

## MAIN PROGRAM 02

# Direction and Executive Management

---

## 02.1 Office of the Director General

## 02.2 Special Counsel and Advisory Commissions

## 02.3 Internal Oversight

---

### Summary

64. The accelerating pace by which intellectual property is evolving in practically all spheres of economic and social activity around the world demands that closer attention be paid to the responsiveness of the WIPO programs and activities to both short and medium-term fluctuations and shifts in needs and priorities. In this dynamic environment, and keeping in view the increasing complexities of intellectual property-related issues, a high degree of flexibility in resource mobilization, immediate access to policy advice, and specific expertise and decision-making have become indispensable for effective management of the International Bureau.

65. In order to facilitate a more flexible and rapid response capability, Main Program 02 has been established to consolidate all of the executive management functions and resources, create systematic linkages and strengthen internal coordination and oversight within the Secretariat. In this regard, every effort will be taken to further promote the mutually responsive and efficient relationship between the Director General and the Member States through strategic policy-making and management, facilitated by the Office of the Special Counsel, enriched by the advice of the Policy Advisory Commission (PAC) and the Industry Advisory Commission (IAC), and supported by the internal oversight activities. Under this Main Program, therefore, three sub-programs have been grouped together, namely 02.1 - Office of the Director General, 02.2 - Special Counsel and Advisory Commissions, and 02.3 - Internal Oversight.

## Sub-program 02.1

### Office of the Director General

**Objective:**

To provide administrative support to the Director General.

#### **Background**

66. 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.

67. In discharging his executive functions, the Director General will be assisted by the relevant offices and organizational units and, in particular, by the Office of the Director General, the Special Counsel, the Legal Counsel, the Office of Strategic Planning and Policy Development (OSPPD), the Office of the Controller, and the Internal Audit and Oversight Division. Those offices will provide the Director General, on a continuing basis, with information, analysis and policy advice to facilitate relations with Member States as well as with international, national and non-governmental organizations (NGOs) in the implementation of WIPO's program of work. They will also provide him with feedback on program performance, results achieved, and strategic and timely options to enhance the effectiveness of WIPO's programs.

68. The Office of the Director General provides the Director General with administrative support and coordinates with other executive management offices to ensure that the Director General will receive timely and substantive assistance, including:

- ◆ Preparation of substantive correspondence on various issues with governments of Member States, regional organizations, NGOs, other institutions and prominent individuals.
- ◆ Preparation of speeches, briefing material 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 arrangements for the Director General and his party on official missions.

## Sub-program 02.2

### Special Counsel and Advisory Commissions

#### Objectives:

- ◆ To provide policy advice to the Director General to facilitate relations with Member States, international and national organizations in the implementation of WIPO's policies and programs.
- ◆ To provide policy advice to the Director General on internal coordination, human resources, and program-related affairs.
- ◆ To provide the Policy and Industry Advisory Commissions with administrative and substantive support in order to ensure their continued capacity to provide high-quality "think tank" services.

#### **Background**

69. WIPO's external relations with Member States and national and international organizations continue to grow in scope, complexity and intensity. The Special Counsel will continue to assist the Director General in this regard, and will undertake a range of activities designed to maintain and enhance existing relationships, cultivate new contacts, enter into cooperation agreements with selected international organizations, and help identify and elaborate areas where cooperation and joint arrangements may be exploited to meet specific demands for intellectual property services.

70. The Special Counsel will manage the day-to-day administration of inter-agency affairs, including sorting, analyzing and distributing in-house the relevant official documents and publications of international organizations including the United Nations Departments and Specialized Agencies, ECOSOC, and the World Trade Organization, and preparing correspondence in response to the requests of other international organizations for input to their reports on matters relating to intellectual property or to WIPO's internal functioning. The Special Counsel will ensure that close contact including attendance at appropriate meetings is maintained with all external organizations whose operations relate to intellectual property or have possible bearing on the future orientation of global intellectual property policies, with a view to

articulating and establishing the position of WIPO stakeholders on a broad range of intellectual-property related issues.

71. By maintaining an ongoing and comprehensive exchange of information with program managers, the Special Counsel will also consolidate a global understanding of the internal coordination, cooperation and functioning of WIPO's programs, and will identify any overlap, inefficiency or incongruity in the ongoing operations of the Organization, thus enabling the provision to the Director General of policy advice on internal coordination, human resources and program-related affairs with a view to streamlining, simplifying and standardizing activity across the WIPO spectrum, as well as contributing to the consolidation of the undifferentiated totality of operational information into workable policy and strategy outputs.

72. Serviced by the Office of the Special Counsel, WIPO will also continue to benefit from the operations of the Policy Advisory Commission and the Industry Advisory Commission, particularly with respect to the policy-making and medium-term planning processes of WIPO, its responsiveness to international trends and technological development, and its capacity to anticipate and meet the needs of the market sector and users of the global intellectual property protection systems. Through the two Commissions, the Director General will continue to receive informed and objective advice from eminent international experts from a broad range of professional fields with bearing on intellectual property cooperation and WIPO's operations.

73. The role of the two Commissions will continue to be strictly advisory, to ensure that the Director General has available timely and informed input in the preparation of policy proposals and enhancement of WIPO's operations. Such advisory input continues to be ancillary only, and does not replace or diminish the role of the Member States in the initiation and monitoring of the program of the Organization.

74. Administrative and documentation support and coordination of the agenda and related studies for the PAC and the IAC will be provided by the Special Counsel with the assistance of the Legal Counsel, the Office of the Director General and OSPPD and other relevant organizational units of the Secretariat. It is expected that the PAC and the IAC will meet in plenary once a year during the biennium.

75. In facilitating external relations of the Organization, every effort will be made to promote a most cordial and fruitful atmosphere during important events. For this purpose, appropriate arrangements will be made by the Protocol Division and the Office of the Director General or other concerned units of the Secretariat under the direction of the Special Counsel for all high-level and diplomatic events, during the visits of heads of State or government to WIPO, and the official visits of the Director General abroad.

## Sub-program 02.3

### Internal Oversight

#### Objectives:

- ◆ To reinforce program planning and implementation in the Organization.
- ◆ To enhance the coherence, relevance and effectiveness of the Organization's activities in relation to their objectives.
- ◆ To ensure accountability and efficient use of resources in the Organization's operations, systems and procedures, and to safeguard assets.

#### **Background**

76. The Internal Audit and Oversight Division (IAOD) was established in 2000 to unify the two important functions of Internal Audit and Evaluation, which were separately undertaken under Sub-program 04.3 and Sub-program 02.3, respectively, of the Program and Budget 2000-2001 (document A/34/2). The work of IAOD, in performing evaluations and internal audits, will ensure that WIPO's program and activities, as approved by Member States under the 2002-2003 Program and Budget, provide in an efficient manner the attainment of the expected results.

77. Evaluation is an essential management tool to ensure the continuing relevance of WIPO's programs especially to shifting user demands and to promote a result-oriented management culture. In the 2002-2003 biennium, and in parallel with the organizational transformation to the present result-based planning and budgeting structure, WIPO's evaluation process will undergo further development, effectively enhancing accountability to its stakeholders.

78. The audit function is an indispensable part of the system of accountability and oversight. Audit monitors and ensures the compliance of WIPO's operations with its rules and regulations, as well as the efficiency of WIPO's financial and management procedures, and contributes to an economic and efficient use of resources. Auditing financial transactions and undertaking of management audits will be the main priorities during the 2002-2003 biennium, taking into account the decentralized system of financial control, through which program managers are given increased responsibility in the financial area.

<u>Expected Results</u>	<u>Performance Indicators</u>
1. Systematic monitoring and evaluation of performance by program managers.	❑ Wider use of the system in place for the regular and systematic tracking of work program and assessment of results.
2. Continued use of performance indicators to measure achievements in relation to objectives.	❑ Periodic feedback from program managers on the use of performance measurement as a management tool and on corrective action taken, as appropriate.
3. Compliance with WIPO's regulations, rules and procedures.	❑ Adequate reports by External Auditors.
4. Improvement of administrative and management procedures.	❑ Number of office instructions aimed at improving procedures.

### Activities

- ◆ Continued assistance to program managers with a view to further developing and strengthening the program performance evaluation system of WIPO.
- ◆ Periodic consultations with program managers on program performance evaluation, including self-evaluation, to assess the extent to which the objectives were attained and propose corrective measures.
- ◆ In-depth evaluation of selected programs/activities and dissemination of the results as an input to improved program management and strengthened accountability.
- ◆ Periodic reporting to the Director General and program managers, highlighting positive results and, as necessary, vulnerable areas where corrective action may be needed or where senior management attention may be desirable.
- ◆ Preparation of regular program performance reports of the Director General to the Member States.
- ◆ Planning and conducting financial audits of the accounts and management audits on the adequacy of internal controls, so as to ensure economy, efficiency, regularity of operations and compliance with WIPO's rules, regulations and procedures.
- ◆ Follow-up on findings of previous audits, including preparation of reports on the implementation of related recommendations.
- ◆ Preparation of an annual report on audit activities.

- ◆ Participation in management initiatives on the improvement and streamlining of processes, including further development of audit-related information and tools.
- ◆ Cooperation with the External Auditors, including support in their audit planning, preparation, follow-up and financing.
- ◆ Cooperation with oversight bodies of the United Nations system, including the Joint Inspection Unit (JIU), and other relevant international institutions, as well as participation in related meetings and courses.

**Table 11.2 Detailed Budget 2002-2003**  
**Main Program 02**  
**Direction and Executive Management**

**A. Budget Variation by Object of Expenditure**

<i>Object of Expenditure</i>	<i>2000-2001 Revised Budget A</i>	<i>Variation</i>						<i>2002-2003 Proposed Budget E=A+D</i>
		<i>Program</i>		<i>Cost</i>		<i>Total</i>		
		<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	
		<i>B</i>	<i>B/A</i>	<i>C</i>	<i>C/A</i>	<i>D=B+C</i>	<i>D/A</i>	
Staff Expenses	7,379	(300)	(4.1)	626	8.5	326	4.4	7,705
Travel and Fellowships	1,470	151	10.3	58	3.9	209	14.2	1,679
Contractual Services	1,130	(50)	(4.4)	39	3.5	(11)	(1.0)	1,119
Operating Expenses	503	(16)	(3.2)	18	3.6	2	0.4	505
Equipment and Supplies	25	-	-	-	-	-	-	25
	<b>10,507</b>	<b>(215)</b>	<b>(2.0)</b>	<b>741</b>	<b>7.1</b>	<b>526</b>	<b>5.0</b>	<b>11,033</b>

**B. Budget Variation by Post Category**

<i>Post Category</i>	<i>2000-2001 Revised Budget A</i>	<i>Variation B-A</i>	<i>2002-2003 Proposed Budget B</i>
	Directors	4	(1)
Professionals	7	3	10
General Service	8	(1)	7
<b>TOTAL</b>	<b>19</b>	<b>1</b>	<b>20</b>

**C. Budget Allocation by Sub-program and Detailed Object of Expenditure**

<i>Object of Expenditure</i>	<i>Sub-program</i>			<i>Total</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<b>Staff Expenses</b>				
Posts	2,300	3,686	1,476	7,462
Short-term Expenses	63	120	60	243
<b>Travel and Fellowships</b>				
Staff Missions	700	150	109	959
Government Officials	-	720	-	720
<b>Contractual Services</b>				
Conferences	-	510	-	510
Consultants	20	220	182	422
Publishing	10	-	10	20
Other	5	45	117	167
<b>Operating Expenses</b>				
Communication and Other	88	285	132	505
<b>Equipment and Supplies</b>				
Furniture and Equipment	10	-	5	15
Supplies and Materials	10	-	-	10
<b>Total</b>	<b>3,206</b>	<b>5,736</b>	<b>2,091</b>	<b>11,033</b>