

MAIN PROGRAM 17

Administrative Support Services

17.1 Financial Operations

17.2 Investment Service and Management of Funds

17.3 Language Services

17.4 Conference and Operational Services

Main objective:

- ◆ To provide effective and efficient administrative support services (including financial and investment services, language services, and conference and operational services) to Member States, to users of WIPO's market sector-oriented services, to the public at large, and to the staff of the Secretariat in a transparent and fully accountable manner, and with maximum benefits from the effective use of information technologies.

Current situation

All financial operations are supported by a comprehensive computer system, many parts of which were developed a number of years ago and need extensive modernization. WIPO has extensive financial resources available, with effective reserves expected to amount to some 288 million francs as of December 31, 1997, plus other funds able to be placed short-term.

Publications, documents and other material are translated into the six working languages of WIPO, namely Arabic, Chinese, English, French, Russian and Spanish, as required, as well as into several other languages for certain activities. Texts prepared in these languages are also edited, revised and corrected.

Conference and operational services are undertaken by four units: the Conference Service, which provides the necessary support for delegates attending meetings; the Procurement and Contracts Service, which is responsible for procurement of goods and services, and for the provision of supplies; the Publications Production Service which is responsible for the production of publications and documents, including PCT pamphlets; and the Communications and Records Management Services which is responsible for mail, courier, telephone, facsimile and messenger services and for records management.

Strategy for the future

Administrative support services will continue to be provided in a cost-effective way with maximum benefit obtained from the effective use of information technologies. The services will be provided in a transparent and accountable manner. Tight control of all financial operations will continue under the enhanced management framework to ensure complete accuracy, integrity and probity. Internal finance-related procedures will be streamlined, and a considerable effort will be devoted to the continued modernization of

the financial information systems. The principles of greater transparency and accountability will be supported through the provision of clear and relevant financial information to Member States and to managers within the Secretariat.

High quality translations will continue to be provided, while documents will be shortened, lessening the burden on delegates and other readers, and focusing translation resources on producing important documents in as many working languages as possible.

Procurement procedures will be improved to ensure that tendering is applied to a maximum and is undertaken on the widest possible geographical basis, to establish a procurement review procedure, and to develop the present procurement information system. Extensive outsourcing will compete with in-house printing operations which benefit from the latest technologies, and printed publications will be progressively replaced by electronic form. Full advantage will be taken of deregulation in communications services in Switzerland, to use the latest communications facilities at lower costs than at present.

**New
program
activities**

- ◆ Establishment of an Investment Advisory Committee to advise on WIPO's investments, to obtain maximum returns consistent with security of the resources.
- ◆ Provision of modern technology tools (terminology databases, computer-assisted translation) to derive maximum benefit in translation operations.
- ◆ Development of a modern records management system to improve the handling of correspondence in paper and electronic formats.
- ◆ Institution of procedures and systems for allocating costs of usage of common equipment, furniture, supplies and communications by program, so as to increase accountability of program managers.

Sub-program 17.1

Financial Operations

Objectives:

- ◆ To ensure that all income due to WIPO is properly received and all expenditures are correctly paid.
- ◆ To ensure that the accounting is undertaken in conformity with the applicable regulations, rules and standards, and that the accounts are correctly maintained.
- ◆ To provide clear and relevant financial information to Member States and to managers in the Secretariat.
- ◆ To develop an acceptable solution to the problem of arrears of contributions of Member States.
- ◆ To modernize the financial information systems.

Background The Finance Division undertakes all financial operations concerning WIPO and the Unions administered by WIPO, UPOV, cooperation for development activities financed by the United Nations Development Programme and by trust funds provided by Member

States, and the WIPO (Closed) Pension Fund. Financial operations are undertaken in conformity with the provisions of the applicable Conventions and Treaties, WIPO Financial Regulations and Financial Rules, and the United Nations Accounting Standards. In addition to the internal controls within the Finance Division, further control and oversight is provided by the Controller and the Office of Internal Oversight and Productivity, including the Internal Auditor, and by the External Auditor, as well as by the Budget Committee and the Governing Bodies, to which the Financial Management Report and Report of the External Auditor are submitted.

The information systems which support all financial operations and the keeping of the accounts have been developed in stages over a number of years, so as to include various legacy systems. Recent and current modernization efforts have dealt with income (providing bank reconciliations and interfaces to the PCT, Madrid and publications information systems) and with the payroll system (interfaced with the personnel information system); further developments are required to interface with the Hague information system, to develop the finance component of the on-line dispute resolution system (Main Program 03), and to replace obsolete parts of the current computer system. This modernization will increase the Finance Division's efficiency and productivity, and facilitate easy and flexible financial reporting.

**Main
activities**

- ◆ Receipt of contributions of Member States, fees from the market sector services (the PCT, Madrid and Hague systems, and the WIPO Arbitration and Mediation Center), income from sales of publications, rental of premises and miscellaneous income; and follow up on debtors.
- ◆ Preparation of a report to the Budget Committee and to the Governing Bodies on the experience with the unitary contribution system.
- ◆ Preparation of a proposal for the Budget Committee and the Governing Bodies to resolve the problem of arrears of contributions of Member States.
- ◆ Making of all payments, including the payroll, payments to staff under a streamlined travel approval process, payments to suppliers of goods and services, and distribution to Member States of fees collected for them under the Madrid Agreement and Protocol and under the Hague Agreement.
- ◆ Keeping of accounts and preparation of financial reports, including the Financial Management Report, in a user-friendly format.
- ◆ Provision of full financial information to the Office of Internal Oversight and Productivity, the External Auditor, the Budget Committee and the Governing Bodies.
- ◆ Provision of timely on-line information to senior management on actual income and expenditure, and to program managers on the status of expenditure and commitments by Main Programs and sub-programs, in accordance with the new program and budget structure.
- ◆ Modernization of finance information systems in cooperation with sub-program 12.5; and a special security audit, in collaboration with the External Auditor and the Controller, of all financial procedures undertaken with the information systems.

- ◆ Management of current accounts and funds on deposit belonging to users of WIPO's registration systems.
- ◆ Participation in the United Nations Consultative Committee on Administrative Questions (Financial and Budgetary Questions) (UN/CCAQ(FB)) on financial matters.

Expected results

- ◆ All financial operations will continue to be executed with accuracy, integrity and probity.
- ◆ Satisfactory financial reporting will be provided to Member States and to managers within the Secretariat, thereby promoting transparency, accountability and effective use of resources.
- ◆ Greater efficiency of operations and increased staff productivity are expected to result from improvements in the information systems used by the Finance Division.

Financial Operations (in thousands of Swiss francs)											
Sub-program 17.1	Official Travel and Fellowships			Contractual Services							
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm. & Other	Supplies & Materials	Furniture & Equipment
Total	1,117	40	-	-	62	-	900	-	-	-	115

Sub-program 17.2

Investment Service and Management of Funds

Objectives:

- ◆ To strengthen the capability of the Secretariat for the investment of its funds.
- ◆ To obtain the maximum returns consistent with the need to safeguard WIPO's financial resources.

Background

The working capital funds and reserve funds of WIPO and the Unions administered by WIPO stand as follows (in thousands of Swiss francs):

	Level as of <u>Dec. 31, 1995</u>	Expected Level as of <u>Dec. 31, 1997</u>	Expected Funds available as of <u>Dec. 31, 1997</u>
<u>Contribution-financed Unions</u> (Paris, Berne, IPC, Nice, Locarno, Vienna)			
- Working Capital Funds	4,082	4,082	
- Reserve Funds	<u>9,075</u>	<u>11,000</u>	
Total	<u>13,157</u>	<u>15,082</u>	
<u>PCT Union</u>			
- Working Capital Fund	2,000	2,000	2,000
- Reserve Fund	16,768	16,768	16,768
<u>Madrid Union</u>			
- Working Capital Fund	2,000	2,000	2,000
- Reserve Fund	26,177	26,177	24,111
<u>Hague Union</u>			
- Working Capital Fund	260	260	260
- Reserve Fund	<u>1,096</u>	<u>1,096</u>	<u>1,096</u>
Total	<u>48,301</u>	<u>48,301</u>	<u>46,235</u>
Special Reserve Fund for Additional Premises and Computerization	125,992	237,000	227,000
Separation Reserve	9170	15,000	15,000
TOTAL	196,620	315,383	288,235

The total arrears in contributions (and payments to working capital funds) of Member States, which totaled 16,100,000 francs as of December 1, 1997, are almost covered by the total amount of the working capital funds and reserve funds of the Contribution-financed Unions, which are therefore not available for investment.

The funds available consist of the amounts of the working capital funds and reserve funds of the PCT, Madrid and Hague Unions (the Madrid Union reserve fund also owns an apartment building, whose net value of 2,065,961 francs is included in the amounts shown), the Special Reserve Fund for Additional Premises and Computerization (apart from 10 million francs invested in the CAM Building, noted under Main Program 18) and the Separation Reserve (which are expected to total about 288 million francs as of December 31, 1997), as well as the amounts available at any time from the on-going operations of WIPO (including amounts to be paid to Member States under the Madrid and Hague Agreements, and funds on deposit from applicants). These funds are placed in interest-earning accounts.

Main activities

- ◆ Development of a strategy on the volume and the use of the Special Reserve Fund for Additional Premises and Computerization for consideration by the Member States.
- ◆ Establishment of an Investment Advisory Committee, including representatives of major banks and WIPO officials, to provide independent expert advice on appropriate investments for the Organization.
- ◆ Operation of the treasury function and investment of funds, in accordance with the advice of that Committee and the principle of assuring security of funds while maximizing their rate of return.
- ◆ Negotiation of special conditions with banks concerning investments, rates of exchange and services offered to the Secretariat.
- ◆ Participation in meetings of the Treasurers of the United Nations organizations.

Expected results

- ◆ Return on capital invested will be higher than that which would be obtained under the present investment arrangements. Earnings of the funds invested during the 1996-97 biennium amount to about 20 million francs; the investment income budgeted for the 1998-99 biennium, reflecting higher capital amounts but expected lower rates of return, is about 23 million francs, including 16 million francs under the Special Reserve Fund and 7 million francs under the regular budget (see Annex 2).
- ◆ The management of funds will be clearly reported to Member States.

Investment Service and Management of Funds (in thousands of Swiss francs)											
Sub-program 172	Official Travel and Fellowships			Contractual Services							
Total	144	-	-	-	-	72	-	-	-	-	72

Sub-program 17.3

Language Services

Objectives:

- ◆ To facilitate understanding between the Secretariat and Member States, and to make information widely available, by translating publications, documents and other material into as many languages as possible.
- ◆ To maintain high quality standards in the translation process, aiming for a goal of zero defects.
- ◆ To establish language policy and terminology.

Background Treaties and other international or bilateral instruments, national laws and WIPO model laws, Governing Bodies documents, publications, conference reports, working papers for committees of experts and working groups, and other material are translated into Arabic, Chinese, English, French, Russian and Spanish, as required. Translations are also made into German, as part of the administrative support given to UPOV, as well as into other languages in relation to certain specific activities undertaken for Member States. The translation, revision and correction work is undertaken mainly by the translators of the Languages Division, of whom eight work into French, five into Spanish, two into English and one each into Arabic, Chinese and Russian. Some translation work is undertaken using freelance translators and outsourcing. There is an ever increasing demand for the translation into more languages of an ever-greater number of longer documents. A constantly updated work management program is used to allocate priorities and assign work.

- Main activities**
- ◆ Translation of publications, documents and other material into Arabic, Chinese, English, French, Russian and Spanish, as well as into German and certain other languages.
 - ◆ Editing, revision and correction of texts produced by or for the Secretariat.
 - ◆ Review and development of the language policy and terminology of the Secretariat, related preparation of glossaries, lists of terms and acronyms, etc., and response to queries from staff related to drafting, language or style. Cooperation with sub-program 12.5 on the development of an information system for searching documentation and references.
 - ◆ Participation in Inter-Agency Meetings on Language Arrangements, Documentation and Publications of the United Nations system of organizations.

- Expected results**
- ◆ A greater number of shorter documents will be translated into more working languages of WIPO, maintaining the present high quality, yielding an expected growth of output, expressed in translation/days, as follows:

Translation into:	1996 Actual	1997 Actual	1998 Proposed	1999 Proposed
Arabic	502	756*	640	680
Chinese	417	485	530	570
English	404	421	420	420
French	1,816	1,957	2,080	2,230
Russian	442	612*	590	630
Spanish	991	990	1,050	1,130
Total	<u>4,572</u>	<u>5,221</u>	<u>5,310</u>	<u>5,660</u>

* High figures reflect use of outsourcing to deal with backlogs

Language Service (in thousands of Swiss francs)											
Sub-program 17.3	Official Travel and Fellowships				Contractual Services				Operating Exp.		Equipment and Supplies
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm. & Other	Supplies & Materials	Furniture & Equipment
Total	360	10	-	-	-	-	350	-	-	-	-

Sub-program 17.4

Conference and Operational Services

Objectives:

- ◆ To provide the appropriate support for delegates and for the functioning of conferences and meetings, including the arrangements for conference facilities, the distribution of documents and the provision of interpretation services.
- ◆ To provide operational services ensuring the smooth functioning in procurement and contracting of goods and services, and in transportation and communications.
- ◆ To ensure the production of WIPO publications and documents.
- ◆ To ensure the classification, routing, filing and retrieval of official correspondence in paper and electronic formats.
- ◆ To provide standard equipment, furniture, supplies and communications services to the units of the Secretariat, to determine their usage, and to establish means of internal billing for allocation of costs by program.

Background The Conference and Operational Services is responsible for a wide range of services, including the provision of common furniture, supplies and communications. The *Conference Service* serves an increasing number of meetings requiring the scheduling of more meetings in more languages and the recruitment of more interpreters. The *Procurement and Contracts Service* has introduced improvements in the procurement and contracting process, and further improvements are planned to increase transparency and accountability. The *Publications Production Service* has recently phased out all offset printers and shifted to the use of state-of-the-art laser printers, used in printing PCT pamphlets, meeting documents and other material. Considerable outsourcing is undertaken for printing periodicals and certain other publications. Meeting documents and a number of publications are made available electronically, through WIPO's Website on the Internet; the *Communications and Records Management Service* deals with the whole range of communications from messengers and mail to electronic communications. The rapid increase in the use of the latter makes it essential to negotiate optimal conditions at a time of deregulation in Switzerland, and to develop a computerized records management system.

In a program budget, it is desirable to allocate, as much as possible, the costs directly related to program activities to the costing of the corresponding program. Under WIPO's previous budgets, the costs for the acquisition, rental and maintenance of equipment, supplies, communications and postage (other than postage for PCT and WIPO periodicals) were budgeted under two budget items, and not allocated by programs. In the new budget, such costs have been directly charged to organizational units, where feasible, such as photocopiers, office furniture, computer equipment and charges from the International Computing Centre; information systems and procedures will be developed to allocate these costs. This sub-program covers replacement furniture, supplies or communications. Usage and means of internal billing for usage will be determined for all areas where that is appropriate, so that such costs can be progressively allocated to programs as much as possible.

**Main
activities**

- ◆ Logistical arrangements for conferences and meetings including their preparation and servicing, provision of interpretation services, sending invitations and distributing documents in the official languages. Support for use of video-conference technology and multi-media projection equipment.
- ◆ Ensuring that all meeting documents are uploaded on WIPO's Website, development of the computerized correspondence and documents directory mailing list, and coordination with the Information Systems Department to develop an electronic archive for meeting documents.
- ◆ Development of new and streamlined rules and procedures for procurement and contracting, and secretariat services to the new Procurement Review Committee. Promotion of international procurement with a diversified source of suppliers, to ensure the widest competition and best prices and conditions; development of the contracts monitoring function to coordinate the periodic preparation of tenders, and of the procurement information system.
- ◆ Procurement for goods and services, including coordinating and issuing tender documents, participating in evaluation of bids and contract negotiation, preparing contract documents and monitoring procedures, in conjunction with user units.
- ◆ Implementation of a new publications production program, to ensure the lowest cost for producing publications and documents; management of the internal printing plant, with state-of-the art equipment (allowing for network printing to optimize the use of staff and equipment), and outsourcing of printing as appropriate; and maintenance of floor photocopiers.
- ◆ Printing of PCT pamphlets (in paper form) in the desired order for each destination, and their dispatch, under tight deadlines.
- ◆ Distribution, to the extent possible, of internal information circulars, administrative instructions, notifications and information of general interest via the WIPO Intranet.
- ◆ Transportation and messenger services, including for obtaining visas.
- ◆ Negotiation of optimal conditions for communications and telecommunications services in the deregulated Swiss market; and enhancement of communication facilities, including an automated facsimile system integrated with e-mail,

- ◆ Procurement of floor photocopiers and standard office equipment and furniture and implementation of an information system for allocation of the associated costs.
- ◆ Implementation of a computerized accounting system for telephone calls, for automatic allocation of costs by program.
- ◆ Procurement of standard office supplies and stationary; management of the “Economat”; implementation of an information system to allocate associated costs.
- ◆ Determination of usage of other items by program or unit, and study of possible means of internal billing for usage, for implementation where appropriate.
- ◆ Participation in Inter-Agency Meetings on Language Arrangements, Documentation and Publication of the United Nations System.

Expected results

- ◆ Conference services will be satisfactorily provided to delegates for all conferences and meetings.
- ◆ Availability of meeting documents on Internet and using a print-on-demand system with an electronic archives system for documents, and using Intranet for in-house material, will reduce considerably the amount of printing, with substantial savings in staff, printing costs, paper and postage.
- ◆ More procurement outside Switzerland at minimum costs through widespread tendering.
- ◆ Telecommunications charges overall will remain at the level of the 1996-97 biennium, despite much greater usage.
- ◆ Better management of the usage of standard equipment, furniture, supplies and communications services.
- ◆ Systems will be developed and implemented, as appropriate, for determining usage and allocation of the corresponding costs by program or unit.

Conference and Operational Services (in thousands of Swiss francs)												
Sub-program 174		Official Travel and Fellowships			Contractual Services							
Total	14,270	79	-	-	-	206	320	505	2,916	5,911	2,440	1,893

Program Budget Summary

		Official Travel and Fellowships			Contractual Services				Operating Exp.		Equipment and Supplies	
		Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm. & Other	Supplies & Materials	Furniture & Equipment
Sub-program 17.1	1,117	40	-	-	-	62	-	900	-	-	-	115
Sub-program 17.2	144	-	-	-	-	72	-	-	-	-	-	72
Sub-program 17.3	360	10	-	-	-	-	-	350	-	-	-	-
Sub-program 17.4	14,270	79	-	-	-	206	320	505	2,916	5,911	2,440	1,893
Total	15,891	129	-	-	-	340	320	1,755	2,916	5,911	2,440	2,080

Staff needs and costs

In addition to the existing staff, three Professionals (one translator each in Arabic, Chinese and Russian), 0.5 General Service staff and additional short-term assistance in all languages will be provided to the Languages Division to meet the urgent needs for more translation in all languages. One more Professional and one upgrading to that category in the Finance Division to cope with the largely increasing volume of income and expenditure, and two more upgradings from the General Service to the Professional category in the Conference & Operational Services Division to strengthen procurement management and conference services.

To deliver an adequate administrative support for the implementation of the activities foreseen in this biennium and in view of the decrease of two and a half General Service staff, a significant increase in the cost of short-term staff will be required.

	Posts 1996-97	Posts 1998-99	Variation

Comparative Budget Summary

	(In thousan		