	<b>4,806</b>	<b>5,754</b>	<b>1,443</b>	<b>33.5%</b>
<b>B. Non-personnel Resources</b>					
<b>Internships and WIPO Fellowships</b>					
<i>Internships</i>	-	1	-	-	n/a
<i>WIPO Fellowships</i>	-	-	-	-	n/a
Sub Total	-	1	-	-	n/a
<b>Travel, Training and Grants</b>					
<i>Staff Missions</i>	100	81	-	(100)	-100.0%
<i>Third-party Travel</i>	-	-	-	-	n/a
<i>Training and Related Travel Grants</i>	-	-	-	-	n/a
Sub Total	100	81	-	(100)	-100.0%
<b>Contractual Services</b>					
<i>Conferences</i>	-	67	-	-	n/a
<i>Publishing</i>	-	-	-	-	n/a
<i>Individual Contractual Services</i>	-	628	1,878	1,878	n/a
<i>Other Contractual Services</i>	3,308	3,400	12,986	9,678	292.5%
Sub Total	3,308	4,095	14,864	11,556	349.3%
<b>Finance Costs</b>	-	-	-	-	
Sub Total	-	-	-	-	n/a
<b>Operating Expenses</b>					
<i>Premises &amp; Maintenance</i>	7,965	9,752	1,466	(6,499)	-81.6%
<i>Communication</i>	-	2	-	-	n/a
<i>Representation &amp; Other Operating Expenses</i>	-	120	-	-	n/a
<i>UN Joint Services</i>	76	74	-	(76)	-100.0%
Sub Total	8,041	9,948	1,466	(6,575)	-81.8%
<b>Equipment and Supplies</b>					
<i>Furniture &amp; Equipment</i>	-	7	-	-	n/a
<i>Supplies &amp; Materials</i>	1,972	438	1,019	(953)	-48.3%
Sub-Total	1,972	445	1,019	(953)	-48.3%
<b>Total, B.</b>	<b>13,422</b>	<b>14,571</b>	<b>17,350</b>	<b>3,928</b>	<b>29.3%</b>
<b>TOTAL</b>	<b>17,733</b>	<b>19,377</b>	<b>23,104</b>	<b>5,372</b>	<b>30.3%</b>
<b>POSTS</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>1</b>	

## III. ANNEXES

**ANNEX I 2016/17 Budget after Transfers by Program****Table 8: 2016/17 Budget after Transfers by Program**  
(in thousands of Swiss francs)

Program (2016/17 structure)	2016/17 Approved Budget	Transfers*			Transfers as % of Approved Budget of a Program	Transfers as % of Total Approved Budget	2016/17 Budget after Transfers
		Transfers In	Transfers Out	Total Net Transfers			
1 Patent Law	5,291	458	(531)	(72)	-1.4%	0.0%	5,219
2 Trademarks, Industrial Designs and Geographical Indications	4,854	594	(402)	193	4.0%	0.0%	5,047
3 Copyright and Related Rights	16,733	2,320	(1,632)	688	4.1%	0.1%	17,421
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	6,115	864	(293)	571	9.3%	0.1%	6,686
5 The PCT System	208,209	3,679	(8,483)	(4,805)	-2.3%	-0.7%	203,404
6 Madrid System	58,106	2,870	(2,914)	(44)	-0.1%	0.0%	58,062
7 WIPO Arbitration and Mediation Center	11,358	190	(210)	(20)	-0.2%	0.0%	11,338
8 Development Agenda Coordination	3,671	27	(111)	(84)	-2.3%	0.0%	3,587
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	31,907	955	(1,900)	(945)	-3.0%	-0.1%	30,962
10 Transition and Developed Countries	7,919	429	(35)	394	5.0%	0.1%	8,313
11 The WIPO Academy	13,083	1,156	(906)	250	1.9%	0.0%	13,333
12 International Classifications and Standards	7,070	294	(114)	180	2.5%	0.0%	7,250
13 Global Databases	5,758	2,663	(647)	2,016	35.0%	0.3%	7,774
14 Services for Access to Information and Knowledge	6,990	909	(664)	245	3.5%	0.0%	7,235
15 Business Solutions for IP Offices	13,806	959	(394)	565	4.1%	0.1%	14,371
16 Economics and Statistics	6,072	489	(239)	250	4.1%	0.0%	6,322
17 Building Respect for IP	3,752	182	(60)	123	3.3%	0.0%	3,874
18 IP and Global Challenges	6,323	602	(902)	(300)	-4.7%	0.0%	6,023
19 Communications	16,483	819	(313)	506	3.1%	0.1%	16,989
20 External Relations, Partnerships and External Offices	12,395	1,767	(1,983)	(216)	-1.7%	0.0%	12,178
21 Executive Management	20,675	2,255	(3,492)	(1,236)	-6.0%	-0.2%	19,439
22 Program and Resource Management	33,276	1,293	(1,529)	(235)	-0.7%	0.0%	33,040
23 Human Resources Management and Development	24,617	1,246	(204)	1,042	4.2%	0.1%	25,659
24 General Support Services	47,216	10,612	(5,256)	5,356	11.3%	0.8%	52,572
25 Information and Communication Technology	52,032	124	(3,344)	(3,220)	-6.2%	-0.5%	48,812
26 Internal Oversight	5,358	320	(228)	92	1.7%	0.0%	5,450
27 Conference and Language Services	38,925	2,789	(3,053)	(264)	-0.7%	0.0%	38,661
28 Information Assurance, Safety and Security	17,733	2,505	(860)	1,644	9.3%	0.2%	19,377
30 SMEs and Entrepreneurship Support	6,083	646	(467)	179	2.9%	0.0%	6,262
31 The Hague System	7,572	2,018	(218)	1,799	23.8%	0.3%	9,371
32 Lisbon System	1,335	467	(217)	249	18.7%	0.0%	1,584
Unallocated	6,319	21,829	(26,729)	(4,900)	-77.5%	-0.7%	1,420
<b>GRAND TOTAL</b>	<b>707,036</b>	<b>68,330</b>	<b>(68,330)</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>707,036</b>

\* WIPO Financial Regulations and Rules provide for the possibility of transfer of resources under Regulation 5.5: "The Director General may make transfers from one program of the program and budget to another for any given financial period, up to the limit of five per cent of the amount corresponding to the biennial appropriation of the receiving program, or to one per cent of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the services"



**ANNEX II 2018/19 Proposed Resources by Program****Table 9. 2018/19 Budget by Program**  
(in thousands of Swiss francs)

Program (2018/19 structure)	2016/17 Approved Budget			2016/17 Budget after Transfers			2018/19 Proposed Budget			Difference from 2016/17 Approved Budget		Difference from 2016/17 Budget after Transfers	
	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Personnel Resources	Non-Personnel Resources	Total	Amount	%	Amount	%
1 Patent Law	3,953	1,339	5,291	3,888	1,331	5,219	3,567	1,398	4,965	(327)	-6.2%	(254)	-4.9%
2 Trademarks, Industrial Designs and Geographical Indications	4,089	765	4,854	3,752	1,295	5,047	4,053	872	4,925	71	1.5%	(122)	-2.4%
3 Copyright and Related Rights	9,919	6,815	16,733	9,468	7,953	17,421	10,135	6,545	16,680	(54)	-0.3%	(742)	-4.3%
4 Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	3,581	2,534	6,115	4,160	2,526	6,686	4,524	2,534	7,057	942	15.4%	371	5.5%
5 The PCT System	133,970	74,239	208,209	129,909	73,495	203,404	132,025	81,082	213,107	4,898	2.4%	9,702	4.8%
6 Madrid System	43,948	14,159	58,106	41,050	17,012	58,062	42,521	16,319	58,839	733	1.3%	777	1.3%
7 WIPO Arbitration and Mediation Center	8,357	3,002	11,358	8,400	2,939	11,338	8,140	3,182	11,322	(36)	-0.3%	(16)	-0.1%
8 Development Agenda Coordination	2,462	1,209	3,671	2,401	1,186	3,587	2,246	1,209	3,455	(216)	-5.9%	(132)	-3.7%
9 Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	22,993	8,913	31,907	22,088	8,874	30,962	22,297	8,488	30,785	(1,122)	-3.5%	(177)	-0.6%
10 Transition and Developed Countries	6,021	1,898	7,919	6,447	1,866	8,313	6,781	1,898	8,679	760	9.6%	366	4.4%
11 The WIPO Academy	7,779	5,304	13,083	7,939	5,394	13,333	8,293	5,322	13,614	532	4.1%	281	2.1%
12 International Classifications and Standards	5,675	1,395	7,070	5,823	1,427	7,250	5,471	1,745	7,215	145	2.1%	(35)	-0.5%
13 Global Databases	4,551	1,208	5,758	5,742	2,032	7,774	6,407	2,434	8,840	3,082	53.5%	1,066	13.7%
14 Services for Access to Information and Knowledge	5,764	1,225	6,990	6,060	1,174	7,235	6,405	1,444	7,850	860	12.3%	615	8.5%
15 Business Solutions for IP Offices	7,756	6,050	13,806	7,931	6,440	14,371	8,100	6,473	14,574	768	5.6%	203	1.4%
16 Economics and Statistics	4,997	1,075	6,072	5,021	1,300	6,322	5,748	1,170	6,918	846	13.9%	596	9.4%
17 Building Respect for IP	3,073	679	3,752	3,073	801	3,874	3,261	841	4,102	350	9.3%	227	5.9%
18 IP and Global Challenges	5,545	778	6,323	5,076	947	6,023	4,860	788	5,648	(675)	-10.7%	(375)	-6.2%
19 Communications	13,996	2,487	16,483	13,991	2,998	16,989	13,923	2,489	16,412	(70)	-0.4%	(576)	-3.4%
20 External Relations, Partnerships and External Offices	9,525	2,869	12,395	9,102	3,077	12,178	9,561	3,693	13,255	860	6.9%	1,076	8.8%
21 Executive Management	18,130	2,545	20,675	16,254	3,185	19,439	16,780	3,268	20,047	(628)	-3.0%	609	3.1%
22 Program and Resource Management	23,453	9,822	33,276	23,458	9,582	33,040	25,120	13,083	38,203	4,928	14.8%	5,163	15.6%
23 Human Resources Management and Development	18,835	5,782	24,617	18,968	6,691	25,659	19,030	5,600	24,630	13	0.1%	(1,029)	-4.0%
24 General Support Services	19,287	27,930	47,216	17,165	35,408	52,572	17,108	21,526	38,634	(8,583)	-18.2%	(13,939)	-26.5%
25 Information and Communication Technology	14,178	37,853	52,032	13,289	35,523	48,812	13,631	38,457	52,088	56	0.1%	3,276	6.7%
26 Internal Oversight	4,658	700	5,358	4,790	659	5,450	4,849	700	5,550	192	3.6%	100	1.8%
27 Conference and Language Services	29,571	9,354	38,925	28,834	9,826	38,661	29,386	9,750	39,136	211	0.5%	475	1.2%
28 Information Assurance, Safety and Security	4,311	13,422	17,733	4,806	14,571	19,377	5,754	17,350	23,104	5,372	30.3%	3,727	19.2%
30 SMEs and Entrepreneurship Support	4,522	1,561	6,083	4,908	1,354	6,262	4,765	1,561	6,326	243	4.0%	64	1.0%
31 The Hague System	6,226	1,346	7,572	7,524	1,847	9,371	8,767	2,426	11,193	3,621	47.8%	1,822	19.4%
32 Lisbon System	1,124	211	1,335	1,373	211	1,584	1,136	211	1,347	12	0.9%	(237)	-15.0%
Unallocated	4,319	2,000	6,319	1,171	249	1,420	5,357	2,000	7,357	1,037	16.4%	5,937	418.2%
<b>GRAND TOTAL</b>	<b>456,569</b>	<b>250,467</b>	<b>707,036</b>	<b>443,862</b>	<b>263,174</b>	<b>707,036</b>	<b>460,000</b>	<b>265,857</b>	<b>725,857</b>	<b>18,821</b>	<b>2.7%</b>	<b>18,821</b>	<b>2.7%</b>

Table 10. 2018/19 Posts by Program

	2016/17 Approved Budget					2016/17 Budget after Transfers					2018/19 Proposed Budget					Difference btw 2018/19 and 2016/17 Approved Budget					
	DG/DDG/ADG	D	P	G	Total	DG/DDG/ADG	D	P	G	Total	DG/DDG/ADG	D	P	G	Total	DG/DDG/ADG	D	P	G	Total	
1	Patent Law	-	1	5	3	9	-	1	5	3	9	-	1	5	3	9	-	-	-	-	-
2	Trademarks, Industrial Designs and Geographical Indications	-	1	7	1	9	-	1	6	2	9	-	1	6	2	9	-	-	(1)	1	-
3	Copyright and Related Rights	1	3	12	5	21	1	3	12	5	21	1	4	12	5	22	-	1	-	-	1
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	-	1	3	1	5	-	2	5	3	10	-	2	5	3	10	-	1	2	2	5
5	The PCT System	1	5	138	237	381	1	8	154	216	379	1	8	153	212	374	-	3	15	(25)	(7)
6	Madrid System	1	5	47	66	119	1	5	46	63	115	1	5	47	63	116	-	-	-	(3)	(3)
7	WIPO Arbitration and Mediation Center	-	1	12	6	19	-	1	13	6	20	-	1	12	6	19	-	-	-	-	-
8	Development Agenda Coordination	-	1	2	3	6	-	1	2	3	6	-	1	2	3	6	-	-	-	-	-
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	1	6	27	16	50	1	6	26	15	48	1	6	26	15	48	-	-	(1)	(1)	(2)
10	Transition and Developed Countries	-	1	9	5	15	-	1	11	5	17	-	1	11	5	17	-	-	2	-	2
11	The WIPO Academy	-	3	9	6	18	-	3	10	6	19	-	3	10	6	19	-	-	1	-	1
12	International Classifications and Standards	-	1	9	5	15	-	1	9	5	15	-	1	10	3	14	-	-	1	(2)	(1)
13	Global Databases	-	1	8	2	11	-	1	12	4	17	-	1	12	5	18	-	-	4	3	7
14	Services for Access to Information and Knowledge	1	1	7	4	13	1	1	8	4	14	1	1	8	4	14	-	-	1	-	1
15	Business Solutions for IP Offices	-	1	13	3	17	-	1	13	2	16	-	1	14	2	17	-	-	1	(1)	-
16	Economics and Statistics	-	1	9	2	12	-	1	9	2	12	-	1	11	2	14	-	-	2	-	2
17	Building Respect for IP	-	1	5	2	8	-	1	5	2	8	-	1	5	2	8	-	-	-	-	-
18	IP and Global Challenges	1	2	3	4	10	1	1	4	4	10	1	1	4	4	10	-	(1)	1	-	-
19	Communications	-	1	19	16	36	-	2	21	15	38	-	1	21	15	37	-	-	2	(1)	1
20	External Relations, Partnerships and External Offices	-	5	10	5	20	-	6	13	4	23	-	6	13	5	24	-	1	3	-	4
21	Executive Management	2	4	16	16	38	2	3	16	14	35	2	3	16	14	35	-	(1)	-	(2)	(3)
22	Program and Resource Management	-	4	29	33	66	-	4	30	33	67	-	4	34	34	72	-	-	5	1	6
23	Human Resources Management and Development	-	2	17	25	44	-	2	18	24	44	-	2	18	24	44	-	-	1	(1)	-
24	General Support Services	1	2	15	38	56	1	2	17	30	50	1	2	17	30	50	-	-	2	(8)	(6)
25	Information and Communication Technology	-	3	16	17	36	-	3	16	16	35	-	3	17	15	35	-	-	1	(2)	(1)
26	Internal Oversight	-	1	6	1	8	-	1	7	1	9	-	1	8	1	10	-	-	2	-	2
27	Conference and Language Services	-	2	32	44	78	-	2	31	48	81	-	2	32	48	82	-	-	-	4	4
28	Information Assurance, Safety and Security	-	1	5	4	10	-	1	6	4	11	-	1	6	4	11	-	-	1	-	1
30	SMEs and Entrepreneurship Support	-	1	7	2	10	-	-	8	2	10	-	-	8	2	10	-	(1)	1	-	-
31	The Hague System	-	1	6	7	14	-	1	8	10	19	-	1	9	10	20	-	-	3	3	6
32	Lisbon System	-	-	2	-	2	-	1	1	-	2	-	1	1	-	2	-	1	(1)	-	-
	Unallocated	-	-	3	46	49	-	-	5	31	36	-	-	3	26	29	-	-	-	(20)	(20)
	<b>Total Posts</b>	<b>9</b>	<b>63</b>	<b>508</b>	<b>625</b>	<b>1,205</b>	<b>9</b>	<b>67</b>	<b>547</b>	<b>582</b>	<b>1,205</b>	<b>9</b>	<b>67</b>	<b>556</b>	<b>573</b>	<b>1,205</b>	<b>-</b>	<b>4</b>	<b>48</b>	<b>(52)</b>	<b>-</b>

Note: The Unallocated includes the remaining posts intended for regularization

## ANNEX III 2018/19 Allocation of Income and Expenditure by Unions

### Introduction

In accordance with WIPO's Financial Regulations and Rules (Regulation 2.3) this Annex presents the Organization's Program and Budget 2018/19 for each Union. The Unions include the contribution-financed (CF) Unions (Paris, Berne, International Patent Classification (IPC), Nice, Locarno, and Vienna) and the WIPO Convention, and the four Unions of the international registration systems (PCT, Madrid, the Hague and Lisbon). The methodology used for the allocation of income and expenditure to the Unions in the context of the Program and Budget 2018/19 has remained unchanged from the methodology used for the Program and Budget 2016/17. The calculations have been refined in such cases where a better estimation of expenses has been enabled by the ERP/EPM systems as per past practice. Tables 11, 12 and 13 provide an overview of the 2018/19 Allocation of Income and Expenditure by Union, the 2018/19 Income Estimates by Union and the 2018/19 Budget by Program and Union.

### Allocation of income by union

The allocation of income to the Unions is based on the following allocation methodology:

- Income from Member States' contributions is allocated to the CF Unions;
- Fee income from the PCT, Madrid, the Hague and Lisbon registration systems is allocated to the respective Unions;
- Income from publications is allocated to the CF, PCT, Madrid and the Hague Unions on the basis of the estimated publications revenue for each of the Unions;
- Income from the Arbitration and Mediation Center is allocated to the Unions based on estimations by the Program Manager;
- Investment revenue is allocated based on the proportionate level of reserves and treasury balances for each of the Unions;
- Miscellaneous income (apart from the rental income from the Madrid building) is allocated equally across all Unions.

### Allocation of expenditure by union

#### Allocation principles

Expenditures are allocated to the Unions under the following four categories:

- (i) "direct Union expenses" (e.g., the expenditure incurred by Program 5 - the PCT System - is a "direct Union" expenditure of the PCT Union);
- (ii) "indirect Union expenses" (e.g., the part of the expenditure of Program 9 - Regional Bureaus and LDCs that is borne by the PCT Union is an "indirect Union" expenditure);
- (iii) "direct administrative expenses" (e.g., the expenditure of Program 23 – HRMD – that is incurred for human resources related support provided to Program 5 – is a "direct administrative" expenditure of the PCT Union); and
- (iv) "indirect administrative expenses" (e.g., the part of the expenditure of Program 23 that is incurred for human resources related support provided to Program 9 borne by the PCT Union is an "indirect administrative" expenditure).

Direct Union expenses are allocated to Unions either fully or on the basis of estimates by Programs Managers. Direct administrative expenses are allocated to the Unions based on relative headcount shares.

Indirect Union expenses and indirect administrative expenses are allocated to the Unions based on the “capacity-to-pay” principle. The “capacity to pay” is calculated as the difference between a Union’s projected biennial income, on the one hand, and its direct Union expenses and reserve requirements, on the other hand. If the Union has a reserve level above its reserve target, it is deemed to be able to support indirect activities. The extent to which this support can be provided by each Union is calculated by considering the relative extent to which the Union’s revenues exceed its direct expenditure.

### Allocation of 2018/19 expenditures by allocation category

The table below summarizes the allocation of the 2018/19 expenditures to the Unions based on the four allocation categories. Indirect expenditures are allocated to the CF, PCT and Madrid Unions based on their “capacity-to-pay”.

CF Unions	PCT Union	Madrid Union	The Hague Union	Lisbon Union
Direct Union	Direct Union	Direct Union	Direct Union	Direct Union
Direct Admin	Direct Admin	Direct Admin	Direct Admin	Direct Admin
Indirect Union	Indirect Union	Indirect Union		
Indirect Admin	Indirect Admin	Indirect Admin		
IPSAS adjustments to expenditure				

### Allocation of expenditure by Expected Results (ER)<sup>44</sup>

WIPO’s activities are implemented in accordance with a Program-based structure. Programs undertake activities that contribute to the Organization’s expected results (ERs).

Expenditure related to activities contributing to ER I.1 “Enhanced cooperation among Member States on development of balanced international normative frameworks for IP” implemented by the following Programs:

- Program 1 (Patent Law)
- Program 2 (Trademarks, Industrial Designs and Geographical Indications)
- Program 3 (Copyright and Related Rights)
- Program 4 (TK, TCEs and GRs)
- Program 18 (IP and Global Challenges)

is allocated as “direct Union” and “indirect Union” expenses as shown below:

CF Unions	PCT Union	Madrid Union	The Hague Union
Direct Union Expense	Direct Union Expense	Direct Union Expense	Direct Union Expense
Program 1 - SCP (10% - estimate by PM)	Program 1 - SCP (90% - estimate by PM)	Program 2 - SCT (65% - estimate by PM)	Program 2 - SCT (15% - estimate by PM)
Program 2 - SCT (20% - estimate by PM)			
Program 3 - SCCR			
Program 4 - IGC			
Indirect Union expenses: Program 1 (capacity building) and Program 18			

<sup>44</sup> In cases where a Program’s direct Union expenses are allocated to several Unions, the allocation percentages have been estimated by relevant Program Managers (Programs 1, 2, 7, 12 and 13) or based on relative income shares (Programs 6 and 14).

Expenditure related to activities contributing to ER I.2 “Tailored and balanced IP legislative, regulatory and policy frameworks” implemented by the following Programs:

- Program 1 (Patent Law)
- Program 2 (Trademarks, Industrial Designs and Geographical Indications)
- Program 3 (Copyright and Related Rights)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 17 (Building Respect for IP)
- Program 18 (IP and Global Challenges)
- Program 20 (External Relations, Partnerships and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below:

CF Unions Direct Union Expense	PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense
Program 1 - promotion of PLT & Budapest treaty (10% - estimate by PM)	Program 1 - promotion of PLT & Budapest treaty (90% - estimate by PM)	Program 2 – promotion of Singapore treaty (65% - estimate by PM)	Program 2 – promotion of Singapore treaty (15% - estimate by PM)
Program 2 – promotion of Singapore treaty (20% - estimate by PM)			
Program 3 - promotion of treaties (Beijing, Marrakesh, WCT, WPPT, etc.)			
Indirect Union expenses: Programs 1 (legislative advice), 9, 10, 17, 18 and 20			

Expenditure related to activities contributing to ER I.3 “Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations” implemented by Program 2 (Trademarks, Industrial Designs and Geographical Indications) is allocated as “direct Union” expenses as shown below:

CF Unions Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense
Program 2 – Article 6ter (20% - estimate by PM)	Program 2 - Article 6ter (65% - estimate by PM)	Program 2 - Article 6ter (15% - estimate by PM)

Expenditure related to activities contributing to ER I.4 “Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information” implemented by Program 1 (Patent Law) is allocated as “direct Union” expenses as shown below.

CF Unions Direct Union Expense	PCT Union Direct Union Expense
Program 1 – confidential information (10% - estimate by PM)	Program 1 - confidential information (90% - estimate by PM)

Expenditure related to activities contributing to ER II.1 “Wider and more effective use of the PCT system for filing international patent applications” implemented by the following Programs:

- Program 5 (PCT)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 20 (External Relations, Partnerships and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below:

PCT Union Direct Union Expense
Program 5 – PCT Assembly, PCT Working Group, PCT legal and promotion activities
Indirect Union expenses: Programs 9, 10 and 20

Expenditure related to activities contributing to ER II.2 “Improved productivity and service quality of PCT operations” implemented by Program 5 (PCT) is allocated as “direct Union” expenses to the PCT Union.

<b>PCT Union</b> Direct Union Expense Program 5 – PCT processing, translation and information system services
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Expenditure related to activities contributing to ER II.3 “Wider and more effective use of the Hague System, including by developing countries and LDCs” implemented by the following programs:

- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 20 (External Relations and External Offices)
- Program 31 (The Hague System)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

<b>The Hague Union</b> Direct Union Expense Program 31 – The Hague Working Group, the Hague legal and promotion activities
Indirect Union expenses: Programs 9, 10 and 20

Expenditure related to activities contributing to ER II.4 “Improved productivity and service quality of the Hague operations” implemented by Program 31 (The Hague System) is allocated as “direct Union” expenses to the Hague Union.

<b>The Hague Union</b> Direct Union Expense Program 31 – The Hague system processing and information system services
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Expenditure related to activities contributing to ER II.5 “Wider and more effective use of the Madrid System, including by developing countries and LDCs” implemented by the following Programs:

- Program 6 (Madrid System)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

<b>Madrid Union</b> Direct Union Expense Program 6 – Madrid Assembly, Madrid Working Group, Madrid legal and promotion activities
Indirect Union expenses: Programs 9, 10 and 20

Expenditure related to activities contributing to ER II.6 “Improved productivity and service quality of Madrid operations” implemented by Program 6 (Madrid System) are allocated as “direct Union” expenses to the Madrid Union.

Madrid Union Direct Union Expense
Program 6 – Madrid System processing, translation and information system services <sup>45</sup>

Expenditure related to activities contributing to ER II.7 “International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods” and ER II.8 “Effective intellectual property protection in the gTLDs and the ccTLDs” implemented by the following Programs:

- Program 7 (WIPO Arbitration and Mediation Center)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions Direct Union Expense	PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense	Lisbon Union Direct Union Expense
Program 7 – alternative dispute resolution (ADR) services <i>(5.2% - estimate by PM)</i>	Program 7 – alternative dispute resolution (ADR) services <i>(63.4% - estimate by PM)</i>	Program 7 – alternative dispute resolution (ADR) services <i>(30% - estimate by PM)</i>	Program 7 – alternative dispute resolution (ADR) services <i>(1.2% - estimate by PM)</i>	Program 7 – alternative dispute resolution (ADR) services <i>(0.2% - estimate by PM)</i>
Indirect Union expenses: Programs 9 and 10 (applies to ER II.7)				

Expenditure related to activities contributing to ER II.9 “Wider and more effective use of the Lisbon System, including by developing countries and LDCs” and ER II.10 “Improved productivity and service quality of Lisbon operations” implemented by Program 32 (Lisbon System) is allocated as “direct Union” expenses to the Lisbon Union:

Lisbon Union Direct Union Expense
Program 32 – Lisbon System processing and IT development, Lisbon Working Group, promotion

<sup>45</sup> The share of resources in Program 6 supporting the operations of the Hague system is allocated to the Hague Union

Expenditure related to activities contributing to ER III.2 “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” implemented by the following Programs:

- Program 2 (Trademarks, Industrial Designs and Geographical Indications)
- Program 3 (Copyright and Related Rights)
- Program 4 (Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources)
- Program 9 (Regional Bureaus and LDCs)
- Program 10 (Transition and Developed Countries)
- Program 11 (Academy)
- Program 14 (Information and Knowledge)
- Program 17 (Building Respect for IP)
- Program 18 (IP and Global Challenges)
- Program 20 (External Relations and External Offices)
- Program 30 (SMEs)

is allocated as “direct Union” and “indirect Union” expenses as shown below:

CF Unions Direct Union Expense	PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense
Program 2 – TM, ID, GI capacity building (20% - estimate by PM)	Program 14 – tech transfer (80.4% - income share)	Program 2 - TM, ID, GI capacity building (65% - estimate by PM)	Program 2 - TM, ID, GI capacity building (15% - estimate by PM)
Program 3 – ABC		Program 14 – tech transfer (18.1% - income share)	Program 14 – tech transfer (1.5% - income share)
Program 4 – TK, TCEs & GRs capacity building			
Indirect Union expenses: Program 3 (copyright development, ABC), 9, 10, 11, 17, 18, 20 and 30			

Expenditure related to activities contributing to ER 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” implemented by Program 12 (International Classifications and Standards) is allocated as “direct Union” expenses as shown below.

CF Unions Direct Union Expense	PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense
Program 12 – int. classifications & WIPO standards (7% - estimate by PM)	Program 12 – int. classifications & WIPO standards (88% - estimate by PM)	Program 12 – int. classifications & WIPO standards (4% - estimate by PM)	Program 12 – int. classifications & WIPO standards (1% - estimate by PM)



Expenditure related to activities contributing to ER IV.2 “Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity” implemented by the following Programs:

- Program 3 (Copyright and Related Rights)
- Program 4 (Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources)
- Program 9 (Regional Bureaus and LDCs)
- Program 13 (Global Databases)
- Program 14 (Information and Knowledge)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below:

CF Unions Direct Union Expense	PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense	Lisbon Union Direct Union Expense
Program 3 – digital data management systems	Program 13 – Global database infrastructure, search tools & machine translation, WIPOLex (75.6% - estimate by PM)	Program 13 – Global database infrastructure, search tools & machine translation, WIPOLex (23.2% - estimate by PM)	Program 13 – Global database infrastructure, search tools & machine translation, WIPOLex (1.2% - estimate by PM)	Program 14 – TISCs, ARDI, ASPI (0.1% - estimate by PM)
Program 4 – TK, TCEs & GRs databases	Program 14 – TISCs, ARDI, ASPI (79.4% - income share)	Program 14 – TISCs, ARDI, ASPI (17.8% - income share)	Program 14 – TISCs, ARDI, ASPI (1.5% - income share)	
Program 14 – TISCs, ARDI, ASPI (1.2% - income share)				
Indirect Union expenses: Programs 9 and 20				

Expenditure related to activities contributing to ER IV.3 “Broad geographical coverage of the content and use of WIPO Global IP Databases” implemented by Program 13 (Global Databases) is allocated as “direct Union” expenses as shown below.

PCT Union Direct Union Expense	Madrid Union Direct Union Expense	The Hague Union Direct Union Expense
Program 13 – Global databases expansion of coverage (75.6% - estimate by PM)	Program 13 – Global databases expansion of coverage (23.2% - estimate by PM)	Program 13 – Global databases expansion of coverage (1.2% - estimate by PM)

Expenditure related to activities contributing to ER IV.4 “Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration” implemented by the following Programs:

- Program 3 (Copyright and Related Rights)
- Program 9 (Regional Bureaus and LDCs)
- Program 13 (Global Databases)
- Program 15 (Business Solutions for IP Offices)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below:

CF Unions Direct Union Expense	PCT Union Direct Union Expense	The Hague Union Direct Union Expense
Program 3 - digital data management systems	Program 13 – OCR systems (75.6% - estimate by PM)	Program 13 – OCR systems (1.2% - estimate by PM)
Program 13 – OCR systems (75.6% - estimate by PM)		
Indirect Union expenses: Programs 9, 15 and 20		

Expenditure related to activities contributing to ER VII.1 “IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges” implemented by the following Programs:

- Program 3 (Copyright and Related Rights)
- Program 4 (Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources)
- Program 15 (Business Solutions for IP Offices)
- Program 18 (IP and Global Challenges)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions
Direct Union Expense
Program 3 – ABC Book Service, ABC inclusive publishing
Program 4 - support for WIPO Re:Search, WIPO Green databases
Indirect Union expenses: Programs 15, 18 and 20

Expenditure related to activities contributing to ER VIII.1 “More effective communication to a broad and diverse public about intellectual property and WIPO’s role” implemented by the following Programs:

- Program 3 (Copyright and Related Rights)
- Program 19 (Communications)
- Program 20 (External Relations and External Offices)

is allocated as “direct Union” and “indirect Union” expenses as shown below.

CF Unions
Direct Union Expense
Program 3 – support for Corporate communications and brand strategies
Indirect Union expenses: Programs 19 and 20

Expenditure related to activities contributing to ER III.1, III.3-III.6, V.1, V.2, VI.1, VI.2, VII.2 and VIII.2-VIII.5 is allocated as “Indirect Union” expenses based on the “capacity to pay” principle. Expenses for ER I.1 implemented by Program 21 and ER VIII.1-VIII.5 implemented by Programs 21 and 24 are allocated in the same way as the expenses for administrative and management-related activities.

Expenditure related to activities contributing to Strategic Goal IX “Efficient Administrative and Financial Support Structure to enable WIPO to Deliver its Programs” (Expected Results IX.1-IX.8), implemented by the following Programs, is allocated as “Direct Admin” expenses to all Unions as follows: (a) direct attribution to the Unions of administrative costs such as the share of cost of server hosting at UNICC and share of cost of the Income Section in Finance; and (b) attribution to the Unions of the remaining “direct administrative” costs based on relative headcount shares. The administration related expenses which are not allocated as “Direct Admin” expenses are allocated as “Indirect Admin” expenses based on the “capacity to pay” principle:

Direct Admin/Indirect Admin
Program 21 (Executive Management)
Program 22 (Program and Resource Management)
Program 23 (HRMD)
Program 24 (General Support Services)
Program 25 (ICTD)
Program 26 (Internal Oversight)
Program 27 (Conference and Language Services)
Program 28 (Information Assurance, Safety and Security)

## Allocation of IPSAS adjustments by union

IPSAS adjustments to expenditure are allocated pro-rata among the Unions based on relative expenditure ratios. IPSAS adjustments include after-service employee benefits, buildings and equipment depreciation, software and land surface rights amortization and capitalization.

**Table 11: Overall Scenario by Union**  
(in thousands of Swiss francs)

	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
<b>2018/19 Income</b>	35,861		637,353		143,114		12,324		993		829,645	
<b>2018/19 Expenditure</b>												
<i>Direct Union</i>	22,632		242,841		66,867		14,626		1,419		348,386	
<i>Direct Admin</i>	9,888		124,316		42,533		10,281		818		187,835	
Sub-total Direct	32,520		367,157		109,400		24,907		2,238		536,221	
<i>Indirect Union</i>	1,400		113,198		14,124		-		-		128,722	
<i>Indirect Admin</i>	662		53,567		6,684		-		-		60,914	
Sub-total Indirect	2,062		166,765		20,808		-		-		189,635	
<b>Total, 2018/19 Expenditure</b>	<b>34,582</b>		<b>533,922</b>		<b>130,208</b>		<b>24,907</b>		<b>2,238</b>		<b>725,857</b>	
Estimated IPSAS adjustment to budget	1,847		28,516		6,954		1,330		120		38,767	
<b>Total Expenditure after IPSAS adjustment</b>	<b>36,429</b>		<b>562,438</b>		<b>137,162</b>		<b>26,237</b>		<b>2,357</b>		<b>764,624</b>	
<b>Operating Result</b>	<b>(568)</b>		<b>74,916</b>		<b>5,952</b>		<b>(13,913)</b>		<b>(1,364)</b>		<b>65,021</b>	
RWCF Target*	17,291	50.0	106,784	20.0	32,552	25.0	3,736	15.0	-	n/a	160,363	22.1

\*RWCF targets are calculated as percent of the biennial budgetary expenditure for each Union

**Table 12: Income Estimates by Union**  
(in thousands of Swiss francs)

	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Contributions	34,751	96.9	-	-	-	-	-	-	-	-	34,751	4.2
Fees	-	-	634,063	99.5	140,822	98.4	11,340	92.0	40	4.0	786,265	94.8
Arbitration	161	0.4	1,965	0.3	930	0.6	37	0.3	6	0.6	3,100	0.4
Publications	-	-	350	0.1	60	0.0	-	-	-	-	410	0.0
Investment Revenue	2	0.0	28	0.0	15	0.0	-	-	-	-	46	0.0
Miscellaneous	946	2.6	946	0.1	1,286	0.9	946	7.7	946	95.3	5,072	0.6
<b>Total</b>	<b>35,861</b>	<b>100.0</b>	<b>637,353</b>	<b>100.0</b>	<b>143,114</b>	<b>100.0</b>	<b>12,324</b>	<b>100.0</b>	<b>993</b>	<b>100.0</b>	<b>829,645</b>	<b>100.0</b>

**Table 13: Budget by Program and Union**  
(in thousands of Swiss francs)

		Contribution-financed Unions			PCT Union			Madrid Union			Hague Union			Lisbon Union			Total		
		Amount	% of prog	% of union	Amount	% of prog	% of union	Amount	% of prog	% of union	Amount	% of prog	% of union	Amount	% of prog	% of union	Amount	% of prog	% of union
1	Patent Law	367	7.4	1.1	4,454	89.7	0.8	144	2.9	0.1	-	-	-	-	-	-	4,965	100	0.7
2	Trademarks, Industrial Designs and Geographical Indications	985	20.0	3.0	-	-	-	3,201	65.0	2.5	739	15.0	3.0	-	-	-	4,925	100	0.7
3	Copyright and Related Rights	13,019	78.1	40.1	3,254	19.5	0.6	406	2.4	0.3	-	-	-	-	-	-	16,680	100	2.3
4	Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	7,057	100.0	21.7	-	-	-	-	-	-	-	-	-	-	-	-	7,057	100	1.0
5	The PCT System	-	-	-	213,107	100.0	39.8	-	-	-	-	-	-	-	-	-	213,107	100	29.4
6	Madrid System	-	-	-	-	-	-	56,533	96.1	43.3	2,260	3.8	9.1	46	0.1	2.1	58,839	100	8.1
7	WIPO Arbitration and Mediation Center	589	5.2	1.8	7,178	63.4	1.3	3,397	30.0	2.6	136	1.2	0.5	23	0.2	1.0	11,322	100	1.6
8	Development Agenda Coordination	-	-	-	3,072	88.9	0.6	383	11.1	0.3	-	-	-	-	-	-	3,455	100	0.5
9	Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	-	-	-	27,370	88.9	5.1	3,415	11.1	2.6	-	-	-	-	-	-	30,785	100	4.2
10	Transition and Developed Countries	-	-	-	7,716	88.9	1.4	963	11.1	0.7	-	-	-	-	-	-	8,679	100	1.2
11	The WIPO Academy	-	-	-	12,104	88.9	2.3	1,510	11.1	1.2	-	-	-	-	-	-	13,614	100	1.9
12	International Classifications and Standards	505	7.0	1.6	6,349	88.0	1.2	289	4.0	0.2	72	1.0	0.3	-	-	-	7,215	100	1.0
13	Global Databases	-	-	-	6,683	75.6	1.2	2,051	23.2	1.6	106	1.2	0.4	-	-	-	8,840	100	1.2
14	Services for Access to Information and Knowledge	100	1.3	0.3	6,228	79.3	1.2	1,398	17.8	1.1	120	1.5	0.5	3	0.0	0.1	7,850	100	1.1
15	Business Solutions for IP Offices	-	-	-	12,957	88.9	2.4	1,617	11.1	1.2	-	-	-	-	-	-	14,574	100	2.0
16	Economics and Statistics	-	-	-	6,150	88.9	1.1	767	11.1	0.6	-	-	-	-	-	-	6,918	100	1.0
17	Building Respect for IP	-	-	-	3,647	88.9	0.7	455	11.1	0.3	-	-	-	-	-	-	4,102	100	0.6
18	IP and Global Challenges	-	-	-	5,021	88.9	0.9	627	11.1	0.5	-	-	-	-	-	-	5,648	100	0.8
19	Communications	-	-	-	14,592	88.9	2.7	1,821	11.1	1.4	-	-	-	-	-	-	16,412	100	2.3
20	External Relations, Partnerships and External Offices	-	-	-	11,784	88.9	2.2	1,470	11.1	1.1	-	-	-	-	-	-	13,255	100	1.8
21	Executive Management	831	4.1	2.6	14,548	72.6	2.7	3,858	19.2	3.0	741	3.7	3.0	69	0.3	3.1	20,047	100	2.8
22	Program and Resource Management	1,436	3.8	4.4	25,860	67.7	4.8	9,153	24.0	7.0	1,634	4.3	6.6	119	0.3	5.3	38,203	100	5.3
23	Human Resources Management and Development	1,021	4.1	3.1	17,874	72.6	3.3	4,740	19.2	3.6	911	3.7	3.7	85	0.3	3.8	24,630	100	3.4
24	General Support Services	1,601	4.1	4.9	28,035	72.6	5.2	7,435	19.2	5.7	1,429	3.7	5.7	133	0.3	5.9	38,634	100	5.3
25	Information and Communication Technology	1,879	3.6	5.8	37,627	72.2	7.0	9,641	18.5	7.4	2,786	5.3	11.2	156	0.3	7.0	52,088	100	7.2
26	Internal Oversight	230	4.1	0.7	4,027	72.6	0.8	1,068	19.2	0.8	205	3.7	0.8	19	0.3	0.9	5,550	100	0.8
27	Conference and Language Services	1,622	4.1	5.0	28,400	72.6	5.3	7,532	19.2	5.8	1,448	3.7	5.8	134	0.3	6.0	39,136	100	5.4
28	Information Assurance, Safety and Security	958	4.1	2.9	16,766	72.6	3.1	4,447	19.2	3.4	855	3.7	3.4	79	0.3	3.5	23,104	100	3.2
30	SMEs and Entrepreneurship Support	-	-	-	5,624	88.9	1.0	702	11.1	0.5	-	-	-	-	-	-	6,326	100	0.9
31	The Hague System	-	-	-	-	-	-	-	-	-	11,193	100.0	44.9	-	-	-	11,193	100	1.5
32	Lisbon System	-	-	-	-	-	-	-	-	-	-	-	-	1,347	100.0	60.2	1,347	100	0.2
	Unallocated	305	4.1	0.9	5,339	72.6	1.0	1,416	19.2	1.1	272	3.7	1.1	25	0.3	1.1	7,357	100	1.0
	<b>TOTAL</b>	<b>32,505</b>	<b>4.5</b>	<b>100.0</b>	<b>535,768</b>	<b>73.8</b>	<b>100.0</b>	<b>130,439</b>	<b>18.0</b>	<b>100.0</b>	<b>24,907</b>	<b>3.4</b>	<b>100.0</b>	<b>2,238</b>	<b>0.3</b>	<b>100.0</b>	<b>725,857</b>	<b>100</b>	<b>100.0</b>

## ANNEX IV Evolution and demand for services under The PCT, Madrid and The Hague Systems in the Medium Term

### PCT

1. The level of PCT income is influenced by a variety of factors, including demand for PCT services and applicants' filing behavior. Demand for PCT services is in turn influenced by a number of factors that may be internal or external to the patent system. External factors include: performance of the economy globally, and in countries of the highest and fastest growing demand; research and development (R&D) investment levels; technological confidence levels; and exchange rate fluctuations. Internal factors include: the level of PCT fees as compared to other filing routes; the attractiveness and value of PCT services as compared to other filing routes; the overall credibility of performance of the patent system; and individual corporate patent strategies.

2. Applicants' behavior influences PCT income as follows:

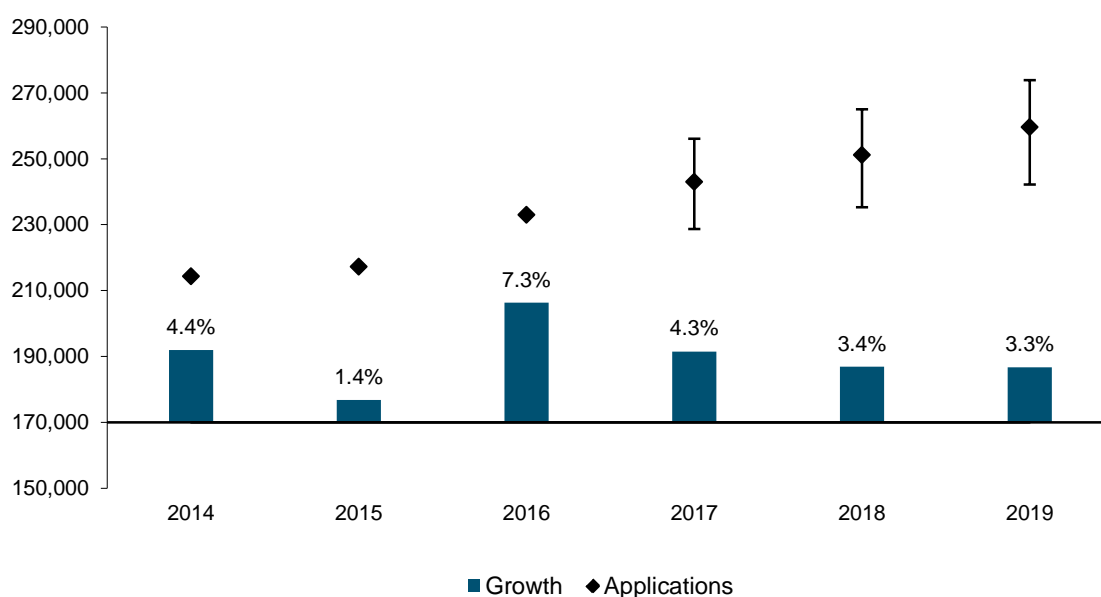
- (i) **Page Fee:** The International Bureau receives 15 Swiss francs for every page over 30 pages in a given application.
- (v) **International Preliminary Examination:** Applicants making use of international preliminary examination under Chapter II of the PCT must pay an additional fee (a "handling fee").
- (vi) **Electronic Filing:** When applicants use electronic (instead of paper) filing they benefit from discounts.
- (vii) **International Bureau as Receiving Office:** Applicants who choose to file their application with the International Bureau acting as Receiving Office (IB/RO) must pay a special fee (the "transmittal fee").

3. The following paragraphs elaborate on current forecasts as regards: the level of demand; the expected level of Chapter II demands; the expected level of electronic filings; and the expected use of IB/RO.<sup>46</sup>

### PCT Filing Forecast (Demand)

4. PCT filings grew strongly in recent years. Chart 1 shows the forecasted number of PCT applications for the years 2016 to 2019 (based on data at the end of March 2017).

Chart 1. PCT Applications 2014 to 2019



<sup>46</sup> All statistics are based on the date of filing of PCT applications or Chapter II demands.

	2014	2015	2016	2017	2018	2019
Applications	214,322	217,233	233,000	243,000	251,200	259,600
Growth	4.4%	1.4%	7.3%	4.3%	3.4%	3.3%
Low bound			-300	-14,300	-15,900	-17,400
High bound			+300	+13,100	+13,800	+14,300

5. Chart 2 below shows the forecasted numbers of files by the country of origin.

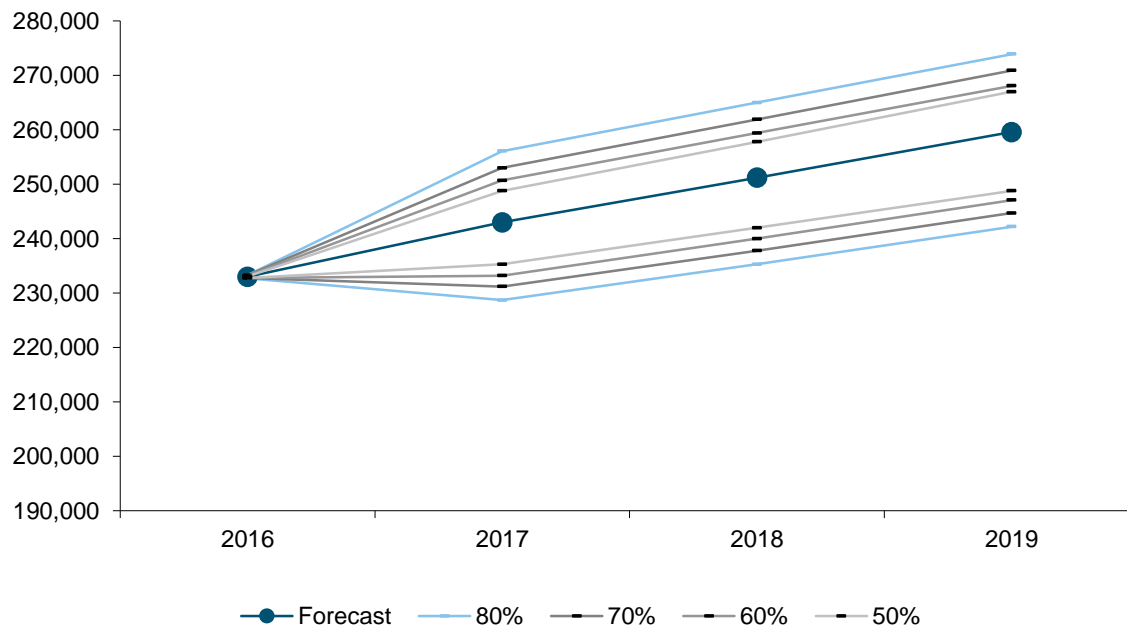
**Chart2: PCT Filings from Selected Countries 2016 to 2019**

	2016	2017	2018	2019
AT	1,422	1,498	1,519	1,558
AU	1,835	1,864	1,867	1,889
BE	1,219	1,262	1,244	1,261
BR	569	619	634	652
CA	2,515	2,646	2,464	2,438
CH	4,360	4,505	4,555	4,626
CN	43,117	44,910	49,025	53,718
DE	18,466	18,998	19,043	19,228
DK	1,352	1,371	1,380	1,394
ES	1,504	1,555	1,551	1,543
FI	1,633	1,731	1,634	1,632
FR	8,298	8,463	8,559	8,582
G1	3,769	3,998	4,136	4,313
G2	3,007	3,203	3,295	3,414
GB	5,524	5,643	5,742	5,745
IL	1,837	1,843	1,880	1,927
IN	1,544	1,642	1,674	1,734
IT	3,295	3,354	3,546	3,660
JP	45,185	46,917	47,027	47,747
KR	15,841	17,056	18,217	18,791
NL	4,576	4,729	4,820	4,869
NO	653	739	710	718
RU	897	966	1,010	1,033
SE	3,717	3,931	3,968	4,018
SG	878	980	988	1,027
US	56,292	58,597	60,718	62,092

6. The number of international applications will likely be within a range with certain probabilities. The following graph and table indicate the probabilistic distribution of the number of filings.

### Filing Forecast Probabilistic Distribution

#### PCT Filing Scenarios



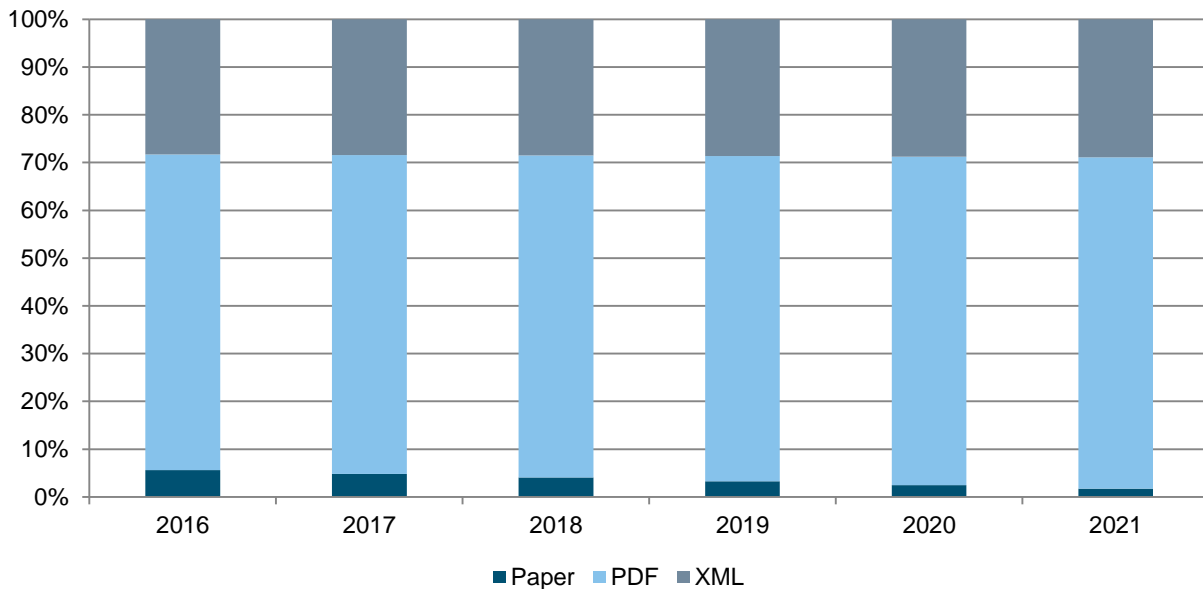
#### PCT Application Scenarios

	Probability	Low	Normal	High
2016	80%	232,700	233,000	233,300
2017		228,700	243,000	256,100
2018		235,300	251,200	265,000
2019		242,200	259,600	273,900
2016	70%	232,800	233,000	233,300
2017		231,200	243,000	253,000
2018		237,800	251,200	261,900
2019		244,700	259,600	270,900
2016	60%	232,800	233,000	233,200
2017		233,200	243,000	250,700
2018		240,000	251,200	259,400
2019		247,100	259,600	268,100
2016	50%	232,800	233,000	233,100
2017		235,300	243,000	248,800
2018		242,000	251,200	257,800
2019		248,800	259,600	267,000

### Use of Electronic Filing Methods

7. The estimated use of electronic filing methods (PDF or XML), as a percentage of total filings, is illustrated in Chart 3 below. As this chart shows, utilization of electronic filings continues to increase steadily. In the year 2016, electronic filing was close to 95 per cent of total filings.

**Chart 3. Use of Electronic Filing Methods (EASY, PDF or XML) as a Percentage of Total Filings 2016 to 2021**



	2016	2017	2018	2019	2020	2021
Paper	5.6%	4.8%	4.1%	3.3%	2.5%	1.7%
PDF	66.1%	66.8%	67.4%	68.0%	68.7%	69.4%
XML	28.3%	28.4%	28.5%	28.7%	28.8%	28.9%

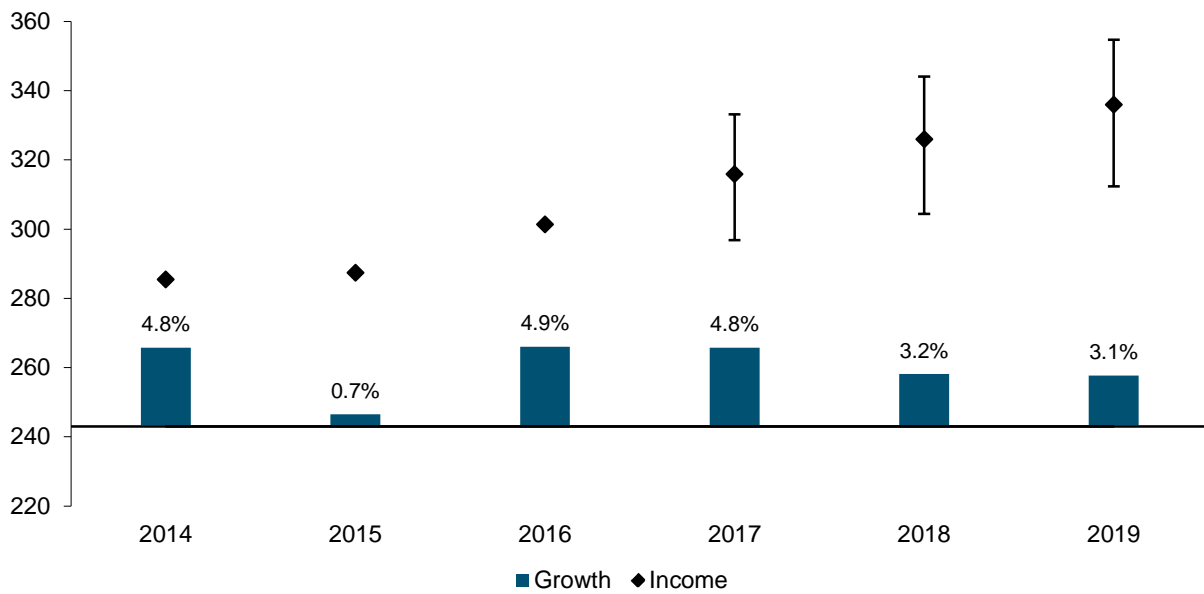
### Expected Level of PCT Income

8. Charts 4 and 5 show forecasted PCT income in the period from 2016 to 2019, by type of income. The charts are based on the expected level of applications (Chart 1), an estimate of the expected level of page fees, the expected level of Chapter II demands, the expected level of electronic filings (Chart 3) and the expected level of RO/IB filings.

9. Chart 4 shows the hypothetical PCT income forecast which is based on the assumptions that (1) all fees are paid within the same of year of filing and (2) all fees are converted to Swiss francs according to WIPO official exchange rates. Hypothetical PCT income indicates the possible revenue generated by the filings, without considering when the money is paid and how it is converted to Swiss francs. Since most applicants eventually pay their fees, the hypothetical income forecast reflects the long-term revenue expectation. The calculation takes into account all the major elements of the PCT fee structure: withdrawals, e-filing reductions and fee reductions for low-income countries.



Chart 4. Hypothetical PCT Income Forecast until 2019

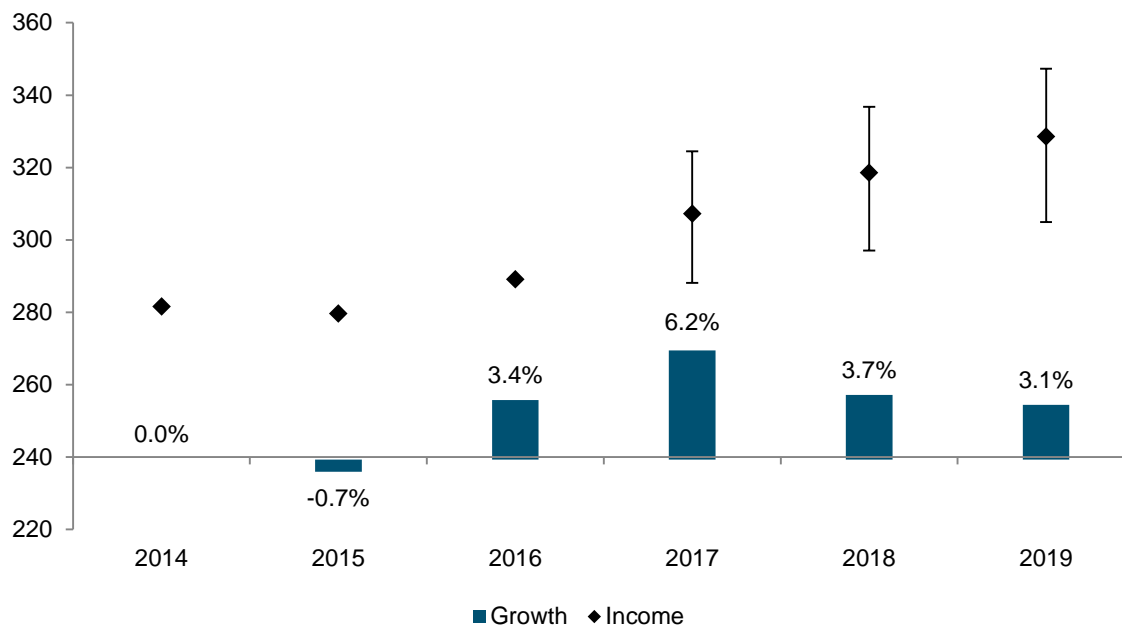


	2014	2015	2016	2017	2018	2019
Basic fee	279.2	282.7	302.9	315.5	325.8	336.4
Page fee	51.5	52.9	54.5	57.3	59.9	62.4
E-filing reduction	-41.8	-43.7	-47.2	-49.4	-51.3	-53.3
Dev country reduction	-7.3	-8.4	-12.7	-11.2	-12.2	-13.3
Handling fee	2.8	2.9	2.8	2.7	2.7	2.7
RO/IB	1.0	1.0	0.9	1.0	1.0	1.0
<b>Total Income</b>	<b>285.4</b>	<b>287.4</b>	<b>301.3</b>	<b>315.8</b>	<b>325.9</b>	<b>335.9</b>
Growth	4.8%	0.7%	4.9%	4.8%	3.2%	3.1%
Low bound			-0.1	-19.0	-21.5	-23.5
High bound			+0.1	+17.3	+18.2	+18.8

### Impact of Payment Delay on PCT Income

10. The hypothetical income forecast assumes that fees are paid within the same year of filing. However, WIPO recognizes its income of the PCT System on the publication dates of PCT applications according to the IPSAS standards. The IPSAS-adjusted PCT income forecasts until 2019 is presented below in Chart 5.

Chart 5. IPSAS-adjusted PCT Income Forecast until 2019



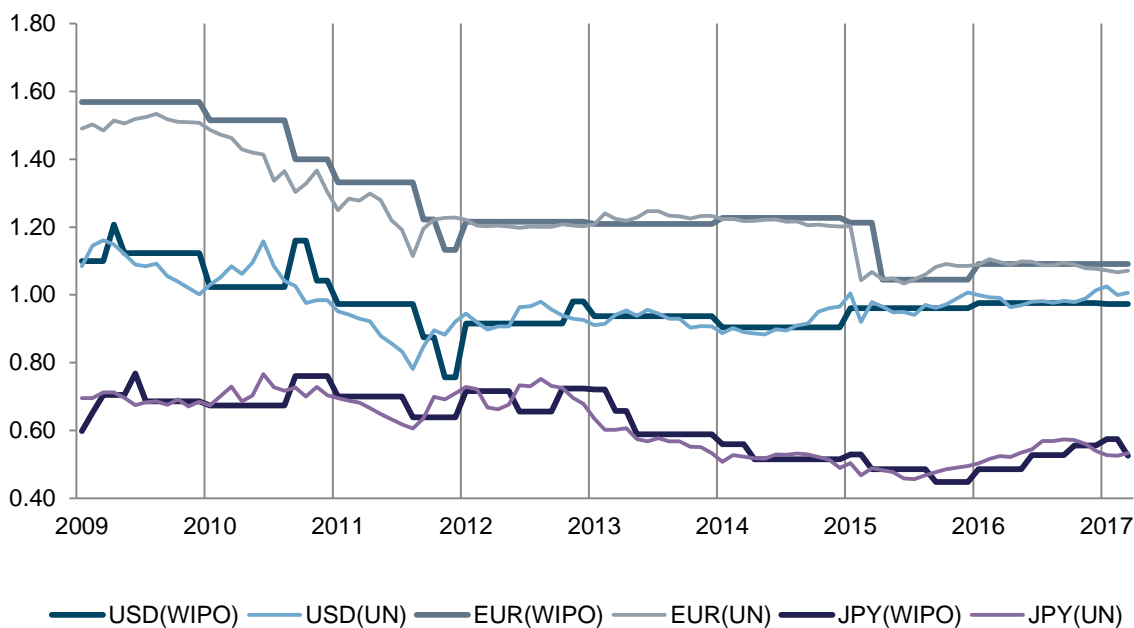
	2014	2015	2016	2017	2018	2019
Income	281.5	279.5	289.1	307.1	318.5	328.5
Growth	0.0%	-0.7%	3.4%	6.2%	3.7%	3.1%
Low bound			-0.1	-19.0	-21.5	-23.5
High bound			+0.1	+17.3	+18.2	+18.8

### Adjustment by Currency Exchange Rates

11. PCT fees are paid in various currencies. For those paid in “freely convertible” currencies, the amount equals to the “equivalent amount” set by the International Bureau; whereas for “not freely convertible” ones, the receiving offices convert them into equivalent amount in Swiss franc, Euro or US dollar (PCT Rule 15). WIPO sets up the equivalent amounts according to the rules prescribed in the Directives of the PCT Assembly: (1) the exchange rates on the first Monday of October is taken as the new WIPO exchange rates for setting the equivalent amounts for the following year; (2) if for more than four consecutive Fridays the exchange rates are changed by 5 per cent, the Director General of WIPO should initiate consultation with offices for setting new equivalent amounts which should be effective after two months from their publication.

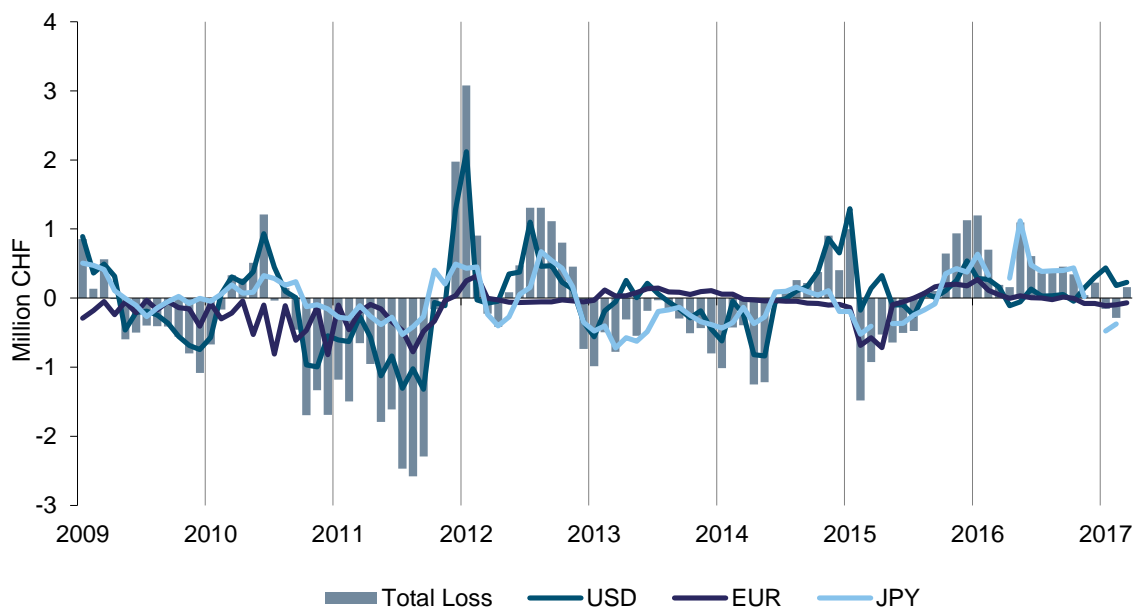
12. Applicants pay international filing fee according to the equivalent amount on the filing date. However, due to delayed implementation of the equivalent amount, the market exchange rates are likely different from the WIPO rates at the time of payment, resulting in a gain or loss of PCT income. The following graph shows the difference between WIPO exchange rates for setting the “equivalent amount” and the UN operational rates of exchange for the three currencies, namely the US dollar, Euro and Japanese Yen.

WIPO Exchange Rates vs UN Exchange Rates against CHF



13. The difference between the equivalent amount on the filing date and the amount converted to Swiss franc on the date of payment under UN exchange rates constitutes gain or loss of the PCT revenue. The following graph shows the monthly gain/loss of the PCT income.

PCT Income Gain/Loss by Exchange Rates



14. In recent years, WIPO recorded both gains and losses due to fluctuations of exchange rates between Swiss francs and other currencies. For example, WIPO gained around 5.8 million Swiss francs in 2016.

15. The current PCT schedule of fees is reproduced in the tables below.

**PCT Fee Schedule (as of January 1, 2004)**  
(in Swiss francs)

Basic fee	1,400
Fee for pages over 30	15
E-filing fee reduction	-100 (Easy) -200 (PDF) -300 (XML)
RO/IB transmittal fee	100
Handling fee	200

**Revised PCT Fee Schedule (as of July 1, 2008)**  
(in Swiss francs)

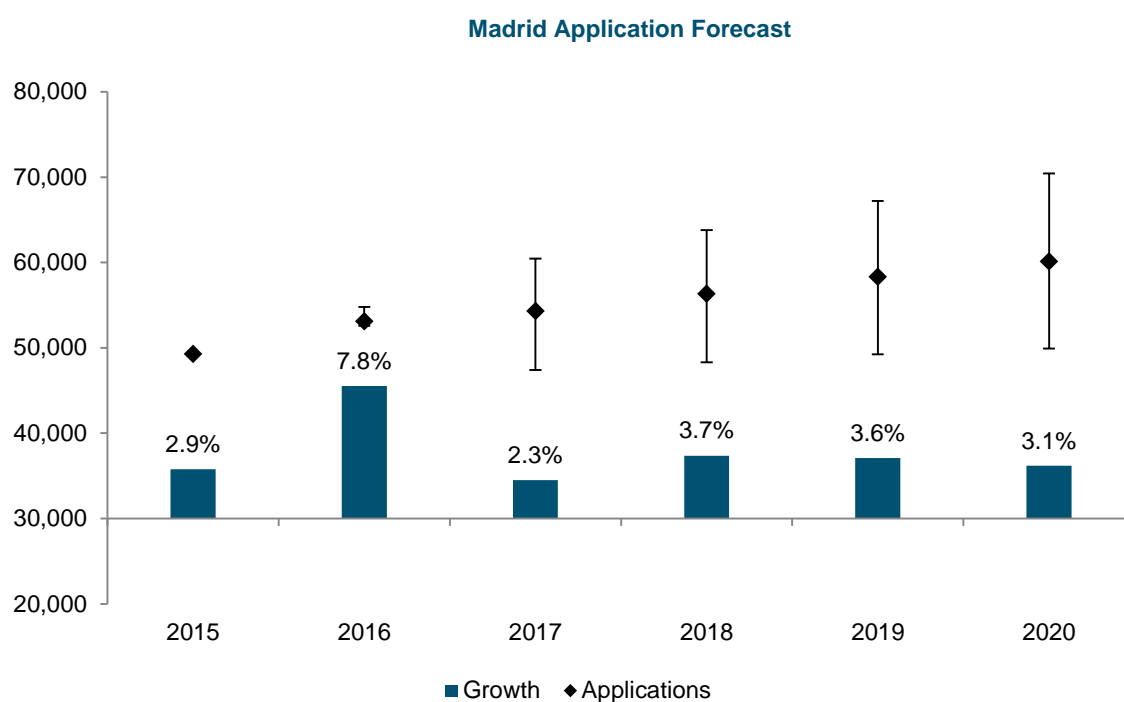
Basic fee	1,330
Fee for pages over 30	15
E-filing fee reduction	-100 (Easy) -200 (PDF) -300 (XML)
RO/IB transmittal fee	100
Handling fee	200

## Madrid

### Madrid - Forecast of Demand for International Registration

16. Chart 6 shows the forecast for the years 2016 to 2020. The forecast of Madrid applications is based on multiple models, including autoregressive models and econometric models. The econometric models are based on actual GDP data and GDP forecasts released by the International Monetary Fund (IMF). The results by different models are further combined to control for the uncertainty arising from the correct model specification.

**Chart 6. Madrid Demand for International Registration**

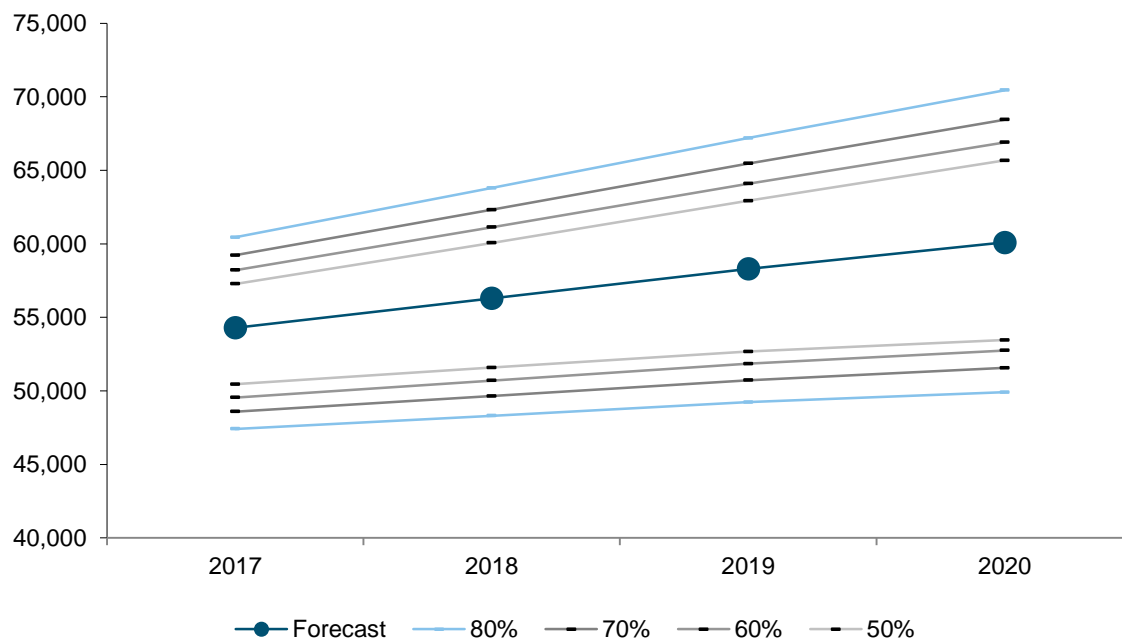


	2015	2016	2017	2018	2019	2020
Applications	49,273	53,100	54,300	56,300	58,300	60,100
Growth	2.9%	7.8%	2.3%	3.7%	3.6%	3.1%
Low bound		-530	-6,880	-7,990	-9,070	-10,190
High bound		+530	+6,150	+7,500	+8,900	+10,350

17. The Madrid applications will likely be within a range with certain probabilities. The following graph and table indicate the probabilistic distribution of applications.

### Application Probabilistic Distribution

#### Application Scenarios



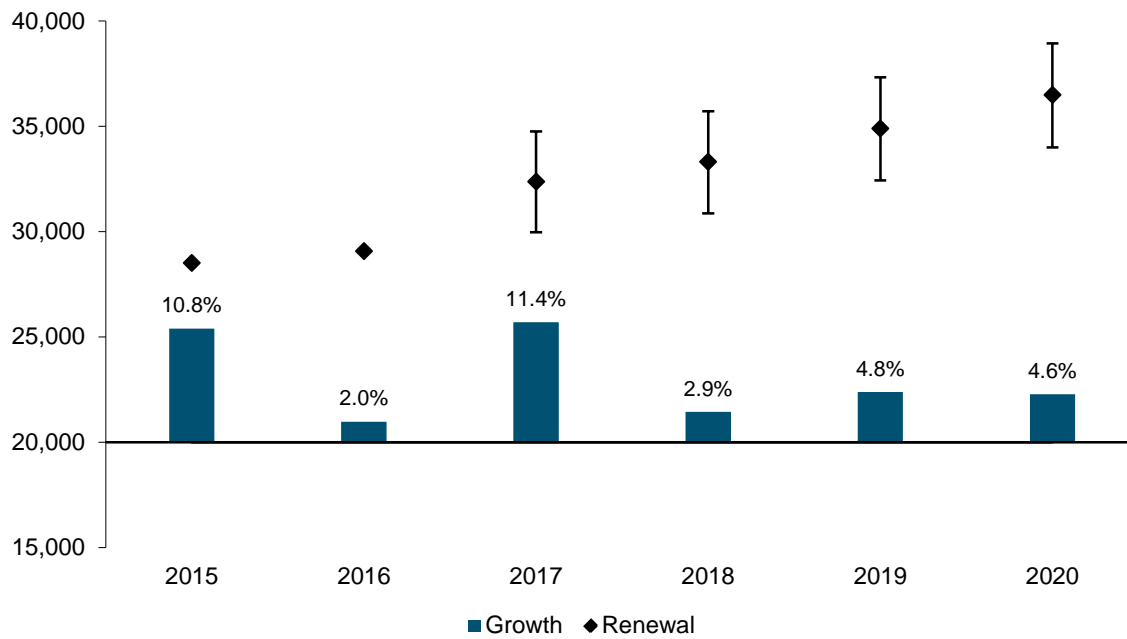
#### Madrid application Scenarios

	Probability	Low	Normal	High
2017	80%	47,420	54,300	60,450
2018		48,310	56,300	63,800
2019		49,230	58,300	67,200
2020		49,910	60,100	70,450
2017	70%	48,590	54,300	59,230
2018		49,650	53,100	62,320
2019		50,720	54,300	65,460
2020		51,560	56,300	68,450
2017	60%	49,550	54,300	58,220
2018		50,700	53,100	61,130
2019		51,850	54,300	64,090
2020		52,750	56,300	66,900
2017	50%	50,450	54,300	57,280
2018		51,590	53,100	60,070
2019		52,670	54,300	62,930
2020		53,460	56,300	65,670

### Madrid - Forecast of Demand for Renewals

18. Chart 7 shows the forecast for the years 2017 to 2020. Renewals are similarly forecasted based on regression models and the transfer model. Results from different models are then combined.

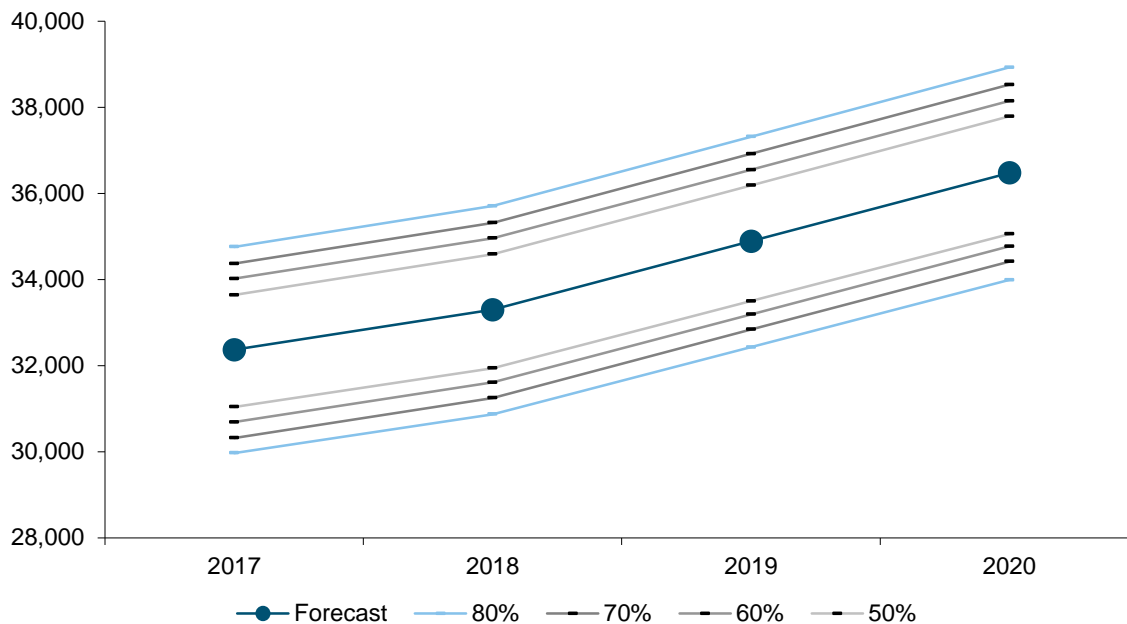
Chart 7. Madrid Renew Forecast



	2015	2016	2017	2018	2019	2020
Renewals	28,501	29,058	32,370	33,300	34,890	36,480
Growth	10.8%	2.0%	11.4%	2.9%	4.8%	4.6%
Low bound			-2,400	-2,430	-2,460	-2,490
High bound			+2,390	+2,410	+2,430	+2,450

Renewal Probabilistic Distribution

Renewal Scenarios



**Madrid Renewal Scenarios**

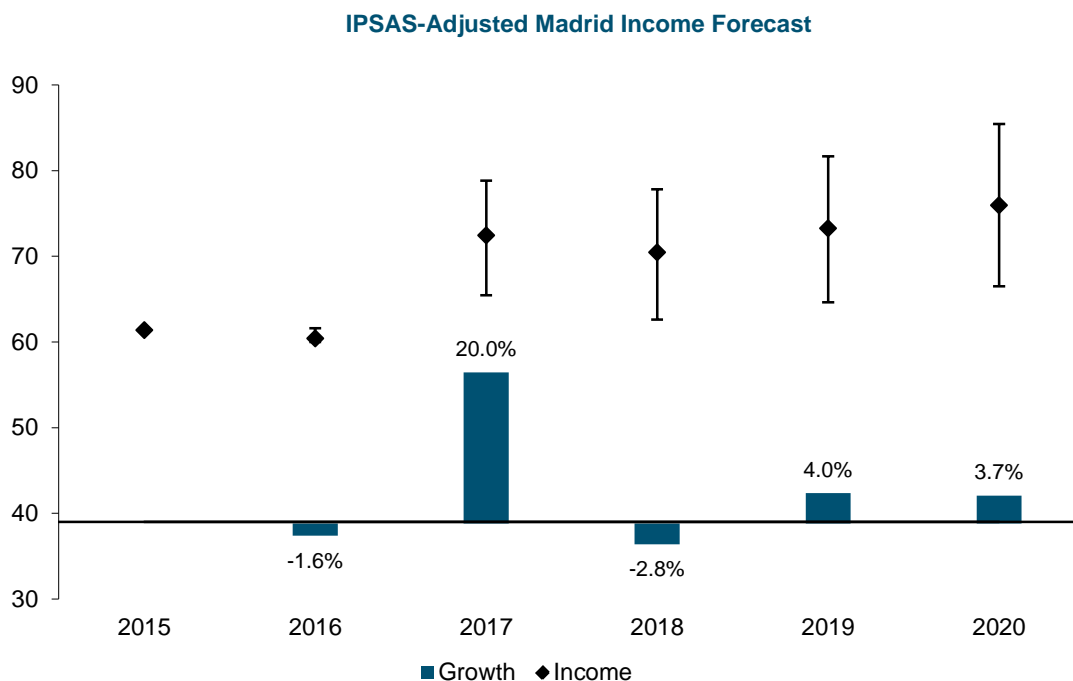
	Probability	Low	Normal	High
2017	80%	29,970	32,370	34,760
2018		30,870	33,300	35,710
2019		32,430	34,890	37,320
2020		33,990	36,480	38,930
2017	70%	30,320	32,370	34,370
2018		31,250	33,300	35,320
2019		32,840	34,890	36,920
2020		34,420	36,480	38,530
2017	60%	30,690	32,370	34,020
2018		31,610	33,300	34,960
2019		33,190	34,890	36,550
2020		34,770	36,480	38,150
2017	50%	31,040	32,370	33,640
2018		31,940	33,300	34,590
2019		33,500	34,890	36,190
2020		35,060	36,480	37,790

**Expected Level of Madrid Fee Income**

19. Madrid fee income derives from three categories of services offered by WIPO under the Madrid System, namely: (a) the recording of international registrations; (b) the recording of renewals; (c) the recording of subsequent designations and (d) other services, including different modifications and the issuance of extracts.

20. WIPO recognizes its income via the Madrid registrations based on publication of those registrations according to the IPSAS standards. Normally the publication happens around two weeks after registration. The income via the Madrid renewals and subsequent designations are recognized on the date of inscription of renewals and subsequent designations. Chart 8 below shows the estimated figures of the IPSAS-adjusted Madrid fee income for the period 2016 to 2020, attributable to each of the above mentioned categories of services. Income estimates are based on the numbers of international registrations and renewals taking possible processing backlogs into account.

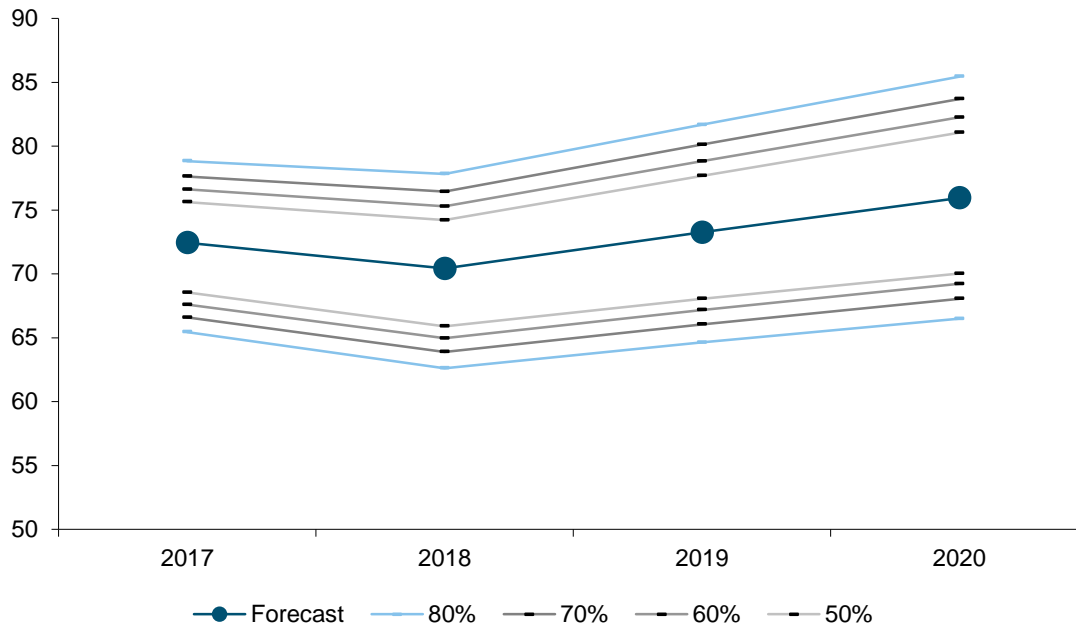
**Chart 8. Expected Level of Madrid Fee Income, by Source**



	2015	2016	2017	2018	2019	2020
Basic fee	33.1	31.1	40.6	37.7	39.1	40.3
Renewal fee	18.6	19.0	21.1	21.7	22.8	23.8
Subsequent designation fee	5.4	5.7	5.9	6.1	6.3	6.5
Others	4.2	4.5	4.8	4.9	5.1	5.3
<b>Total Income</b>	<b>61.4</b>	<b>60.4</b>	<b>72.4</b>	<b>70.4</b>	<b>73.3</b>	<b>76.0</b>
Growth		-1.6%	20.0%	-2.8%	4.0%	3.7%
Low bound		-0.4	-7.0	-7.8	-8.6	-9.5
High bound		+0.4	+6.4	+7.4	+8.4	+9.5

### Income Probabilistic Distribution

#### Income Scenarios



#### Madrid Income Scenarios

	Probability	Low	Normal	High
2017	80%	65.457	72.442	78.838
2018		62.623	70.435	77.830
2019		64.637	73.261	81.687
2020		66.498	75.955	85.452
2015	70%	66.597	72.442	77.636
2016		63.904	70.435	76.447
2017		66.058	73.261	80.122
2018		68.063	75.955	83.704
2015	60%	67.595	72.442	76.617
2016		64.971	70.435	75.291
2017		67.179	73.261	78.824
2018		69.230	75.955	82.262
2015	50%	68.548	72.442	75.634
2016		65.903	70.435	74.220
2017		68.056	73.261	77.681
2018		70.024	75.955	81.063



21. The table below provides information on the actual and expected numbers of registrations and renewals for the period 2015 to 2020 and on the actual and expected evolution of the average fee during that period. The average fee is calculated as the total Madrid fee income divided by the total number of registrations and renewals in any given year.

#### Madrid Total Fee Income and Average Fee

	2015	2016	2017	2018	2019	2020
Madrid registrations	51,938	44,726	58,700	54,300	56,100	58,000
Madrid renewals	28,501	29,058	32,370	33,300	34,890	36,480
Registration + renewal	80,439	73,784	91,070	87,600	90,990	94,480
Madrid income (Million CHF)	61.4	60.4	72.4	70.4	73.3	76.0
Average fee (CHF)	763	818	795	804	805	804

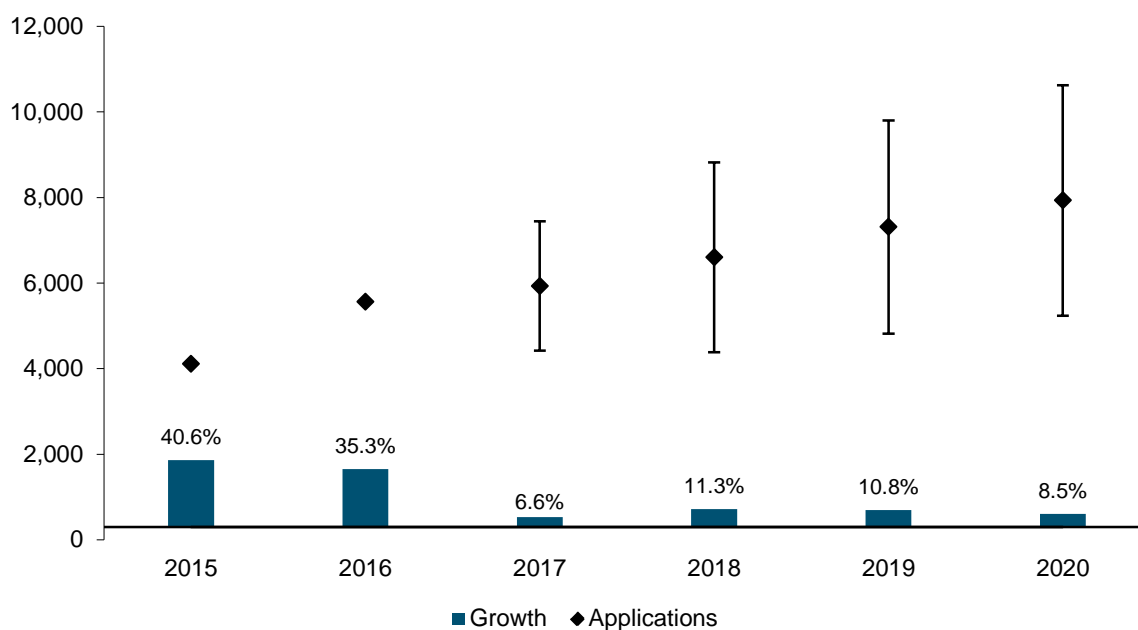
## The Hague

### The Hague - Forecast of Demand for International Registration

22. Chart 9 shows the forecast for the years 2017 to 2020. The forecast of Hague applications is based on multiple models, including autoregressive models and econometric models. The econometric models are based on actual GDP data and GDP forecasts released by the International Monetary Fund. The results by different models are further combined to control for the uncertainty arising from the correct model specification.

Chart 9. The Hague Applications

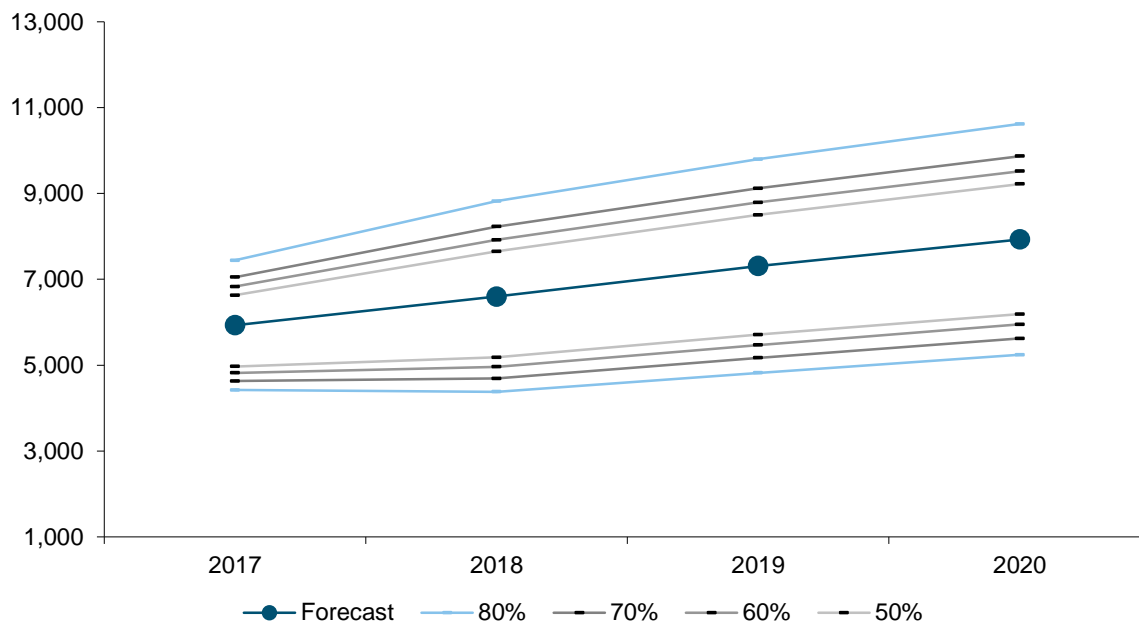
#### Hague Application Forecast



	2015	2016	2017	2018	2019	2020
Applications	4,111	5,562	5,930	6,600	7,310	7,930
Growth	40.6%	35.3%	6.6%	11.3%	10.8%	8.5%
Low bound			-1,510	-2,220	-2,490	-2,690
High bound			+1,510	+2,220	+2,490	+2,690

### Application Probabilistic Distribution

#### Application Scenarios



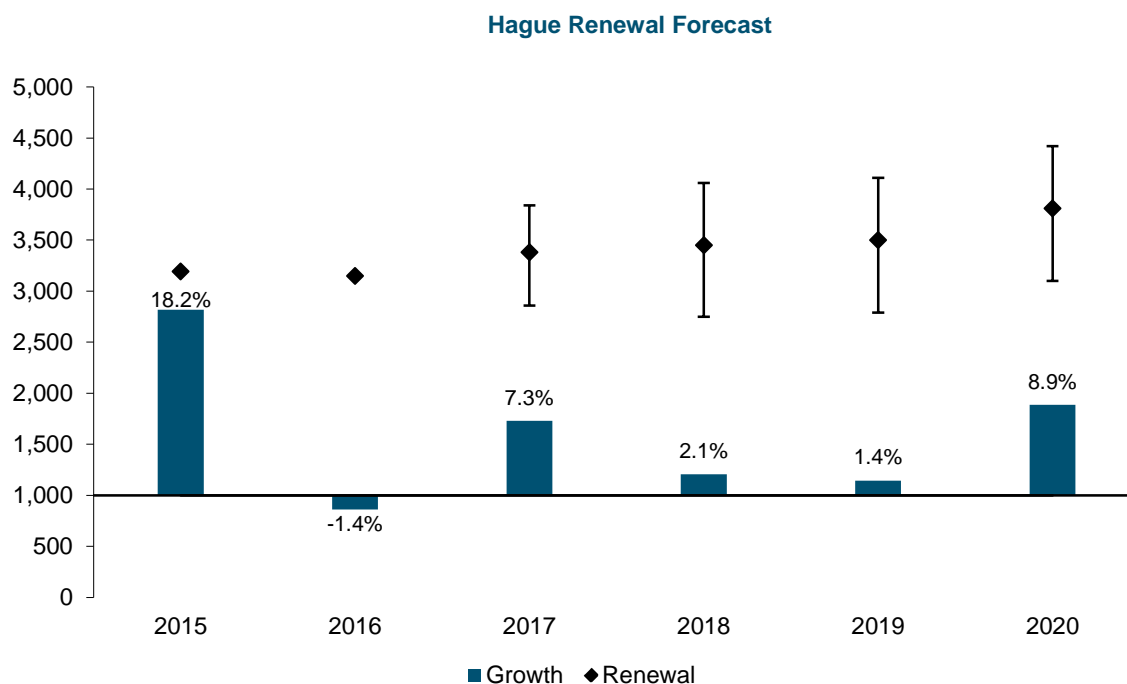
#### The Hague Application Scenarios

	Probability	Low	Normal	High
2017	80%	4,420	5,930	7,440
2018		4,380	6,600	8,820
2019		4,820	7,310	9,800
2020		5,240	7,930	10,620
2017	70%	4,630	5,930	7,050
2018		4,690	6,600	8,230
2019		5,170	7,310	9,120
2020		5,620	7,930	9,870
2017	60%	4,820	5,930	6,830
2018		4,960	6,600	7,920
2019		5,470	7,310	8,790
2020		5,950	7,930	9,520
2017	50%	4,970	5,930	6,630
2018		5,180	6,600	7,650
2019		5,710	7,310	8,500
2020		6,190	7,930	9,220

#### The Hague - Forecast of Demand for Renewals

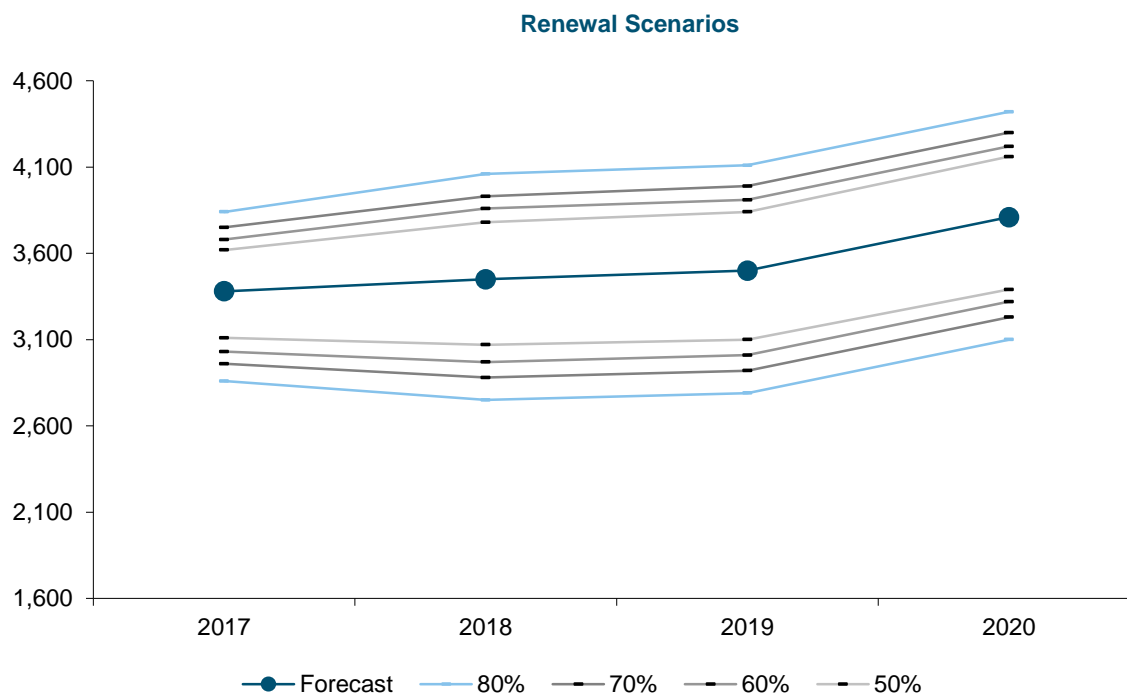
23. Different regression models are employed to forecast registration renewals. In addition to autoregressive models, use is made of the relationship between renewals and registrations with five year lags as well as past renewals with five year lags, since the registrations and renewals five years ago should contribute to the total renewals in the current year.

Chart 10. The Hague Renewal Forecast



	2015	2016	2017	2018	2019	2020
Renewals	3,194	3,150	3,380	3,450	3,500	3,810
Growth	18.2%	-1.4%	7.3%	2.1%	1.4%	8.9%
Low bound			-520	-700	-710	-710
High bound			+460	+610	+610	+610

Renewal Probabilistic Distribution



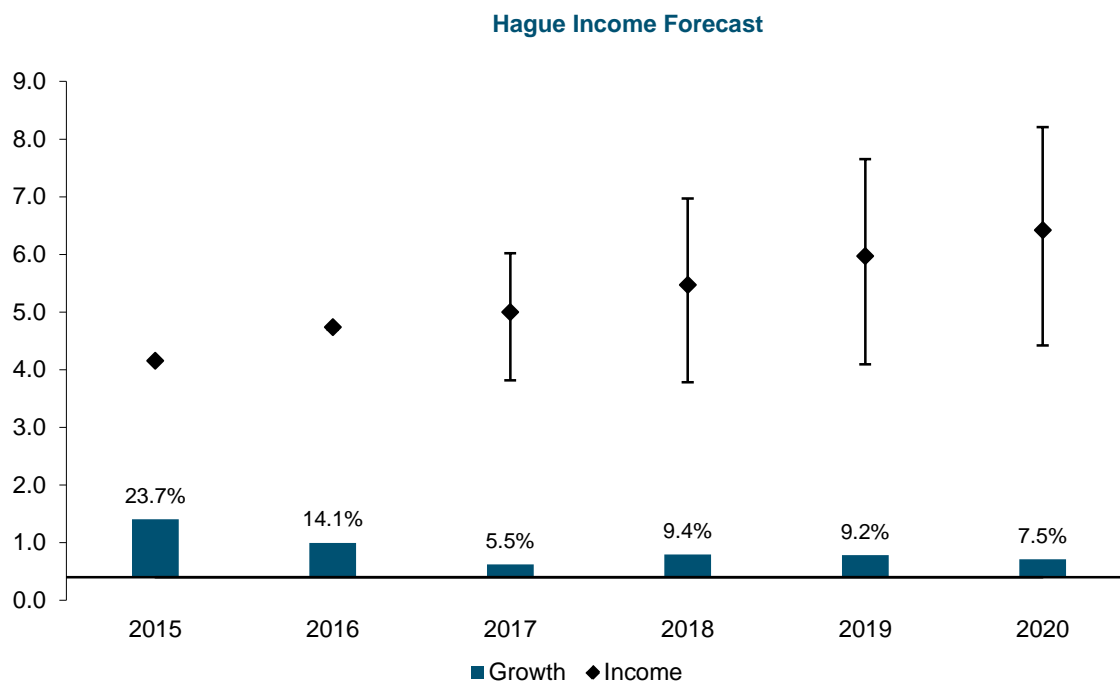
### The Hague Renewal Scenarios

	Probability	Low	Normal	High
2017	80%	2,860	3,380	3,840
2018		2,750	3,450	4,060
2019		2,790	3,500	4,110
2020		3,100	3,810	4,420
2017	70%	2,960	3,380	3,750
2018		2,880	3,450	3,930
2019		2,920	3,500	3,990
2020		3,230	3,810	4,300
2017	60%	3,030	3,380	3,680
2018		2,970	3,450	3,860
2019		3,010	3,500	3,910
2020		3,320	3,810	4,220
2017	50%	3,110	3,380	3,620
2018		3,070	3,450	3,780
2019		3,100	3,500	3,840
2020		3,390	3,810	4,160

### Expected Level of Hague Income

24. The income generated by the Hague System is calculated based on the current fee schedule. The main components of this schedule are the basic fee and renewal fees. These two parts cover about 90 per cent of the income. Other fees are grouped as “Others”.

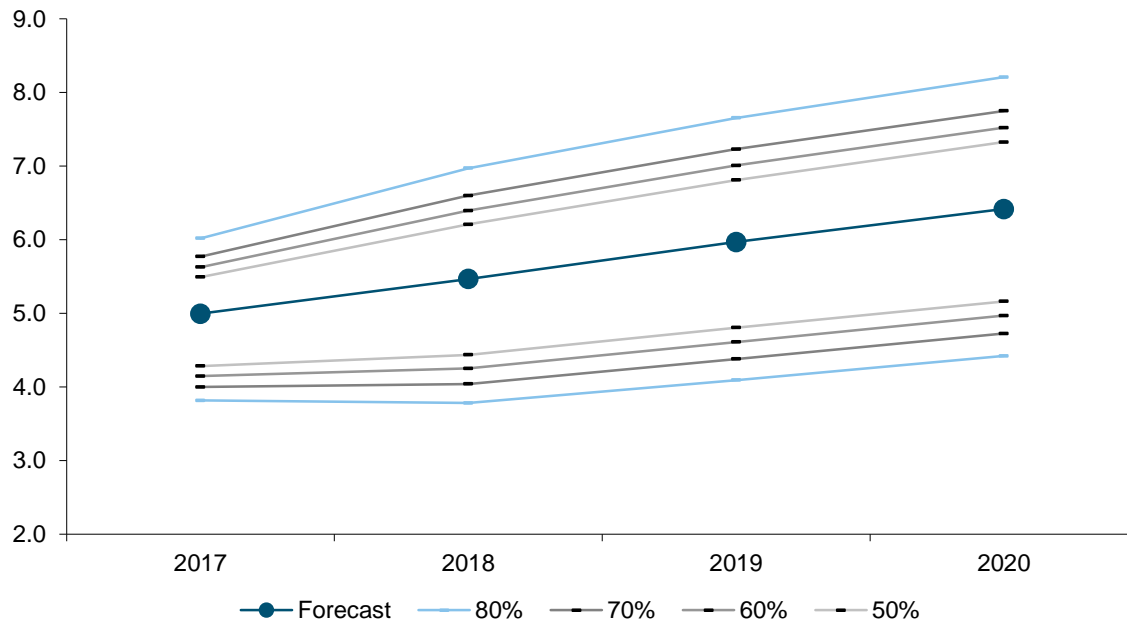
Chart 11. Expected Level of The Hague Fee Income, by Source



	2015	2016	2017	2018	2019	2020
Basic fee	2.8	3.4	3.5	3.9	4.4	4.7
Renewal fee	0.8	0.8	0.8	0.9	0.9	1.0
Others	0.5	0.6	0.6	0.7	0.7	0.8
<b>Total Income</b>	<b>4.1</b>	<b>4.7</b>	<b>5.0</b>	<b>5.5</b>	<b>6.0</b>	<b>6.4</b>
Growth	23.7%	14.1%	5.5%	9.4%	9.2%	7.5%
Low bound			-1.2	-1.7	-1.9	-2.0
High bound			+1.0	+1.5	+1.7	+1.8

### Income Probabilistic Distribution

#### Income Scenarios



#### The Hague Income Scenarios

	Probability	Low	Normal	High
2017	80%	3.815	4.995	6.018
2018		3.781	5.465	6.971
2019		4.091	5.969	7.653
2020		4.420	6.417	8.207
2017	70%	3.999	4.995	5.770
2018		4.041	5.465	6.599
2019		4.378	5.969	7.230
2020		4.725	6.417	7.750
2017	60%	4.146	4.995	5.627
2018		4.250	5.465	6.395
2019		4.610	5.969	7.009
2020		4.969	6.417	7.521
2017	50%	4.284	4.995	5.491
2018		4.436	5.465	6.207
2019		4.805	5.969	6.811
2020		5.161	6.417	7.325

25. Income estimates for 2017 to 2020 in the table below are based on the expected numbers of international registrations and renewals. It should be noted that the income estimates given below are based on the assumption that no changes to the schedule of fees payable to the International Bureau under the Hague system will take place in the forthcoming years.

#### The Hague Total Fee Income and Average Fee

	2015	2016	2017	2018	2019	2020
The Hague registrations	3,581	5,233	5,394	5,650	6,117	6,590
The Hague renewals	3,194	3,150	3,380	3,450	3,500	3,810
Registration + renewal	6,775	8,383	8,774	9,100	9,617	10,400
The Hague income (Million CHF)	4.1	4.7	5.0	5.5	6.0	6.4
Average fee (CHF)	612	565	569	601	621	617

Note: The Hague income estimates are pre-IPSAS adjustments

## ANNEX V Funds in trust resources potentially available for programming

### Funds in Trust Potentially Available for Programming in 2018/19<sup>1</sup> (in thousands of Swiss francs)

	Fund-in-Trust (FIT)	Balance end 2016	Estimated Contributions 2017	Estimated Expenditure end 2017	Expected Balance end 2017	Estimated Contributions 2018/19 <sup>2</sup>	Estimated Available for Programming in 2018/19
Program 21	Australia	1,164	553	1,051	666	-	666
Program 6	China	101	300	250	151	600	751
Program 9	Ibero-American Program for Industrial Property	237	60	80	217	120	337
Program 3	Finland CHF	3	-	3	-	-	-
Program 9	France/IP	705	300	600	405	600	1,005
Program 9	Italy	715	-	345	370	-	370
	Japan						
Program 3	<i>Japan/Copyright</i> <sup>3</sup>	283	469	520	232	938	1,170
Program 9	<i>Japan/IP/Africa</i>	1,563	1,600	1,600	1,563	3,200	4,763
Program 9	<i>Japan/IP3</i>	4,880	3,830	4,860	3,850	7,660	11,510
	Sub-Total, Japan	6,726	5,899	6,980	5,645	11,798	17,443
Program 9	Mexico	215	-	70	145	-	145
Program 9	Portugal CHF	64	-	-	64	-	64
	Republic of Korea						
Program 9	<i>Republic of Korea (IP)</i> <sup>3</sup>	1,200	700	1,500	400	1,400	1,800
Program 3	<i>Republic of Korea (Copyright)</i> <sup>3</sup>	504	350	350	504	700	1,204
Program 11	<i>Republic of Korea (Education)</i>	504	340	450	394	680	1,074
Program 17	<i>Republic of Korea (BRIP)</i>	58	125	145	38	250	288
	Sub-Total, Korea	2,266	1,515	2,445	1,336	3,030	4,366
Program 9	Spain	92	170	160	102	340	442
Program 3	United States of America/USPTO Creative Industries	63	-	63	-	-	-
Program 3	United Nations Office for Partnerships (UNOP)/UNFIP	45	-	45	-	-	-
	<b>TOTAL</b>	<b>12,396</b>	<b>8,797</b>	<b>12,092</b>	<b>9,101</b>	<b>16,488</b>	<b>25,589</b>

<sup>1</sup>The figures do not include interest and exchange rate adjustments. These funds generally provide for activities spanning a period of time exceeding or overlapping with a single biennium.

<sup>2</sup>This column is purely indicative and is based on previous funding patterns. It does not represent Member States' commitments except in those cases where the FIT Agreement includes such a commitment.

<sup>3</sup>Annual contributions may vary.

## ANNEX VI Annual budget tables for IPSAS reporting

1. At the forty-third session of the Assemblies from September 24 to October 3, 2007, Member States approved the principle of the adoption by WIPO of IPSAS by 2010 (reference documents A/43/5 and A/43/16). This approval was related to the United Nations system-wide initiative endorsed by the General Assembly (A/RES/60/283(IV)) to replace the existing United Nations Systems Accounting Standards (UNSAS) with IPSAS, which are internationally recognized. Accordingly, WIPO's financial statements from the year 2010 are prepared in accordance with IPSAS.

2. WIPO's budget continues to be adopted by the Assemblies on a biennial basis. In compliance with IPSAS, the Organization must present financial statements on an annual basis. For this purpose, annual budget figures are provided for both income and expenditure.

**Table 15. Annual Income 2018-2019**  
(in millions of Swiss francs)

Income Sources	2018 Estimated	2019 Estimated
Contributions (unitary)	17.4	17.4
Fees		
<i>PCT System</i>	312.2	321.9
<i>Madrid System</i>	69.0	71.8
<i>Hague System</i>	5.4	5.9
<i>Lisbon System</i>	0.0	0.0
Sub-total, Fees	386.6	399.6
Arbitration	1.6	1.6
Publications	0.2	0.2
Other		
<i>Investment Revenue</i>	0.0	0.0
<i>Miscellaneous</i>	2.5	2.5
Sub-total, Other	2.6	2.6
<b>TOTAL INCOME</b>	<b>408.3</b>	<b>421.3</b>

**Table 16. Annual Expenditure 2018-2019**  
(in millions of Swiss francs)

Cost Categories	2018 Budget	2019 Budget
<b>Personnel Resources</b>		
<i>Posts</i>	212.2	219.4
<i>Temporary Staff</i>	10.6	10.4
<i>Other Staff Costs</i>	1.1	1.1
Sub-total	223.8	230.8
Unallocated (Personnel)	2.7	2.7
Total, Personnel	226.5	233.5
<b>Non-personnel Resources</b>		
<i>Internships and WIPO Fellowships</i>	3.8	3.8
<i>Travel, Training and Grants</i>	15.9	15.9
<i>Contractual Services</i>	90.5	90.5
<i>Finance Costs</i>	0.9	0.9
<i>Operating Expenses</i>	18.0	18.0
<i>Equipment and Supplies</i>	3.0	3.0
Sub-total	131.9	131.9
Unallocated (Non-personnel)	1.0	1.0
Total, Non-Personnel	132.9	132.9
<b>TOTAL EXPENDITURE</b>	<b>359.4</b>	<b>366.4</b>

## ANNEX VII 2018/19 Budget by expected result and program

### Budget by Expected Results and Program (in thousands of Swiss Francs)

Expected Result No. and Description	Program																																UN Total				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32						
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	2,999	1,867	2,959	4,348														386		607																	13,167
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	1,653	1,645	2,835						609	822							319	10	1,022																		8,915
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations		511																																		511	
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	312																																			312	
II.1 Wider and more effective use of the PCT system for filing international patent applications					27,830				444	1,556											471															30,302	
II.2 Improved productivity and service quality of PCT operations				185,277																																185,277	
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs									395	670											611												5,449			7,125	
II.4 Improved productivity and service quality of the Hague operations																																		5,744		5,744	
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs						12,543			508	852											293															14,196	
II.6 Improved productivity and service quality of Madrid operations						46,296																														46,296	
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods								4,212	428	597																										5,238	
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs								7,110																												7,110	
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs																																		703		703	
II.10 Improved productivity and service quality of Lisbon operations																																		644		644	
III.1 National IP strategies and plans consistent with national development objectives			223						8,626	1,462																											10,312
III.2 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		901	2,426	1,713					7,960	1,726	13,614			509		1,519	27		2,070												1,246					33,712	
III.3 Mainstreaming of the DA recommendations in the work of WIPO									3,455	224																											3,680





Expected Result No. and Description	Program																																UN	Total						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	30	31	32									
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders																					3,854	17,561	12,006	35,899	52,088		39,136	2,129									162,673			
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results																					6,969	17,615	12,624																37,208	
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns																					941	1,165																	2,107	
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure																								914				20,976											21,890	
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight																						1,862					5,550												7,411	
Unallocated																																							7,357	7,357
	4,965	4,925	16,680	7,057	213,107	58,839	11,322	3,455	30,785	8,679	13,614	7,215	8,840	7,850	14,574	6,918	4,102	5,648	16,412	13,255	20,047	38,203	24,630	38,634	52,088	5,550	39,136	23,104	6,326	11,193	1,347	7,357	725,857							

**ANNEX VIII 2018/19 Budget by Expected Result**

(in thousands of Swiss francs)

2018/19 Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	13,976	14,902	13,167
I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	9,748	7,906	8,915
I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations	544	560	511
I.4 Growing interest in WIPO as a forum for analysis of issues in relation to the international protection of patents, utility models, layout designs (topographies) of integrated circuits and confidential information	494	368	312
II.1 Wider and more effective use of the PCT system for filing international patent applications, including by developing countries and LDCs	29,156	28,274	30,302
II.2 Improved productivity and service quality of PCT operations	181,080	177,330	185,277
II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	6,617	6,928	7,125
II.4 Improved productivity and service quality of the Hague operations	2,234	3,506	5,744
II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	17,069	17,408	14,196
II.6 Improved productivity and service quality of Madrid operations	42,253	41,736	46,296
II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	4,802	4,491	5,238
II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	6,899	7,199	7,110
II.9 Wider and more effective use of the Lisbon system, including by developing countries and LDCs	896	1,125	703
II.10 Improved productivity and service quality of Lisbon operations	648	588	644
III.1 National IP strategies and plans consistent with national development objectives	10,957	11,677	10,312
III.2 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	39,734	40,199	33,712
III.3 Mainstreaming of the DA recommendations in the work of WIPO	3,885	3,788	3,680
III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	6,273	7,367	10,179
III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	3,125	3,100	7,011
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	7,070	7,250	7,215
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	22,539	22,133	18,726
IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	1,956	2,196	2,476
IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	15,409	15,179	17,434
V.1 Wider and better use of WIPO IP statistical information	2,677	2,447	2,659
V.2 Wider and better use of WIPO economic analysis in policy formulation	3,395	3,874	4,259
VI.1 Progress in the international dialogue among WIPO Member States and relevant international stakeholders on Building Respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	756	1,197	2,080
VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	1,308	1,494	941
VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	3,950	4,815	6,968
VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	12,033	12,965	12,406
VIII.2 Improved service orientation and responsiveness to inquiries	6,219	6,138	7,128
VIII.3 Effective engagement with Member States	7,099	7,040	7,342
VIII.4 Open, transparent and responsive interaction with non-governmental stakeholders	1,128	580	786
VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	6,196	6,189	6,357

2018/19 Expected Result No. and Description	2016/17 Approved Budget	2016/17 Budget after Transfers	2018/19 Proposed Budget
IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	165,356	168,997	162,673
IX.2 An agile and smooth functioning Secretariat with a well managed and appropriately skilled workforce which is effectively delivering results	35,257	36,142	37,208
IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns	2,540	3,097	2,107
IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	18,403	18,385	21,890
IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	7,035	7,043	7,411
Unallocated	6,319	1,420	7,357
	<b>707,036</b>	<b>707,036</b>	<b>725,857</b>

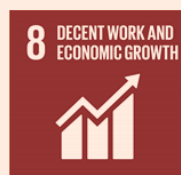
## ANNEX IX WIPO'S contribution to the Sustainable Development Goals (SDGs)



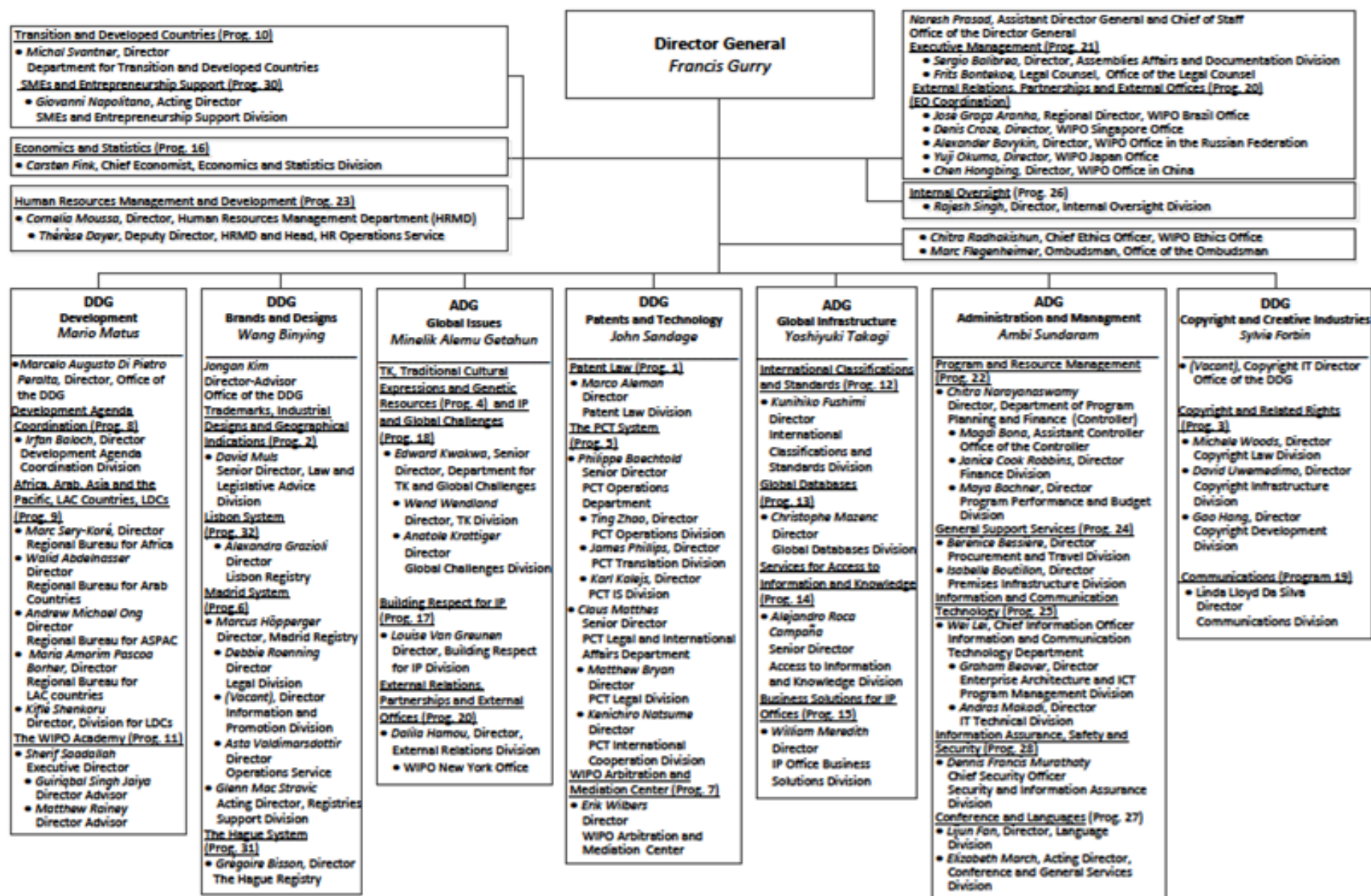
### INNOVATION DIRECTLY CONTRIBUTES



### INNOVATION AS A POLICY SETTING ASSISTS



## ANNEX X WIPO organigram



In accordance with Financial Regulation 2.3 and Rule 102.2(d), the above "detailed organigram of the International Bureau, including names of Directors and Program Managers," is provided to Member States for their information. A regularly updated detailed organigram showing organizational units may also be consulted on the WIPO website.

## IV. APPENDICES

### APPENDIX A Member States' Contributions

(in Swiss francs)

States Members of One or More Contribution-Financed Unions	Contribution Class	Contribution Units 2018/19	Contribution <sup>1</sup> 2018	Contribution <sup>1</sup> 2019	Contribution 2018/19
Afghanistan	Ster	0.03125	1,424	1,424	2,848
Albania	IX	0.25	11,395	11,395	22,790
Algeria	IX	0.25	11,395	11,395	22,790
Andorra	IX	0.25	11,395	11,395	22,790
Angola	Ster	0.03125	1,424	1,424	2,848
Antigua and Barbuda	Sbis	0.0625	2,849	2,849	5,698
Argentina	VIbis	2	91,158	91,158	182,316
Armenia	IX	0.25	11,395	11,395	22,790
Australia	III	15	683,685	683,685	1,367,370
Austria	IVbis	7.5	341,842	341,842	683,684
Azerbaijan	IX	0.25	11,395	11,395	22,790
Bahamas	Sbis	0.0625	2,849	2,849	5,698
Bahrain	S	0.125	5,697	5,697	11,394
Bangladesh	Ster	0.03125	1,424	1,424	2,848
Barbados	Sbis	0.0625	2,849	2,849	5,698
Belarus	IX	0.25	11,395	11,395	22,790
Belgium	IV	10	455,790	455,790	911,580
Belize	Sbis	0.0625	2,849	2,849	5,698
Benin	Ster	0.03125	1,424	1,424	2,848
Bhutan	Ster	0.03125	1,424	1,424	2,848
Bolivia (Plurinational State of)	Sbis	0.0625	2,849	2,849	5,698
Bosnia and Herzegovina	Sbis	0.0625	2,849	2,849	5,698
Botswana	Sbis	0.0625	2,849	2,849	5,698
Brazil	VIbis	2	91,158	91,158	182,316
Brunei Darussalam	S	0.125	5,697	5,697	11,394
Bulgaria	VIbis	2	91,158	91,158	182,316
Burkina Faso	Ster	0.03125	1,424	1,424	2,848
Burundi	Ster	0.03125	1,424	1,424	2,848
Cabo Verde	Sbis	0.0625	2,849	2,849	5,698
Cambodia	Ster	0.03125	1,424	1,424	2,848
Cameroon	Sbis	0.0625	2,849	2,849	5,698
Canada	IV	10	455,790	455,790	911,580
Central African Republic	Ster	0.03125	1,424	1,424	2,848
Chad	Ster	0.03125	1,424	1,424	2,848
Chile	IX	0.25	11,395	11,395	22,790
China	IVbis	7.5	341,842	341,842	683,684
Colombia	IX	0.25	11,395	11,395	22,790
Comoros	Ster	0.03125	1,424	1,424	2,848
Congo	Sbis	0.0625	2,849	2,849	5,698
Cook Islands 2	Sbis	0.0625	2,849	2,849	5,698
Costa Rica	S	0.125	5,697	5,697	11,394
Côte d'Ivoire	Sbis	0.0625	2,849	2,849	5,698
Croatia	VIII	0.5	22,789	22,789	45,578
Cuba	S	0.125	5,697	5,697	11,394
Cyprus	S	0.125	5,697	5,697	11,394

States Members of One or More Contribution-Financed Unions	Contribution Class	Contribution Units 2018/19	Contribution <sup>1</sup> 2018	Contribution <sup>1</sup> 2019	Contribution 2018/19
Czech Republic	VI	3	136,737	136,737	273,474
Democratic People's Republic of Korea	Sbis	0.0625	2,849	2,849	5,698
Democratic Republic of the Congo	Ster	0.03125	1,424	1,424	2,848
Denmark	IV	10	455,790	455,790	911,580
Djibouti	Ster	0.03125	1,424	1,424	2,848
Dominica	Sbis	0.0625	2,849	2,849	5,698
Dominican Republic	S	0.125	5,697	5,697	11,394
Ecuador	S	0.125	5,697	5,697	11,394
Egypt	IX	0.25	11,395	11,395	22,790
El Salvador	Sbis	0.0625	2,849	2,849	5,698
Equatorial Guinea	Ster	0.03125	1,424	1,424	2,848
Eritrea 2	Ster	0.03125	1,424	1,424	2,848
Estonia	IX	0.25	11,395	11,395	22,790
Ethiopia 2	Ster	0.03125	1,424	1,424	2,848
Fiji	Sbis	0.0625	2,849	2,849	5,698
Finland	IV	10	455,790	455,790	911,580
France	I	25	1,139,475	1,139,475	2,278,950
Gabon	Sbis	0.0625	2,849	2,849	5,698
Gambia	Ster	0.03125	1,424	1,424	2,848
Georgia	IX	0.25	11,395	11,395	22,790
Germany	I	25	1,139,475	1,139,475	2,278,950
Ghana	Sbis	0.0625	2,849	2,849	5,698
Greece	VI	3	136,737	136,737	273,474
Grenada	Sbis	0.0625	2,849	2,849	5,698
Guatemala	S	0.125	5,697	5,697	11,394
Guinea	Ster	0.03125	1,424	1,424	2,848
Guinea-Bissau	Ster	0.03125	1,424	1,424	2,848
Guyana	Sbis	0.0625	2,849	2,849	5,698
Haiti	Ster	0.03125	1,424	1,424	2,848
Holy See	IX	0.25	11,395	11,395	22,790
Honduras	Sbis	0.0625	2,849	2,849	5,698
Hungary	VI	3	136,737	136,737	273,474
Iceland	VIII	0.5	22,789	22,789	45,578
India	VIbis	2	91,158	91,158	182,316
Indonesia	VII	1	45,579	45,579	91,158
Iran (Islamic Republic of)	VII	1	45,579	45,579	91,158
Iraq	IX	0.25	11,395	11,395	22,790
Ireland	IV	10	455,790	455,790	911,580
Israel	VIbis	2	91,158	91,158	182,316
Italy	III	15	683,685	683,685	1,367,370
Jamaica	Sbis	0.0625	2,849	2,849	5,698
Japan	I	25	1,139,475	1,139,475	2,278,950
Jordan	S	0.125	5,697	5,697	11,394
Kazakhstan	IX	0.25	11,395	11,395	22,790
Kenya	Sbis	0.0625	2,849	2,849	5,698
Kiribati 2	Ster	0.03125	1,424	1,424	2,848
Kuwait	IX	0.25	11,395	11,395	22,790
Kyrgyzstan	IX	0.25	11,395	11,395	22,790
Lao People's Democratic Republic	Ster	0.03125	1,424	1,424	2,848
Latvia	IX	0.25	11,395	11,395	22,790



States Members of One or More Contribution-Financed Unions	Contribution Class	Contribution Units 2018/19	Contribution <sup>1</sup> 2018	Contribution <sup>1</sup> 2019	Contribution 2018/19
Lebanon	S	0.125	5,697	5,697	11,394
Lesotho	Ster	0.03125	1,424	1,424	2,848
Liberia	Ster	0.03125	1,424	1,424	2,848
Libya	IX	0.25	11,395	11,395	22,790
Liechtenstein	VIII	0.5	22,789	22,789	45,578
Lithuania	IX	0.25	11,395	11,395	22,790
Luxembourg	VII	1	45,579	45,579	91,158
Madagascar	Ster	0.03125	1,424	1,424	2,848
Malawi	Ster	0.03125	1,424	1,424	2,848
Malaysia	VIII	0.5	22,789	22,789	45,578
Maldives 2	Sbis	0.0625	2,849	2,849	5,698
Mali	Ster	0.03125	1,424	1,424	2,848
Malta	Sbis	0.0625	2,849	2,849	5,698
Marshall Islands	Sbis	0.0625	2,849	2,849	5,698
Mauritania	Ster	0.03125	1,424	1,424	2,848
Mauritius	Sbis	0.0625	2,849	2,849	5,698
Mexico	IVbis	7.5	341,842	341,842	683,684
Micronesia (Federates States of)	Sbis	0.0625	2,849	2,849	5,698
Monaco	VII	1	45,579	45,579	91,158
Mongolia	Sbis	0.0625	2,849	2,849	5,698
Montenegro	IX	0.25	11,395	11,395	22,790
Morocco	S	0.125	5,697	5,697	11,394
Mozambique	Ster	0.03125	1,424	1,424	2,848
Myanmar 2	Ster	0.03125	1,424	1,424	2,848
Namibia	Sbis	0.0625	2,849	2,849	5,698
Nepal	Ster	0.03125	1,424	1,424	2,848
Netherlands	III	15	683,685	683,685	1,367,370
New Zealand	VI	3	136,737	136,737	273,474
Nicaragua	Sbis	0.0625	2,849	2,849	5,698
Niger	Ster	0.03125	1,424	1,424	2,848
Nigeria	IX	0.25	11,395	11,395	22,790
Niue	Ster	0.03125	1,424	1,424	2,848
Norway	IV	10	455,790	455,790	911,580
Oman	IX	0.25	11,395	11,395	22,790
Pakistan	S	0.125	5,697	5,697	11,394
Panama	S	0.125	5,697	5,697	11,394
Papua New Guinea	Sbis	0.0625	2,849	2,849	5,698
Paraguay	Sbis	0.0625	2,849	2,849	5,698
Peru	IX	0.25	11,395	11,395	22,790
Philippines	IX	0.25	11,395	11,395	22,790
Poland	VI	3	136,737	136,737	273,474
Portugal	IVbis	7.5	341,842	341,842	683,684
Qatar	IX	0.25	11,395	11,395	22,790
Republic of Korea	IVbis	7.5	341,842	341,842	683,684
Republic of Moldova	IX	0.25	11,395	11,395	22,790
Romania	VIbis	2	91,158	91,158	182,316
Russian Federation	IV	10	455,790	455,790	911,580
Rwanda	Ster	0.03125	1,424	1,424	2,848
Saint Kitts and Nevis	Sbis	0.0625	2,849	2,849	5,698
Saint Lucia	Sbis	0.0625	2,849	2,849	5,698

States Members of One or More Contribution-Financed Unions	Contribution Class	Contribution Units 2018/19	Contribution <sup>1</sup> 2018	Contribution <sup>1</sup> 2019	Contribution 2018/19
Saint Vincent and the Grenadines	Sbis	0.0625	2,849	2,849	5,698
Samoa	Sbis	0.0625	2,849	2,849	5,698
San Marino	IX	0.25	11,395	11,395	22,790
Sao Tome and Principe	Ster	0.03125	1,424	1,424	2,848
Saudi Arabia	VII	1	45,579	45,579	91,158
Senegal	Ster	0.03125	1,424	1,424	2,848
Serbia	VIII	0.5	22,789	22,789	45,578
Seychelles	Sbis	0.0625	2,849	2,849	5,698
Sierra Leone	Ster	0.03125	1,424	1,424	2,848
Singapore	IX	0.25	11,395	11,395	22,790
Slovakia	VI	3	136,737	136,737	273,474
Slovenia	VII	1	45,579	45,579	91,158
Somalia <sup>2</sup>	Ster	0.03125	1,424	1,424	2,848
South Africa	IVbis	7.5	341,842	341,842	683,684
Spain	IV	10	455,790	455,790	911,580
Sri Lanka	S	0.125	5,697	5,697	11,394
Sudan	Ster	0.03125	1,424	1,424	2,848
Suriname	Sbis	0.0625	2,849	2,849	5,698
Swaziland	Sbis	0.0625	2,849	2,849	5,698
Sweden	III	15	683,685	683,685	1,367,370
Switzerland	III	15	683,685	683,685	1,367,370
Syrian Arab Republic	S	0.125	5,697	5,697	11,394
Tajikistan	IX	0.25	11,395	11,395	22,790
Thailand	IX	0.25	11,395	11,395	22,790
The former Yugoslav Republic of Macedonia	VIII	0.5	22,789	22,789	45,578
Timor-Leste	Ster	0.03125	1,424	1,424	2,848
Togo	Ster	0.03125	1,424	1,424	2,848
Tonga	Sbis	0.0625	2,849	2,849	5,698
Trinidad and Tobago	S	0.125	5,697	5,697	11,394
Tunisia	S	0.125	5,697	5,697	11,394
Turkey	VIbis	2	91,158	91,158	182,316
Turkmenistan	IX	0.25	11,395	11,395	22,790
Tuvalu	Ster	0.03125	1,424	1,424	2,848
Uganda	Ster	0.03125	1,424	1,424	2,848
Ukraine	IX	0.25	11,395	11,395	22,790
United Arab Emirates	IX	0.25	11,395	11,395	22,790
United Kingdom	I	25	1,139,475	1,139,475	2,278,950
United Republic of Tanzania	Ster	0.03125	1,424	1,424	2,848
United States of America	I	25	1,139,475	1,139,475	2,278,950
Uruguay	S	0.125	5,697	5,697	11,394
Uzbekistan	IX	0.25	11,395	11,395	22,790
Vanuatu	Ster	0.03125	1,424	1,424	2,848
Venezuela (Bolivarian Republic of)	IX	0.25	11,395	11,395	22,790
Viet Nam	S	0.125	5,697	5,697	11,394
Yemen	Ster	0.03125	1,424	1,424	2,848
Zambia	Ster	0.03125	1,424	1,424	2,848
Zimbabwe	Sbis	0.0625	2,849	2,849	5,698
<b>Total Contributions</b>			<b>17,375,562</b>	<b>17,375,562</b>	<b>34,751,124</b>

<sup>1</sup> The value of one unit remains unchanged for 2018 and 2019 at 45,579 Swiss francs as compared to 2016 and 2017.

<sup>2</sup> States members of WIPO which are not members of any of the Unions.

## APPENDIX B Definition of sources of Income and Cost Categories

### Sources of income

**Contributions:** Contributions of Member States to the Organization under the unitary contribution system (assessed contributions) and subventions received from Member States (voluntary contributions).

**Fees:** Fees for the International Bureau under the PCT, Madrid, Hague and Lisbon Systems, net of related currency adjustments.

**Arbitration:** Fees for the arbitration of domain names, registration fees for the meetings of the WIPO Arbitration and Mediation Center, net of related currency adjustments

**Investment revenue:** Revenues earned from investments, including interest on capital deposits.

**Publications:** Revenues from the sale of publications and from subscriptions to periodicals published by the Secretariat, in paper, CD ROM or any other format.

**Miscellaneous income:** registration fees for conferences and training courses, support charges in respect of extra budgetary activities executed by WIPO and financed by UNDP and trust funds, accounting adjustments (credits) in respect of prior years and currency adjustments, rental of WIPO premises, UPOV's payments to WIPO for administrative support services and write off gains/losses.

### Cost categories

#### Personnel resources

**Posts:** remuneration received by staff members, in particular salaries, post adjustment, dependency allowances, language allowances and overtime, non resident allowances, assignment grant and representation allowances.

**Temporary Staff:** remuneration and allowances paid to professional and general service employees on short-term contracts.

**Other Staff Costs:** provision for professional accident insurance, closed pension funds, litigation costs and Rewards and Recognition program.

#### Non-personnel resources

##### *Internships and WIPO Fellowships*

**Internships:** remuneration and allowances paid to interns.

**WIPO Fellowships:** expenses related to a training activity that provides a monetary grant to qualified individuals for the purpose of fulfilling special learning objectives.

##### *Travel, Training and Grants*

**Staff missions:** travel expenses and daily subsistence allowances for all staff on official travel.

**Third party travel:** travel expenses and daily subsistence allowances for all third parties, including the travel costs of Government officials, participants and lecturers attending WIPO sponsored meetings.

**Training and related travel grants:** travel expenses, daily subsistence allowances and training and other fees in connection with trainees attending courses, seminars, fellowships.

##### *Contractual Services*

**Conferences:** remuneration, travel expenses and daily subsistence allowances for interpreters; renting of conference facilities, and interpretation equipment; refreshments and receptions; and the cost of any other service directly linked to the organization of a conference.

**Publishing:** outside printing and binding; reviews; paper and printing; other printing: reprints of articles published in reviews; brochures; treaties; collections of texts; manuals; working forms and other miscellaneous printed material; production of CD-ROMs, videos, magnetic tapes and other forms of electronic publishing.

**Individual Contractual Services:** remuneration paid in respect of individual contractual services.

**Other Contractual Services:** includes all other contractual services with both commercial and non-commercial service providers.

### ***Finance Costs***

**Finance costs:** Interest on loan; bank charges.

### ***Operating Expenses***

**Premises and maintenance:** acquiring, renting, improving and maintaining office space and renting or maintaining equipment and furniture, external management consultants.

**Communication:** communication expenses such as telephone, internet, facsimile and mail, postage and carriage of documents.

**Representation and Other Operating Expenses:** official hospitality, WIPO contribution to Staff Association and other operating expenses.

**UN Joint Services:** medical assistance, contributions to joint administrative activities within the United Nations system, United Nations cost shared activities, Administrative Tribunal.

### ***Equipment and Supplies***

**Furniture and equipment:** purchase of office furniture, office machines, computer equipment (desktop, laptops, printers, servers, etc), conference servicing equipment, reproduction equipment and transportation equipment.

**Supplies and materials:** stationery and office supplies; internal reproduction supplies (offset, microfilms, etc.); library books and subscriptions to reviews and periodicals; uniforms; computer supplies, software and licenses.

## APPENDIX C Costing for Personnel

1. Following a change in the costing methodology in 2016/17, the personnel resources budget for the biennium 2018/19 has been derived on the basis of actuals based costing.
2. The actuals based costing is based on the latest available UN salary and pensionable remuneration scales for Professionals and higher categories and General Service staff, existing data regarding dependencies, and applicable policies and entitlements for all other staff benefits. Changes in the Staff Rules and Regulations (SRR) and the new common system compensation package for staff in the Professional and higher categories have also been duly taken into account.<sup>47</sup>
3. The costing methodology applied incorporates several cost elements derived at position level, combined to provide an overall costing for personnel resources. The cost elements and the underlying assumptions are summarized below.

### Actuals Based Costing and Underlying Assumptions

	Post (Professional and higher categories and General Service)	Temporary Staff (Professional and higher categories and General Service)
Salary	The salary component for an occupied position is calculated at position level applying the unified salary at projected grade/step of the incumbent. For vacant positions it is based on a grade step 1. The calculated USD amount is converted to Swiss francs, with the application of the post adjustment (PA) multiplier, where applicable (for Professionals and higher categories based on relevant duty station).	The salary component for an occupied position is calculated at position level applying the unified salary scale at projected grade/step of the incumbent. For vacant positions it is based on grade step 1. The calculated USD amount is then converted to Swiss francs, with the application of the post adjustment (PA) multiplier, where applicable (for Professionals and higher categories based on relevant duty station).
Common Staff Costs (CSC)	The Organization's share of the pensionable remuneration (UNJSPF) is added to the total amount. The CSC includes all benefits and entitlements other than salary, provided in accordance with the revised compensation package by the ICSC and Staff Regulations and Rules (such as dependent spouse/single parent /transition allowance, child allowance, medical contributions, home leave, education grant, etc.). The common staff cost is projected and applied at the position level on the basis of a historic pattern of expenditures.	The Organization's share of the pensionable remuneration (UNJSPF) is added to the total amount. The CSC includes all benefits and entitlements other than salary, provided in accordance with the revised compensation package by the ICSC and Staff Regulations and Rules (such as dependent spouse/single parent /transition allowance, child allowance, medical contributions, etc.). The common staff cost is projected and applied at the position level on the basis of a historic pattern of expenditures.
Adjustment	For costing of vacant positions, an assumption of a spouse and a dependent child is applied. The cost of positions is adjusted downward to take into account a 4% expected vacancy rate.	For costing of vacant positions, an assumption of a spouse and a dependent child is applied. No vacancy rate is applied for temporary positions.
Provision for Separation and other related Costs	A 6% provision is applied to the total cost to cover for separation related costs and various after service benefits.	A 1% provision is applied to the total cost to cover for separation related costs.

<sup>47</sup> The General Assembly approved A/RES/70/244 a revised compensation package for the staff in the Professional category and above on 23 December 2015, based on the recommendations of the ICSC. Salary scale applied for the Professional and higher categories as of January 1, 2017; Pensionable remuneration scale as of February 1, 2017; General Service Category Annual salaries and Allowances as of April 1, 2011.

## APPENDIX D Flexibility Formulas

### General

The flexibility formulas are the mechanism which enables the levels of financial resources allocated to the global protection systems (PCT, Madrid, Hague) to be varied to reflect unbudgeted variations in the total volume of registration activities. The flexibility formulas for the PCT, Madrid and Hague systems were revised and approved by their respective Assemblies, which convened from September 24 to October 3, 2007.

### PCT system

The revised flexibility formula for the PCT system is described in document PCT/A/36/5, and it was approved by the PCT Assembly as indicated in document PCT/A/36/13. As noted in these documents, the flexibility formula for PCT was revised to reflect a budget variation of 341,870 Swiss francs per 1,000 unbudgeted PCT international applications. The revised formula no longer linked the variations in the number of applications to variations in the number of staff posts as it was done before. Rather, the formula proposed to vary the total resources allocated to programs involved, allowing to use both personnel resources (such as posts, short-term employees, SSAs, etc.) and non personnel resources (such as outsourcing contracts). The adjustments are allocated to the administration of the PCT system and support services at a 87.5:12.5 ratio.

### Madrid system

The revised flexibility formula for the Madrid system is described in document MM/A/38/5, and it was approved by the Madrid Assembly as reflected in document MM/A/38/6. The new formula allows for adjustments in the Madrid Union budget by 197,060 Swiss francs for each variation of 500 registrations and/or renewals recorded as compared to the approved initial estimates. The formula no longer links the adjustments to staff posts only, but rather allows for adjustments in overall financial resources allocated to the programs directly involved in the processing of the resulting workload. These resources may be of personnel (posts, short-term employees, etc.) and non-personnel nature (e.g., outsourcing contracts). The adjustments are allocated to the administration of the International Trademark Registry and support services at a 87.5:12.5 ratio.

### Hague system

The revised flexibility formula for the Hague system is described in document H/A/24/3, and it was approved by the Hague Assembly as reflected in document H/A/24/4. The new formula provides for adjustments of the Hague Union budget by an amount of 99,024 Swiss francs for each variation of 300 registrations and/or renewals recorded in the Hague Union Registry as compared to the approved initial estimates. The resources may be of personnel and non-personnel nature, and they are allocated to the administration of the Hague Union Registry and support services at a 87.5:12.5 ratio.

## APPENDIX E Acronyms and Abbreviations used in the present document

ABC	Accessible Books Consortium
ACE	Advisory Committee on Enforcement
ADR	Alternative Dispute Resolution
AIMS	Administration Information Management System
ARDI	Access to Research for Development and Innovation
ASEAN	Association of South East Asian Nations
ASHI	After-Service Health Insurance
ASPI	Access to Specialized Patent Information
AUTM	Association of University Technology Managers
AWGIPC	ASEAN Working Group on Intellectual Property Cooperation
BOIP	Benelux Organization for Intellectual Property
CASE	Centralized Access to Search and Examination Results
ccTLDs	country code Top-Level Domain
CDIP	Conference on Development and Intellectual Property
CIS	Commonwealth of Independent States
CLIR	Cross Lingual Information Retrieval
CMG	Crisis Management Group
CMOs	Collective Management Organizations
DA	Development Agenda
DAS	Digital Access Service for Priority Documents
DNS	Domain Name System
ECM	Enterprise Content management
EDMS	Electronic Document Management System
EEC	Eurasian Economic Commission
EPM	Enterprise Performance Management
EPO	European Patent Office
ERP	Enterprise Resource Planning
EU	European Union
FAO	Food and Agricultural Organization
FIT	Fund-in-Trust
GR	Genetic Resources
gTLDs	generic Top-Level Domains
HR	Human Resources
HRMD	Human Resources Management Department
IAOC	Independent Advisory and Oversight Committee
IB	International Bureau
IOD	Internal Oversight Division
ICANN	Internet Corporation for Assigned Names and Numbers
ICE	International Cooperation on Examination
ICSEI	International Cooperation for the Search and Examination of Inventions
ICPIP	Inter-State Council on the Protection of Industrial Property
ICSC	International Civil Service Commission
ICS	Independent Contractor Services
ICT	Information and Communication Technology
IGC	Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore
IGOs	Inter-Governmental Organizations
IIA	Institute of Internal Auditors
IP	Intellectual Property
IPAG	Intellectual Property Agreement Guide
IPAS	IP Office Administration System
IPACIS	Assembly of the CIS Member States

IPC	International Patent Classification
IP-DMD	Intellectual Property Development Matchmaking Database
IPO	Intellectual Property Office
IPoA	Istanbul Programme for Action
IPRs	Intellectual Property Rights
IPSAS	International Public Sector Accounting Standards
ISA	International Searching Authority
IT	Information Technology
IP-TAD	Intellectual Property Technical Assistance Database
IP-ROC	Intellectual Property Roster of Consultants
ISO	International Organization for Standardization
ITIL	Information Technology Infrastructure Library
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
ITU	International Telecommunications Union
LDCs	Least Developed Countries
MTSP	Medium Term Strategic Plan
NGOs	Non-Governmental Organizations
OHIM	Office for Harmonization in the Internal Market (Community Trademarks)
OCR	Optical Character Recognition (OCR)
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
SDA	Service Delivery Agreements
SDG	Sustainable Development Goals
SMEs	Small and Medium Sized Enterprises
SSA	Special Service Agreements
SRR	Staff Regulations and Rules
TA	Travel Authorization
TAG	Transparency, Accountability and Governance
TCEs	Traditional Cultural Expressions/Folklore
TISCs	Technology Innovation Support Centers
TK	Traditional Knowledge
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
UN-DESA	United Nations Department of Social and Economic Affairs
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	Framework Convention on Climate Change
UN H-MOSS	UN Headquarters Minimum Operating Security Standards
UNICC	UN International Computing Centre
UNIDO	United Nations Industrial Development Organization
UNOSSC	United Nations Office for South-South Cooperation
UNSAS	United Nations System Accounting Standards



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UPOV	International Union for the Protection of New Varieties of Plants
USPTO	United States Patent and Trademark Office
VIP	Visually Impaired Persons and other persons with print disabilities
WBO	WIPO Brazil Office
WCC	WIPO Copyright Connection
WCO	World Customs Organization
WCT	WIPO Copyright Treaty
WHO	World Health Organization
WIPO CASE	WIPO Centralized Access to Search and Examination results
WIPOCOS	WIPO Copyright Information System
WJO	WIPO Japan Office
WOC	WIPO Office in China
WPPT	WIPO Performances and Phonograms Treaty
WRO	WIPO Office in the Russian Federation
WSIS	World Summit on the Information Society
WSO	WIPO Singapore Office
WTO	World Trade Organization

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