

## MAIN PROGRAM 02

# **DIRECTION AND EXECUTIVE MANAGEMENT**

### **02.1 Office of the Director General**

### **02.2 Policy Advice, Advisory Commissions, Internal Oversight and External Relations**

### **02.3 Strategic Planning, Budget Control and Legal Affairs**

### **02.4 Liaison Offices and External Coordination**

## **Summary**

46. The emergence of a knowledge economy means that IP issues are critical to national, regional and international policy-making in most areas of economic endeavor. As economic and social structures evolve at an accelerating pace, WIPO is called upon to plan and deliver programs which are flexible, well-targeted and realistic, closely mapping the diverse needs of Member States with disparate economic profiles and responding to short and medium-term needs and priorities. IP-related issues are increasingly complex and cut across diverse fields of expertise. Effective management of the International Bureau, and the delivery of practical and useful programs requires the Director General to consider a diverse array of specific expertise, and to use that expertise in the broader policy and operational context.

47. The Director General will meet these challenges and carry out his executive functions and responsibilities with the direct assistance of his senior officials and the Office of the Director General (sub-program 02.1); the Special Counsel and the Internal Audit and Oversight Division (sub-program 02.2); the Office of Strategic Planning and Policy Development, the Internal Policy Coordination Office, the Office of the Controller; the Office of Legal and Organization Affairs (sub-program 02.3), and the Liaison Offices in New York, Washington D.C. and Brussels (sub-program 02.4). These senior officials and concerned offices provide the Director General with information, analysis, and legal and policy advice required for the direction, executive management and implementation of program activities. They also provide him with feedback on program performance, results achieved, and strategic options to enhance the effectiveness and responsiveness of WIPO's programs. During the 2004-2005 biennium, this Main Program will enhance external

relations and coordination and build upon a strong foundation laid in the previous biennium, working closely with partners in Member States, IGOs, NGOs, and other interest groups, where appropriate, through WIPO's Liaison Offices (sub program 02.4). The Director General will continue to receive advice from the Policy Advisory Commission and the Industry Advisory Commission, the operations of which will be covered by this Main Program (sub-program 02.2).

48. Main Program 02 consolidates all of these executive management functions and resources needed for the purpose of ensuring systematic linkages and coherent coordination of policy directions.

#### SUB-PROGRAM 02.1

#### OFFICE OF THE DIRECTOR GENERAL

**Objective:** To provide administrative support to the Director General.

Expected Result	Performance Indicator
Effective and efficient operation of the Office of the Director General.	Feedback from the Director General.

49. The Director General exercises executive decision-making on all matters pertaining to overall direction, management and policy execution in the implementation of all of WIPO's programs and activities. The Office of the Director General provides administrative support and coordinates with other executive management offices to ensure that the Director General receives timely and substantive assistance.

#### Activities

- Preparation of substantive correspondence on various issues with governments of Member States, regional organizations, NGOs, other institutions and prominent individuals;
- preparation of speeches, briefing materials and statements for the Director General, including the consolidation of substantive contributions of program managers for his personal attention;
- coordination of the servicing of the Assemblies and Conferences of Member States;

- provision of substantive support and follow-up to the Senior Management Team meetings and decisions;
- provision of administrative support, protocol, liaison and representation including organization of official ceremonies and similar functions, and making travel and other arrangements for the Director General and his party on official missions.

#### SUB-PROGRAM 02.2

### **POLICY ADVICE, ADVISORY COMMISSIONS, INTERNAL OVERSIGHT AND EXTERNAL RELATIONS**

**Objective:** To advise the Director General concerning policy directions, external relations and executive management of WIPO.

<b>Expected Results</b>	<b>Performance Indicators</b>
1. Timely provision of the most appropriate policy advice to the Director General.	Feedback from Member States on the results of policy advice in the direction and executive management of the Director General.
2. Better reflection of international trends and the needs of the market sector through inputs and advice from the Policy Advisory Commission (PAC) and the Industry Advisory Commission (IAC).	Number of recommendations made to WIPO resulting in policy or program initiatives.
3. Higher media profile for WIPO and IP issues in general and clarity and accuracy of press articles and of the public writings and statements on IP and WIPO.	Number of articles relating to WIPO appearing in the world press and accuracy of their content.
4. Coherent and comprehensive evaluation used as a tool for the management of WIPO's activities.	The results of evaluations are used to improve the performance and the design of on-going and new programs.
5. Compliance with WIPO's regulations, rules and procedures.	Internal audit reports indicate that the level of non-compliance is minimal.

50. This sub-program aims to provide the Director General with policy advice, information and analysis he needs to ensure that the overall direction and executive management of WIPO responds promptly and effectively to the changing role of IP in economic, social and cultural development. This sub-program will also cover the

service to the Policy Advisory Commission (PAC) and Industry Advisory Commission (IAC), which will continue to provide objective and informed external expert advice to the Director General, particularly with respect to policy-making, medium-term planning, processes and the needs in the market sector. With regard to WIPO's external relations, the sub-program will seek to strengthen the existing close cooperation and coordination with organizations within the United Nations system and other relevant IGOs, especially the WTO and UPOV. Under this sub-program, WIPO will also cultivate new contacts and foster cooperation with a wider range of stakeholders at the executive level.

51. External relations will be further enhanced by a strategic approach to media relations, and effective and judicious protocol services for the Director General and other elements of the Secretariat. Contacts at the highest political level have been significantly expanded, to lay the groundwork for the development of a stronger IP culture. This sub-program will foster a cordial and fruitful atmosphere during high-level activities. It also includes conduct of media relations and public affairs, which will aim to improve general understanding of IP and to dispel misapprehensions about its impact. The creation of an IP culture will require efforts in transmitting core messages about IP to policy-makers in government and the private sector, media outlets, in particular journalists from developing countries.

52. This sub-program also includes internal audit and oversight functions, which will strengthen accountability and organizational learning, and ensure the efficient use of resources in WIPO's operations. The consolidation of WIPO's evaluation practices and the further development of the evaluation system will continue to be pursued during the biennium. The sub-program will provide the Director General with objective, systematic and independent reviews of program implementation and impact, with a view to determining the relevance, effectiveness, efficiency and sustainability of program results measured against their objectives. Internal audit will examine, review and appraise the use of resources in the implementation of approved programs and mandates to determine if they have been used economically, efficiently and in compliance with the applicable rules and regulations. In addition to financial, performance and operational audits, WIPO's investigation framework and procedures will be enhanced.

## **Activities**

- Provision of policy advice to the Director General on internal oversight, program-related affairs and external relations with Member States, international and national organizations in the implementation of WIPO's policies and programs;
- conduct of inter-agency affairs and WIPO's external relations with the United Nations system and other IGOs, especially the WTO and UPOV, including participating in relevant meetings organized by those organizations, providing support to the Director General at the CEB meetings of the UN, and representing WIPO at the UN Communications Group;

- administrative and documentation support and coordination of the agenda and related studies for the Policy Advisory Commission and the Industry Advisory Commission;
- making protocol arrangements for all high-level and diplomatic events;
- ensuring a regular and timely flow of information including core WIPO messages to opinion makers in public and private sectors and civil society, promoting understanding of IP issues, including meetings with journalists from Member States, and monitoring and evaluating media coverage of IP issues and of WIPO;
- preparation of Program Performance Reports and conduct of selected program and project evaluations, and assistance to program managers in planning and conducting evaluations, and in using the results of evaluation to improve performance;
- planning and conducting financial, operational and management audits, preparation of an annual internal audit report, and follow-up on the implementation of recommendations;
- cooperation with the external auditors, including support in audit planning, preparation, follow-up and financing;
- preparation of guidelines and procedures for investigation, and conduct of investigations, as required, jointly with other relevant sectors of WIPO.

#### SUB-PROGRAM 02.3

#### STRATEGIC PLANNING, BUDGET CONTROL AND LEGAL AFFAIRS

**Objective:** To assist and advise the Director General on strategic planning, budget control and legal affairs.

Expected Results	Performance Indicators
1. Increased coherence and integration of WIPO programs.	Feedback from Member States on the relevance of the content and structure of WIPO programs, and more efficient use of resources.
2. High quality, results-based budgetary documents and management reports available at required dates.	Approval by Member States of budgetary documents.

Expected Results	Performance Indicators
3. Timely quality advice and assistance to Member States, the Director General and other entities on a wide range of legal issues relating to the work of the Organization.	Feedback from Member States, the Director General and other entities on the appropriateness and timeliness of the received advice.

53. Under this sub-program, the Director General will be provided with assistance and advice on overall strategic direction, internal policy coordination, budget planning and control, and legal matters. The analysis of evolution in the policy context of IP, and the assessment of possible implications for WIPO will ensure that program activities are adjusted and redirected in the light of strategic changes. As WIPO's activities are required to expand to meet Member States' and stakeholders' interests, and yet program activities must be coordinated at an increasingly complex and sophisticated level, effective internal coordination will be indispensable in order to ensure better use of resources and increased efficiency. The program budget cycle will also be enhanced by the introduction of an Enterprise Resource Planning system (ERP) which will improve WIPO's Results-Based Budgeting (RBB), Activity-Based Control (ABC), annual allotments and workplans.

54. The number and the variety of the legal issues that arise in the work of the Organization have multiplied as the Organization has grown and its activities have become more complex. This sub-program covers provision of Secretariat's services in relation to the on-going work on the constitutional reform and enhancing the Director General's effectiveness as depositary of WIPO-administered conventions and agreements. It also includes general legal services to protect the Organization and minimize legal risk through the timely provision of legal advice to the Director General and other units of the Secretariat. Legal support and contract reviews during negotiation of substantial contracts are provided to enhance their effectiveness.

### Activities

- Providing the Director General with information and analysis of emerging issues and changes in the IP policy environment, particularly in the context of economic, social and cultural development for better focus and synthesis of WIPO's overall policies and alignment with the stated vision, strategy and goals of the Organization;
- assisting program managers in ensuring internal policy coordination and adjustment of the Organization's programs and activities, with a view to eliminating duplication and redundancy, while ensuring continued relevance, coherence and efficiency;
- preparation of the draft Program and Budget for the 2006-2007 biennium including preparation for regular sessions of the Program and Budget Committee;

- certifying commitment to incur obligations in conformity with, among others, availability of budget authorization, available funding and the principles of economical use of resources;
- coordination of the preparation and review of the annual workplans and monitoring of implementation in accordance with Activity-Based Control (ABC);
- support for the development, testing and deployment of new automated finance and budget systems;
- provision of legal advice related to the administration and work of WIPO, on questions concerning the legal status of WIPO, its privileges and immunities, and on questions concerning its staff;
- provision of secretariat services in relation to the legal, administrative and constitutional elements of diplomatic conferences and other meetings of Member States, and secretariat services, including preparation of documents, for the implementation of decisions on Constitutional Reform;
- performance of depositary functions in relation to international treaties and agreements administered by the Organization;
- representation of the Organization before the WIPO Appeal Board and the ILO Administrative Tribunal in all cases affecting the Organization, and preparation of related briefs and other documents;
- oversight of contracts to ensure that WIPO's contractual obligations are in its best interests, substantively and legally, are legally sound, and comply with its internal regulations and applicable law;
- provision of legal advice in the course of the preparation of contracts under negotiation by the Organization and review of contracts before they are entered into by the Organization;
- provision of legal advice, upon request, regarding external claims by and against the Organization.

#### SUB-PROGRAM 02.4

#### **LIAISON OFFICES AND EXTERNAL COORDINATION**

**Objective:** To enhance WIPO's links with, and to promote a better understanding of WIPO's vision and objectives in, the European Community, national and international organizations and institutions in Washington, and the UN headquarters in New York.

Expected Results	Performance Indicators
1. Increased awareness of, and support for WIPO's objectives and work in the field of IP in New York at the UN, in the private sector, media, diplomatic community, and international institutions.	<ul style="list-style-type: none"> <li>• Level of coordination and number of joint initiatives with the UN, international institutions and the IP community.</li> <li>• Number of positive references to WIPO in the media in New York.</li> </ul>
2. Increased awareness of, and support for WIPO's objectives and work in the field of IP among government, private sector, media, diplomatic community, and international institutions such as the World Bank, in Washington D.C.	<ul style="list-style-type: none"> <li>• Number of contacts between Liaison Office and government officials.</li> <li>• Number of events sponsored for IP community (industry groups, associations).</li> <li>• Number of positive references to WIPO in the media in Washington, D.C.</li> </ul>
3. Increased awareness of, and support for WIPO's objectives and work in the field of IP within relevant European Community institutions and organizations.	<ul style="list-style-type: none"> <li>• Level of awareness of WIPO's aims and activities among key European decision makers and opinion formers; the reflection of this awareness in IP discussions and decisions.</li> <li>• Level of understanding of WIPO's objectives and activities among industry associations and NGOs.</li> <li>• Number of positive references to WIPO in economic, specialist and mass media based in Brussels.</li> </ul>
4. A coherent partnership approach to activities for the development and use of the IP system for economic and social development.	<ul style="list-style-type: none"> <li>• Consultations and cooperation between WIPO, the UN, the European Commission and other governmental and intergovernmental institutions on relevant activities.</li> <li>• Number and range of joint or coordinated projects identified and implemented.</li> <li>• Feedback and evaluation on the impact of these projects.</li> </ul>

55. WIPO has established Liaison Offices in New York, Washington D.C. and Brussels as strategic channels through which WIPO strengthened its contact and network with the international IP community, including governments from developing countries without permanent representation in Geneva, industry leaders and NGOs. They assist WIPO headquarters in achieving program objectives, especially in targeting key decision makers in the government sector and the private sector, opinion formers and commentators, and the general public. Situated within major concentrations of diplomatic activity and international dialogue, the three Liaison Offices give WIPO a broader range of engagement, at a time when IP is receiving increasing attention in diverse array of policy processes, and a much



broader range of interlocutors are in need of information on WIPO's role and activities as well as information on the IP system and specific IP issues.

56. The Liaison Offices are well situated to contribute to meetings of relevant IGOs and NGOs, to make better known WIPO's positions on matters of common interest, especially on recent developments in the field of IP and how IPRs can best be deployed as a tool for economic development. The Liaison Offices will develop mutually beneficial working relations and coordinate closely with organizations that lay outside of WIPO's traditional scope of consultation and cooperation, but are now emerging as valuable new partners for WIPO. The Liaison Offices will keep WIPO abreast of developments in policy debates and in international matters, and ensure a flow of feedback from IGO and NGOs, industry and professional associations and other interested bodies that may have an impact on or interest in the operations of WIPO.

### **Activities**

- Liaison and outreach with diplomatic representatives, government agencies, intergovernmental and non-governmental bodies, and the private sector;
- establish partnerships with relevant organizations to host seminars and conferences on IP issues and WIPO activities;
- representing WIPO at briefings, hearings and meetings; information gathering, analysis and reporting on IP policy issues and processes; reporting on developments in the UN and in other bodies and agencies based in Brussels, New York and Washington; general support for the Geneva headquarters as required;
- initiating and monitoring joint projects between WIPO and European entities;
- briefing representatives of industry, businesses and professional associations, civil society and NGOs, including workshops, symposia and seminars, on IP in general, specific aspects of IP of direct concern to them, and on WIPO's role in the promotion and protection of IP;
- periodic briefings for UN staff on recent developments at WIPO, and on select topical and emerging IP issues and on WIPO's contribution;
- outreach to and capacity building for the diplomatic community through training courses, briefings by staff members and in collaboration with other UN bodies such as UNITAR.

### **Resource Description by Object of Expenditure**

57. Total resources of Sfr29,381,000 reflect a program decrease of Sfr1,011,000 or 3.4 per cent with respect to the corresponding amount in the 2002-2003 biennium.

58. For staff resources, an amount of Sfr22,190,000 is shown, a program increase of Sfr75,000 or 0.4 per cent. This includes resources of:

- (i) Sfr21,634,000 for posts, reflecting three additional positions with respect to the previous biennium, the reclassification of three positions to D level, and the reclassification of another two posts, and
- (ii) Sfr556,000 for short-term expenses.

59. For travel and fellowships, an amount of Sfr2,346,000 is shown, a program decrease of Sfr1,014,000 or 30.3 per cent. This includes resources of:

- (i) Sfr1,487,000 for 240 staff missions, and
- (ii) Sfr859,000 for travel of government officials in connection with the holding of two sessions of the Policy Advisory Commission, two sessions of the Industry Advisory Commission, related preparatory task force meetings, and seminars for journalists.

60. For contractual services, an amount of Sfr1,811,000 is shown, a program decrease of Sfr1,185,000 or 39.7 per cent. This includes resources of:

- (i) Sfr525,000 for conferences to cover the cost of interpretation and related costs of holding the sessions of the policy and industry advisory commissions as well as other meetings,
- (ii) Sfr1,010,000 for consultants services,
- (iii) Sfr176,000 for publishing services, and
- (iv) Sfr100,000 for other expenditures, including protocol services.

61. For operating expenses, an amount of Sfr2,814,000 is shown, a program increase of Sfr1,059,000 or 61.0 per cent. This includes resources of:

- (i) Sfr1,440,000 for premises and maintenance to cover the operational costs of WIPO external liaison offices in New York, Washington D.C. and Brussels, including rental expenses and
- (ii) Sfr1,374,000 for communications, Auditor's fees, on-line news sources, representation and other expenses, including the cost of participation in United Nations bodies.

62. For equipment and supplies, an amount of Sfr220,000 is shown, a program increase of Sfr54,000 or 32.7 per cent. This includes resources of:

- (i) Sfr50,000 for furniture and equipment and
- (ii) Sfr170,000 for supplies and materials.

**Table 9.2 Detailed Budget 2004-2005 for Main Program 02****A. Budget Variation by Sub-program and Object of Expenditure** *(in thousands of Swiss francs)*

		2002-2003 Revised	Budget Variation						2004-2005 Proposed
			Program		Cost		Total		
			Amount B	% B/A	Amount C	% C/A	Amount D=B+C	% D/A	
		A							E=A+D
I. By Sub-program									
02.1	Office of the Director-General	3,206	(66)	(2.1)	128	4.0	62	1.9	3,268
02.2	Policy Advice, Advisory Commissions, Internal Oversight and External Relations	8,993	411	4.6	303	3.4	714	7.9	9,707
02.3	Strategic Planning, Budget Control and Legal Affairs	13,272	(3,515)	(26.5)	521	3.9	(2,994)	(22.6)	10,278
02.4	Liaison Offices and External Coordination	3,913	2,159	55.2	56	1.4	2,215	56.6	6,128
TOTAL		29,384	(1,011)	(3.4)	1,008	3.4	(3)	--	29,381
II. By Object of Expenditure									
	Staff Costs	21,153	75	0.4	962	4.5	1,037	4.9	22,190
	Travel and Fellowships	3,344	(1,014)	(30.3)	16	0.5	(998)	(29.8)	2,346
	Contractual Services	2,985	(1,185)	(39.7)	11	0.4	(1,174)	(39.3)	1,811
	Operating Expenses	1,737	1,059	61.0	18	1.0	1,077	62.0	2,814
	Equipment and Supplies	165	54	32.7	1	0.6	55	33.3	220
TOTAL		29,384	(1,011)	(3.4)	1,008	3.4	(3)	--	29,381

**B. Post Variation by Post Category**

Post Category	2002-2003 Revised A	Post Variation B-A	2004-2005 Proposed B
Directors	10	3	13
Professionals	30	(5)	25
General Service	15	5	20
<b>TOTAL</b>	<b>55</b>	<b>3</b>	<b>58</b>

**C. Budget Allocation by Sub-program and Object of Expenditure** *(in thousands of Swiss francs)*

Object of Expenditure	Sub-program				Total
	1 ODG	2 PAACIOER	3 SPBCLA	4 LOEC	
<b>Staff Costs</b>					
Posts	2,386	7,151	9,094	3,003	21,634
Short-term Expenses	39	148	306	63	556
<b>Travel and Fellowships</b>					
Staff Missions	700	272	285	230	1,487
Third Party Travel	--	859	--	--	859
<b>Contractual Services</b>					
Conferences	--	510	15	--	525
Consultants	20	256	240	494	1,010
Publishing	10	10	156	--	176
Other	5	65	30	--	100
<b>Operating Expenses</b>					
Premises and Maintenance	--	--	--	1,440	1,440
Communication and Other	88	416	132	738	1,374
<b>Equipment and Supplies</b>					
Furniture and Equipment	10	20	20	--	50
Supplies and Materials	10	--	--	160	170
<b>TOTAL</b>	<b>3,268</b>	<b>9,707</b>	<b>10,278</b>	<b>6,128</b>	<b>29,381</b>