

## MAIN PROGRAM 04

# Planning, Budgeting and Control

### 04.1 Strategic Planning and Policy Development

### 04.2 Program Budget and Financial Control

#### Summary

78. The Office of Strategic Planning and Policy Development (OSPPD) and the Office of Controller, under the direct supervision of the Director General, will assist him in discharging his executive functions and oversight responsibilities, including the provision of overall strategic direction, planning, management, policy guidance and leadership in the implementation of all program activities.

79. The responsibilities of the OSPPD include the analysis of trends in intellectual property, formulation of plans, monitoring of developments and assessment of their implications on the vision, strategy, policy and programs of WIPO, provision of substantive support to the development of policies and coordination of program activities.

80. In accordance with the WIPO Financial Regulation 10.1 (b), the Office of the Controller is responsible for preparing budget proposals reflecting the vision and strategy of the Director General, and exercising financial control by monitoring the implementation of program activities.

81. The two Offices, together with the Office of Internal Oversight, will collaborate to implement a dynamic cycle of the result-oriented program and budget, consisting of the planning of programs reflecting the Director General's vision and strategy, the preparation of budget proposals for the programs, the coordinated implementation of programmed activities under proper financial control, the assessment of performance, and refining the strategic planning of programs.

## SUB-PROGRAM 04.1

### Strategic Planning and Policy Development

#### Objectives:

- ◆ To assist the Director General in management responsibilities and in creating and refining the strategic planning and overall policy.
- ◆ To ensure the coherence and integration of WIPO's programs.

## Background

82. With the rapid changes taking place in the world, driven by digital technology, global economic development, and the ever shifting needs and requirements of Member States, OSPPD must remain constantly aware and abreast of WIPO's position, policy and direction at all times. The Organization's dual nature, as a specialized Agency operating within the framework of the United Nations System and as an organization that interacts directly with industry and with the public in the field of intellectual property, requires it to be doubly vigilant and action-oriented towards the rapidly changing landscape.

83. For strategic planning, OSPPD will continue to analyze and evaluate developments and activities in intellectual property involving the Member States of the Organization, market and industry sectors, and civil society. Reflecting the impact of the substantive elements of the foregoing into proposed strategies, policies and activities of WIPO, OSPPD will assist the Director General in ensuring highly-relevant and timely responses to emerging issues.

84. The nature and scope of activities which have been increasingly holistic and cross-cutting, require closer coordination and interaction with all relevant departments and programs across the Secretariat to seek the best means and modalities for WIPO to deliver the highest quality products and services. Through program coordination, OSPPD makes optimal use of internal resources and expertise to effectively address cross-cutting issues and to avoid duplicative or wasteful efforts. Proactive program coordination, maximizing relations with other organizations, maintaining leading edge substantive and technological prowess, and providing timely and state-of-the-art information, are some of the driving forces which will underlie strategic actions under this Main Program.

| Expected Result   | Performance Indicator  |
|---|--|
| Increased coherence and integration of WIPO's programs. | ☐ Number and nature of activities resulting from the policy planning and program coordination. |

## Activities

- ◆ Refinement and synthesis of the Organization's overall policies, ensuring alignment with the stated goals and objectives of the Director General, as approved by the Member States.
- ◆ Coordination and where necessary, adjustment, of the Organization's programs and activities, with a view to eliminating duplication and redundancy, while ensuring continued relevance, coherence and efficiency and a capability to deal with international policy shifts.
- ◆ Strategic and tactical planning of all actions necessary to achieve maximum results and desired benefits from the Organization's programs and activities, and from relations with external entities.

- ◆ Analysis of emerging issues related to intellectual property.
- ◆ Undertaking special projects and activities at the request of the Director General, to further his program, goals and objectives or to meet heretofore unforeseen needs.
- ◆ Undertaking missions, and attending conferences, symposia and meetings, to realize first hand information and trends, maintain the Organization's visibility and cultivate effective professional contacts in all spheres relevant to the work of the Organization.

## **SUB-PROGRAM 04.2**

### **Program Budget and Financial Control**

#### **Objective:**

To facilitate deliberations by the Program and Budget Committee and the General Assembly on program budget and financial issues as well as ensure sound financial management of WIPO.

#### **Background**

85. The program budget cycle translates the vision of the Director General into concrete activities and is central to leading, shaping and coordinating the work of the Secretariat. Member States decide on the activities and determine the level of resources to be made available. During the 2002-2003 biennium, the Office's attention will focus on further improving the program budget cycle, in particular through the introduction of an integrated resource management system. Emphasis will be given to strengthen budgetary control and support the new policies on budget surplus and reserves approved by the General Assembly during the thirty-fifth session in 2000. Further attention will be focused on strengthening WIPO's compliance with the Financial Rules and Regulations and other relevant policies and directives to ensure efficient use of the resources. This is done by building on the recent improvements in budgetary control, such as the introduction of an allotment system, the integration of biennial budget and annual workplan process and the introduction of Activity-Based Control (ABC) for monitoring program implementation. Specifically, guidelines will be established to codify standards for internal budgetary and accounting controls in order to assist, in particular, program managers in budgetary control.

| Expected Results  | Performance Indicators   |
|---|--|
| 1. Budgetary documents and financial reports of high quality and available at required dates.                                 | <input type="checkbox"/> Approval by Member States of high quality, result-based budgetary documents.  |
| 2. Monitoring reports and tools supporting decision making on program implementation.   | <input type="checkbox"/> Number of monitoring reports submitted to the Director General and program managers.<br><input type="checkbox"/> Increased use by program managers of monitoring tools. |
| 3. Financial control exercised in compliance with Financial Rules and Regulations and other relevant policies and directives. | <input type="checkbox"/> Report and opinion of the External Auditors on the financial statements of WIPO.  |

### Activities

- ◆ Preparation of the draft Program and Budget for the 2004-2005 biennium.
- ◆ Preparation of revised project budget for new constructions.
- ◆ Preparation and servicing of up to four sessions of the Program and Budget Committee.
- ◆ Certify 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).
- ◆ Preparation of quarterly and annual forecasts on income and expenditure of WIPO.
- ◆ Support the development, testing and deployment of new automated finance and budget systems.
- ◆ Develop guidelines for budgetary and accounting control.

**Table 11.4. Detailed Budget 2002-2003**  
**Main Program 04**  
**Planning, Budgeting and Control**

**A. Budget Variation by Object of Expenditure**  
(in thousands of Swiss francs)

| Object of Expenditure  | 2000-2001              | Variation    |              |             |            |                 |              | 2002-2003                   |
|------------------------|------------------------|--------------|--------------|-------------|------------|-----------------|--------------|-----------------------------|
|                        | Revised<br>Budget<br>A | Program      |              | Cost        |            | Total           |              | Proposed<br>Budget<br>E=A+D |
|                        |                        | Amount<br>B  | %<br>B/A     | Amount<br>C | %<br>C/A   | Amount<br>D=B+C | %<br>D/A     |                             |
| Staff Expenses         | 5,879                  | (311)        | (5.3)        | 419         | 7.1        | 108             | 1.8          | 5,987                       |
| Travel and Fellowships | 115                    | 35           | 30.4         | 5           | 4.3        | 40              | 34.8         | 155                         |
| Contractual Services   | 555                    | (202)        | (36.4)       | 12          | 2.2        | (190)           | (34.2)       | 365                         |
| Operating Expenses     | 90                     | (3)          | (3.3)        | 3           | 3.3        | -               | -            | 90                          |
| Equipment and Supplies | 20                     | -            | -            | -           | -          | -               | -            | 20                          |
|                        | <b>6,659</b>           | <b>(481)</b> | <b>(7.2)</b> | <b>439</b>  | <b>6.6</b> | <b>(42)</b>     | <b>(0.6)</b> | <b>6,617</b>                |

**B. Budget Variation by Post Category**

| Post Category      | 2000-2001              | Variation | 2002-2003               |
|--------------------|------------------------|-----------|-------------------------|
|                    | Revised<br>Budget<br>A | B-A       | Proposed<br>Budget<br>B |
| Directors          | 4                      | 1         | 5                       |
| Professionals      | 8                      | (2)       | 6                       |
| General<br>Service | 4                      | 1         | 5                       |
| <b>TOTAL</b>       | <b>16</b>              | <b>-</b>  | <b>16</b>               |

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

| Object of Expenditure         | Sub-program  |              | Total        |
|-------------------------------|--------------|--------------|--------------|
|                               | 1            | 2            |              |
| <b>Staff Expenses</b>         |              |              |              |
| Posts                         | 2,662        | 3,058        | 5,720        |
| Short-term Expenses           | 78           | 189          | 267          |
| <b>Travel and Fellowships</b> |              |              |              |
| Staff Missions                | 55           | 100          | 155          |
| <b>Contractual Services</b>   |              |              |              |
| Conferences                   | 15           | -            | 15           |
| Consultants                   | 100          | 100          | 200          |
| Publishing                    | 20           | 100          | 120          |
| Other                         | 30           | -            | 30           |
| <b>Operating Expenses</b>     |              |              |              |
| Communication and Other       | 90           | -            | 90           |
| <b>Equipment and Supplies</b> |              |              |              |
| Furniture and Equipment       | 10           | 10           | 20           |
|                               | <b>3,060</b> | <b>3,557</b> | <b>6,617</b> |