

#### ***Part IV : Administration***

241. Part IV of the draft Program and Budget for the 2002-2003 biennium is the result of the consolidation of all the essential and underlying infrastructure to support the modern operations of the International Bureau. It groups together all the relevant main programs, and maps out a broad strategy for sustaining its growth and development.

242. Part IV of the draft Program and Budget consists of the following main programs:

- Program 15 – Information Technology
- Program 16 – Human Resources Management
- Program 17 – Administrative Services
- Program 18 – Premises

243. The objective of Part IV of the draft Program and Budget is to provide the International Bureau with an essential value-added and cost-effective infrastructure and basic services and, at the same time, modernize the external image of the Organization. Indeed, WIPO's expanding financial base, modern physical facilities, reliance on internal and external information technology and network services and its proactive human resources management and broad-spectrum administrative operations have given the Organization a distinct modern-looking service-oriented corporate image.

244. Part IV consolidates and effectively inter-links the critical main programs that represent the four foundations of the knowledge organization that WIPO is endeavoring to become. This approach reflects the desire and the strategy to bring about two fundamental changes in WIPO. The first is to re-engineer the way expert intellectual property services and specialized intellectual property information are provided to Member States. The second is to equip the International Bureau with highly-trained managers and staff, supported by modern human resources management and full-service administration and housed in adequately furnished working premises.

245. Information Technology — as a basic infrastructure and the subject of massive investments of staff and non-staff resources over the last two biennia — will continue to be given special importance under Main Program 15. Automation Projects such as IMPACT and WIPONET and the internal network services will be facilitated whenever possible, as these are forward-looking investments intended to further enhance the services to Member States while reducing operating costs over the long term. Information Technology input will be extended to human resources management, administrative support services and premises development, as all three require new information technology tools, particularly in the areas of financial management and control, communications, documentation, staff learning systems, and streamlining of administrative processes.

246. The human resources management component is indispensable in a knowledge organization. With the rapid evolution of intellectual property systems encompassing new areas and subject matters with increasing complexities, the supply of highly trained managers and technical staff is of paramount importance. The past two biennia witnessed the difficult struggle to maintain the necessary skill sets in the various departments of the International

Bureau, especially at the senior professional staff levels, and this continuing need, which is expected to intensify in the 2002-2003 biennium, will be addressed under Main Program 16.

247. Administrative support services and the management of WIPO's existing buildings and facilities, and its new premises projects, are undoubtedly among critical and mainstream programs that will keep the Organization running smoothly from day to day. Continuing investments will be made, therefore, in the 2002-2003 biennium, to modernize facilities, systems and various user-oriented administrative services and buildings management in order to ensure the future of the Organization.

248. Clearly, without an adequate human resources management framework, Information Technology, modern administrative services and safe and efficient working environment, WIPO would be seriously handicapped in delivering high-quality and timely services to Member States and to its most important clients – the owners and users of intellectual property worldwide.