

B. REVISED BUDGET 2002-2003

292. The presentation of a revised budget for the ongoing biennium was first introduced in the context of the proposed budget 2002-2003. It was emphasized that the presentation of a revised budget was not considered a change from previous budget practice, rather than an enhancement of budget transparency. In the following, the revised budget 2002-2003 is elaborated in two steps. First, the initial budget estimates are updated in Chapter B.1 by reflecting the application of the budget flexibility clauses and other changes. Second, the revised budget 2002-2003 is reformatted to comply with the new program structure utilized for the 2004-2005 biennium. This is done in Chapter B.2 and provides the basis for comparing, by program, the approved budget 2002-2003 with the proposed budget for 2004-2005.

1. Revision of Initial Budget 2002-2003

293. The revised budget 2002-2003 amounts to Sfr672,200,000, which represents a decrease of Sfr6,200,000 as compared to the initial budget of Sfr678,400,000. Budget variations identify flexibility changes and other changes. Flexibility changes adjust the budget of global protection systems according to the flexibility formula which are presented in Appendix A.5. The formulas provide for budget adjustments in case of unforeseen increases and/or decreases in the workload for the second year of the biennium. Table 10 provides information on the revised budget by Union.

Table 10
Revised Budget 2002-2003: Budget Variation by Union
(in thousands of Swiss francs)

Union	2002-2003		Variation						2002-2003
	Initial	A	Flexibility		Other Changes		Total		Revised
			Amount	%	Amount	%	Amount	%	
		B	B/A	C	C/A	D=B+C	D/A	E=A+D	
Contri.-fin. Unions	38,612	-	-	(84)	(0.2)	(84)	(0.2)	38,528	
PCT Union	530,795	(641)	(0.1)	1,344	0.3	703	0.1	531,498	
Madrid Union	78,945	160	0.2	(241)	(0.3)	(81)	(0.1)	78,864	
Hague Union	13,572	(160)	(1.2)	(48)	(0.4)	(208)	(1.5)	13,364	
Others	16,476	(3,045)	(18.5)	(3,485)	(21.2)	(6,530)	(39.6)	9,946	
TOTAL	678,400	(3,686)	(0.5)	(2,514)	(0.4)	(6,200)	(0.9)	672,200	

294. The reduction for flexibility of Sfr3,686,000 includes decreases for the PCT Union of Sfr641,000, increases for the Madrid Union of Sfr160,000, decreases for the Hague Union of Sfr160,000 and decreases under Others of Sfr3,045,000. For the PCT operation, the initial 2003 estimate of 122,000 international applications is maintained. The budget decrease reflects a reduction in the number of PCT Chapter II demands from 84,000 to 78,000. For the Madrid system, the number of 2003 applications for registrations and renewals is revised down from 34,500 to 30,700, which would correspond to a reduction of Sfr960,000 according to the flexibility formula presented in Appendix 3 of document WO/PBC/4/2. As a result of proposed adjustments in the flexibility formula outlined in Appendix A.5 below, a net resource increase of Sfr160,000 is proposed. For the Hague System, the number of 2003 applications for deposits and renewals is decreased from 8,200 to 7,700. Finally, the decrease under Others reflect the reduction in the estimated number of cases for the WIPONET Internet domain name dispute resolution process from 3,400 cases to 1,200 for 2003.

295. Other changes reflect the reduction of Sfr2,514,000 as approved by the Assemblies of Member States of WIPO in October 2002 when considering the revised project budget for the new construction and the associated revised program and budget 2002-2003 (paragraph 262, (i), (f), of document A/37/14). Also covered is a redistribution of \$3,459,000 from Others to the PCT Union, without implications for the total amount of variation, in accordance with available funding. The distribution of the reduction by Union follows the previous proposal outlined in Table 12 of document WO/PBC/5/2.

296. Table 11 presents the revised budget 2002-2003 by Program. The reduction of Sfr3,686,000 under flexibility includes reduction of Sfr536,000 under Main Program 06 (Patent Cooperation Treaty System) and Sfr2,010,000 under Main Program 11 (Arbitration and Mediation Center). Increases under the Madrid system are offset by decreases under the Hague system, resulting in no resource change under Main Program 07 (Madrid, Hague and Lisbon systems). In addition to changes in the programs covering the global protection system, the flexibility formula covers associated adjustments in the support activities. This includes reductions of Sfr1,140 for the programs listed in Part IV (Administration). The reduction of Sfr2,514,000 under other changes covers the adjustment of the budget for the new construction and is identified under Main Program 18 (Premises).

297. Table 12 presents the revised budget 2002-2003 by object of expenditure. The reduction of Sfr3,686,000 under flexibility includes a reduction of Sfr3,082,000 under staff expenses and Sfr604,000 under operating expenses for associated rental cost. The reduction of Sfr2,514,000 under other changes covers the net result of resource redeployment of the budget for the new construction as approved by the Assemblies of Member States of WIPO in October 2002 and outlined in Table 12 of document A/37/2.

Table 11
Revised Budget 2002-2003: Budget Variation by Program
(in thousands of Swiss francs)

	2002-2003	Budget Variation						2002-2003
	Initial	Flexibility		Other Changes		Total		Revised
		Amount	%	Amount	%	Amount	%	
A	B	B/A	C	C/A	D=B+C	D/A	E=A+D	
Part I: Policy, Direction and Management								
01 Organs of the Member States	4,500	-	-	-	-	-	-	4,500
02 Direction and Executive Management	11,033	-	-	-	-	-	-	11,033
03 Legal Counsel	3,692	-	-	-	-	-	-	3,692
04 Planning, Budgeting and Control	6,617	-	-	-	-	-	-	6,617
Total, I	25,842	-	-	-	-	-	-	25,842
Part II: Intellectual Property Systems and Global Issues								
05 Development of Industrial Property Law	9,349	-	-	-	-	-	-	9,349
06 Patent Cooperation Treaty System	132,889	(536)	(0.4)	-	-	(536)	(0.4)	132,353
07 Madrid, Hague and Lisbon Systems	33,245	-	-	-	-	-	-	33,245
08 Development of Copyright and Related Rights	7,081	-	-	-	-	-	-	7,081
09 Global Communications	15,322	-	-	-	-	-	-	15,322
10 Global Intellectual Property Issues	11,552	-	-	-	-	-	-	11,552
11 Arbitration and Mediation Center	9,211	(2,010)	(21.8)	-	-	(2,010)	(21.8)	7,201
Total, II	218,649	(2,546)	(1.2)	-	-	(2,546)	(1.2)	216,103
Part III: Cooperation for Development								
12 Cooperation with Developing Countries	59,233	-	-	-	-	-	-	59,233
13 Cooperation with Certain Countries in Europe and Asia	5,163	-	-	-	-	-	-	5,163
14 The WIPO Worldwide Academy	16,248	-	-	-	-	-	-	16,248
Total, III	80,644	-	-	-	-	-	-	80,644
Part IV: Administration								
15 Information Technology	148,656	(134)	(0.1)	-	-	(134)	(0.1)	148,522
16 Human Resources Management	18,347	(134)	(0.7)	-	-	(134)	(0.7)	18,213
17 Administrative Services	63,253	(134)	(0.2)	-	-	(134)	(0.2)	63,119
18 Premises	117,936	(738)	(0.6)	(2,514)	(2.1)	(3,252)	(2.8)	114,684
Total, IV	348,192	(1,140)	(0.3)	(2,514)	(0.7)	(3,654)	(1.0)	344,538
Unallocated	5,073	-	-	-	-	-	-	5,073
TOTAL	678,400	(3,686)	(0.5)	(2,514)	(0.4)	(6,200)	(0.9)	672,200

Table 12
Revised Budget 2002-2003: Budget Variation by Object of Expenditure
(in thousands of Swiss francs)

<i>Object of Expenditure</i>	2002-2003		<i>Budget Variation</i>						2002-2003
	<i>Initial</i>	<i>Flexibility</i>		<i>Other Changes</i>		<i>Total</i>		<i>Revised</i>	
		<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>		
<i>A</i>	<i>B</i>	<i>B/A</i>	<i>C</i>	<i>C/A</i>	<i>D=B+C</i>	<i>D/A</i>	<i>E=A+D</i>		
Staff Expenses	322,067	(3,082)	(1.0)	-	-	(3,082)	(1.0)	318,985	
Travel & Fellowships	41,200	-	-	-	-	-	-	41,200	
Contractual Services	121,126	-	-	14,682	12.1	14,682	12.1	135,808	
Operating Expenses	158,412	(604)	(0.4)	(50,738)	(32.0)	(51,342)	(32.4)	107,070	
Equipment & Supplies	30,522	-	-	-	-	-	-	30,522	
Construction	-	-	-	33,542	-	33,542	-	33,542	
Unallocated	5,073	-	-	-	-	-	-	5,073	
TOTAL	678,400	(3,686)	(0.5)	(2,514)	(0.4)	(6,200)	(0.9)	672,200	

298. Table 13 presents the revised budget 2002-2003 by indicating main program and post category. The reduction under flexibility covers 23 posts in the General Service category with the total number of posts being reduced from 1,032 to 1,009. The distribution of the post reduction by program follows the flexibility clause on the sharing of budget allocation between program covering the global protection systems and programs implementing associated administrative support activities.

299. Table 14 presents the revised budget 2002-2003 by Union and Program. The presentation updates Table 8 (Detailed Budget 2002-2003: Budget Allocation by Union and Program) of the approved budget 2002-2003 (page 22 of document WO/PBC/4/2). This is done by integrating the reduction of Sfr6,200,000 by Union as illustrated above in Table 10.

Table 13
Revised Budget 2002-2003: Post Variation by Post Category and Program

	2003 Initial Budget				Post	2003 Revised Budget				
	D	P	G	Total	Variation	D	P	G	Total	
Part I: Policy, Direction and Management										
02	3	10	7	20	-	3	10	7	20	
03	1	5	2	8	-	1	5	2	8	
04	5	6	5	16	-	5	6	5	16	
Total, I	9	21	14	44	-	9	21	14	44	
Part II: Intellectual Property Systems and Global Issues										
05	4	6	6	16	-	4	6	6	16	
06	4	71	297	372	(4)	4	71	293	368	
07	1	19	69	89	-	1	19	69	89	
08	1	5	2	8	-	1	5	2	8	
09	1	12	15	28	-	1	12	15	28	
10	3	11	4	18	-	3	11	4	18	
11	-	2	28	30	(15)	-	2	13	15	
Total, II	14	126	421	561	(19)	14	126	402	542	
Part III: Cooperation for Development										
12	13	40	34	87	-	13	40	34	87	
13	-	4	2	6	-	-	4	2	6	
14	1	9	9	19	-	1	9	9	19	
Total, III	14	53	45	112	-	14	53	45	112	
Part IV: Administration										
15	2	62	31	95	(1)	2	62	30	94	
16	2	16	27	45	(1)	2	16	26	44	
17	4	42	103	149	(1)	4	42	102	148	
18	1	5	20	26	(1)	1	5	19	25	
Total, IV	9	125	181	315	(4)	9	125	177	311	
TOTAL	46	325	661	1,032	(23)	46	325	638	1,009	

D- level posts include posts for DG, DDG's, ADG's and Directors.

Table 14
Revised Budget 2002-2003: Budget Allocation by Union and Program
(in thousands of Swiss francs)

Program	Contri.-fin. Unions		PCT Union		Madrid Union		Hague Union		Others		Total	
	Amount A	% of total	Amount B	% of total	Amount C	% of total	Amount D	% of total	Amount E	% of total	Amount F=A+...E	% of total
Part I: Policy, Direction and Management												
01 Organs of the Member States	270	0.7	3,512	0.7	553	0.7	95	0.7	70	0.7	4,500	0.7
02 Direction and Executive Management	618	1.6	8,771	1.6	1,263	1.6	217	1.6	164	1.6	11,033	1.6
03 Legal Counsel	209	0.5	2,939	0.6	426	0.5	66	0.5	52	0.5	3,692	0.5
04 Planning, Budgeting and Control	386	1.0	5,211	1.0	789	1.0	136	1.0	95	1.0	6,617	1.0
Total, I	1,483	3.8	20,433	3.8	3,031	3.8	514	3.8	381	3.8	25,842	3.8
Part II: Intellectual Property Systems and Global Issues												
05 Development of Industrial Property Law	4,672	12.1	4,125	0.8	473	0.6	79	0.6	-	-	9,349	1.4
06 Patent Cooperation Treaty System	-	-	132,353	24.9	-	-	-	-	-	-	132,353	19.7
07 Madrid, Hague and Lisbon Systems	-	-	-	-	28,511	36.2	4,734	35.4	-	-	33,245	4.9
08 Development of Copyright and Related Rights	7,081	18.4	-	-	-	-	-	-	-	-	7,081	1.1
09 Global Communications	927	2.4	12,588	2.4	1,555	2.0	236	1.8	16	0.2	15,322	2.3
10 Global Intellectual Property Issues	4,981	12.9	5,873	1.1	608	0.8	90	0.7	-	-	11,552	1.7
11 Arbitration and Mediation Center	-	-	1,958	0.4	-	-	-	-	5,243	52.7	7,201	1.1
Total, II	17,661	45.8	156,897	29.5	31,147	39.5	5,139	38.5	5,259	52.9	216,103	32.1
Part III: Cooperation for Development												
12 Cooperation with Developing Countries	4,033	10.5	47,322	8.9	6,631	8.4	981	7.3	266	2.7	59,233	8.8
13 Cooperation with Certain Countries in Europe and Asia	343	0.9	4,166	0.8	571	0.7	83	0.6	-	-	5,163	0.8
14 The WIPO Worldwide Academy	1,115	2.9	13,014	2.4	1,783	2.3	272	2.0	64	0.6	16,248	2.4
Total, III	5,491	14.3	64,502	12.1	8,985	11.4	1,336	10.0	330	3.3	80,644	12.0
Part IV: Administration												
15 Information Technology	3,668	9.5	127,530	24.0	13,315	16.9	2,284	17.1	1,725	17.3	148,522	22.1
16 Human Resources Management	1,390	3.6	13,426	2.5	2,434	3.1	405	3.0	558	5.6	18,213	2.7
17 Administrative Services	4,711	12.2	47,674	9.0	8,315	10.5	1,373	10.3	1,046	10.5	63,119	9.4
18 Premises	3,838	10.0	97,017	18.3	11,046	14.0	2,213	16.6	570	5.7	114,684	17.1
Total, IV	13,607	35.3	285,647	53.7	35,110	44.5	6,275	47.0	3,899	39.2	344,538	51.3
Unallocated	286	0.7	4,019	0.7	591	0.7	100	0.7	77	0.7	5,073	0.7
TOTAL	38,528	100.0	531,498	100.0	78,864	100.0	13,364	100.0	9,946	100.0	672,200	100.0

2. Revised Budget for 2002-2003 According to Program Structure 2004-2005

300. The new program structure for the 2004-2005 biennium is described in the introduction to the proposed Program and Budget. Changes in the program structure set the stage for refocusing and introducing new priorities and activities in the context of the proposed budget. Table 15 lists the new structure for 2004-2005 that includes 14 main programs as compared to 18 of the revised budget 2002-2003. Resources and associated activities under the revised budget 2002-2003 are realigned with the program structure utilized for the forthcoming biennium. This subsequently allows for comparing the 2004-2005 with the 2002-2003 program and budget. Realigning the resources and activities of the revised budget 2002-2003 with the program structure 2004-2005 does not alter the program priorities and activities approved by Member States for the 2002-2003 biennium.

301. The new program structure introduces focus through consolidation. This includes consolidation of activities which support the Director General (new Main Program 02) and which are associated with resource management (new Main Program 13). In addition, activities are consolidated under three separate programs covering patents (new Main Program 03), trademarks, industrial designs and geographical indications (new Main Program 04) and copyright and related rights (new Main Program 05). Finally, refocus is achieved through programs (new Main Program 11 and 12) which will allow for the presentation of new activities in the context of the 2004-2005 biennium.

302. The main realignment of resources and activities are as follows. New Main Program 01 (Constituent Organs of the Member States) fully includes previous Main Program 01 (Organs of the Member States). New Main Program 02 (Direction and Executive Management) fully incorporates previous Main Programs 02 (Direction and Executive Management) and 04 (Planning, Budgeting and Control) as well as part of previous Main Programs 03 (Legal Counsel), 09 (Global Communications) and 10 (Global IP Issues). New Main Program 03 (Patents and the Patent Cooperation Treaty (PCT)) fully includes previous Main Program 06 (Patent Cooperation Treaty System) as well as part of previous Main Program 05 (Development of Industrial Property Law). New Main Program 04 (Trademarks, Industrial Designs and Geographical Indications) fully includes previous Main Program 07 (Madrid, Hague and Lisbon Systems) as well as part of previous Main Program 05 (Development of Industrial Property Law). New Main Program 05 (Copyright and Related Rights) fully includes previous Main Program 08 (Development of Copyright and Related Rights) as well as part of previous Main Program 05 (Development of IP Law). New Main Program 06 (WIPO Arbitration and Mediation Center) fully includes previous Main Program 11 (Arbitration and Mediation Services). New Main Program 07 (Selected Issues of Intellectual Property) includes part of previous Main Programs 10 (Global Intellectual Property Issues) and 12 (Cooperation with Developing Countries). New Main Program 08 (Cooperation with Developing Countries) includes part of previous Main Programs 12 (Cooperation with Developing Countries), 14 (The WIPO Worldwide Academy) and 15 (Information Technology). New Program 09 (Cooperation with Certain Countries in Europe and Asia) fully includes previous Main Program 13 (Cooperation with Certain Countries in Europe and Asia). New

Table 15
Revised Budget 2002-2003: Resource Assignment to Program Structure 2004-2005 (in thousands of Swiss francs)

<i>Program Structure 2002-2003</i>	<i>Amount</i>	<i>Program Structure 2004-2005</i>	<i>Amount</i>
01 Organs of the Member States	4,500	01 Constituent Organs of the Member States	4,500
02 Direction and Executive Management	11,033	02 Direction and Executive Management	25,471
03 Legal Counsel (see also 14)	3,390		
04 Planning, Budgeting and Control	6,617		
09 Global Communications (see also 11, 12)	1,166		
10 Global IP Issues (see also 07, 11, 12)	3,265		
05 Development of IP Law (see also 04, 05)	2,906	03 Patents and the Patent Cooperation Treaty (PCT)	135,259
06 Patent Cooperation Treaty System	132,353		
05 Development of IP Law (see also 03, 05)	6,011	04 Trademarks, Industrial Designs and Geographical Indications	39,256
07 Madrid, Hague and Lisbon Systems	33,245		
05 Development of IP Law (see also 03, 04)	432	05 Copyright and Related Rights	7,513
08 Development of Copyright and Related Rights	7,081		
11 Arbitration & Mediation Services (see also 14)	6,685	06 WIPO Arbitration and Mediation Center	6,685
10 Global IP Issues (see also 02, 11, 12)	4,326	07 Selected Issues of Intellectual Property	4,758
12 Coop. with Dev. Countries (see also 08, 10, 11, 12, 13)	432		
12 Coop. with Dev. Countries (see also 07, 10, 11, 12, 13)	52,354	08 Cooperation with Developing Countries	53,900
14 The WIPO Worldwide Academy (see also 10, 13)	382		
15 Information Technology (see also 14)	1,164		
13 Coop. with Certain Countries in Europe and Asia	5,163	09 Cooperation with Certain Countries in Europe and Asia	5,163
12 Coop. with Dev. Countries (see also 07, 08, 11, 12, 13)	268	10 The WIPO Worldwide Academy (WWA)	14,688
14 The WIPO Worldwide Academy (see also 08, 13)	14,420		
09 Global Communications (see also 02, 12)	380	11 Intellectual Property for Economic Development	8,481
10 Global IP Issues (see also 02, 07, 12)	2,672		
12 Coop. with Dev. Countries (see also 07, 08, 10, 12, 13)	5,429		
09 Global Communications (see also 02, 11)	13,776	12 Development of IP Culture and Respect for IP	15,283
10 Global IP Issues (see also 02, 07, 11)	1,289		
12 Coop. with Dev. Countries (see also 07, 08, 10, 11, 13)	218		
12 Coop. with Dev. Countries (see also 07, 08, 10, 11, 12)	532	13 Resources Management	197,994
14 The WIPO Worldwide Academy (see also 08, 10)	1,446		
16 Human Resources Management	18,213		
17 Administrative Services	63,119		
18 Premises	114,684		
03 Legal Counsel (see also 02)	302	14 Information Technology	148,176
11 Arbitration & Mediation Services (see also 06)	516		
15 Information Technology (see also 08)	147,358		
Unallocated	5,073	Unallocated	5,073
TOTAL	672,200	TOTAL	672,200

Main Program 10 (The WIPO Worldwide Academy (WWA)) includes part of previous Main Programs 12 (Cooperation with Developing Countries) and 14 (The WIPO Worldwide Academy). New Main Program 11 (Intellectual Property for Economic Growth) includes part of previous Main Programs 09 (Global Communications), 10 (Global Intellectual Property Issues) and 12 (Cooperation with Developing Countries). New Main Program 12 (Developing of IP Culture and Respect for IP) includes part of Main Programs 09 (Global Communications), 10 (Global Intellectual Property Issues) and 12 (Cooperation with Developing Countries). New Main Program 13 (Resources Management) fully includes previous Main Programs 16 (Human Resources Management), 17 (Administrative Services) and 18 (Premises) as well as part of previous Main Programs 12 (Cooperation with Developing Countries) and 14 (The WIPO Worldwide Academy). Finally, new Main Program 14 (Information Technology) includes part of previous Main Programs 03 (Legal Counsel), 11 (Arbitration and Mediation Services) and 15 (Information Technology).

303. In addition to the realignment by budget allocation, the following Table 16 provides for the same comparison limited to post categories.

Table 16
Revised Budget 2002-2003: Post Assignment to Program Structure 2004-2005

<i>Program Structure 2002-2003</i>	<i>D</i>	<i>P</i>	<i>G</i>	<i>Total</i>	<i>Program Structure 2004-2005</i>	<i>D</i>	<i>P</i>	<i>G</i>	<i>Total</i>
02 Direction and Executive Management	3	10	7	20	02 Direction and Executive Management	10	27	14	51
03 Legal Counsel (see also 14)	1	4	2	7					
04 Planning, Budgeting and Control	5	6	5	16					
09 Global Communications (see also 12)	--	3	--	3					
10 Global IP Issues (see also 07, 11, 12)	1	4	--	5					
05 Development of IP Law (see also 04, 05)	--	2	2	4	03 Patents and the Patent Cooperation Treaty (PCT)	4	73	295	372
06 Patent Cooperation Treaty System	4	71	293	368					
05 Development of IP Law (see also 03, 05)	4	3	4	11	04 Trademarks, Industrial Designs and Geographical Ind.	5	22	73	100
07 Madrid, Hague and Lisbon Systems	1	19	69	89					
05 Development of IP Law (see also 03, 04)	--	1	--	1	05 Copyright and Related Rights	1	6	2	9
08 Development of Copyright and Related Rights	1	5	2	8					
11 Arbitration and Mediation Services (see also 14)	--	2	11	13	06 WIPO Arbitration and Mediation Center	--	2	11	13
10 Global IP Issues (see also 02, 11, 12)	1	4	2	7	07 Selected Issues of Intellectual Property	1	5	2	8
12 Coop. with Dev. Countries (see also 08, 10, 11, 12, 13)	--	1	--	1					
12 Coop. with Dev. Countries (see also 07, 10, 11, 12, 13)	11	34	27	72	08 Cooperation with Developing Countries	12	35	29	76
14 The WIPO Worldwide Academy (see also 10, 13)	--	--	2	2					
15 Information Technology (see also 14)	1	1	1	3					
13 Cooperation with Certain Countries in Europe and Asia	--	4	2	6	09 Cooperation with Certain Countries in Europe & Asia	--	4	2	6
12 Coop. with Dev. Countries (see also 07, 08, 11, 12, 13)	--	--	1	1	10 The WIPO Worldwide Academy (WWA)	1	8	7	16
14 The WIPO Worldwide Academy (see also 08, 13)	1	8	6	15					
10 Global IP Issues (see also 02, 07, 12)	1	2	2	5	11 Intellectual Property for Economic Development	2	7	8	17
12 Coop. with Dev. Countries (see also 07, 08, 10, 12, 13)	1	5	6	12					
09 Global Communications (see also 02)	1	9	15	25	12 Development of IP Culture and Respect for IP	1	10	16	27
10 Global IP Issues (see also 02, 07, 11)	--	1	--	1					
12 Coop. with Dev. Countries (see also 07, 08, 10, 11, 13)	--	--	1	1					
12 Coop. with Dev. Countries (see also 07, 08, 10, 11, 12)	1	--	--	1	13 Resources Management	8	64	148	220
14 The WIPO Worldwide Academy (see also 08, 10)	--	1	1	2					
16 Human Resources Management	2	16	26	44					
17 Administrative Services	4	42	102	148					
18 Premises	1	5	19	25					
03 Legal Counsel (see also 02)	--	1	--	1	14 Information Technology	1	62	31	94
11 Arbitration & Mediation Services (see also 06)	--	--	2	2					
15 Information Technology (see also 08)	1	61	29	91					
TOTAL	46	325	638	1,009	TOTAL	46	325	638	1,009