

Report of the Director General to the 2020 WIPO Assemblies

Retrospective 2008-2020



World Intellectual Property Organization
34, chemin des Colombettes
P.O. Box 18
CH-1211 Geneva 20
Switzerland

Tel: +41 22 338 91 11
Fax: +41 22 733 54 28

For contact details of WIPO's
External Offices visit:
www.wipo.int/about-wipo/en/offices

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Foreword

It is a pleasure to present this report, which reviews the progress of the World Intellectual Property Organization (WIPO) over the past 12 years of the two terms during which I have had the privilege to serve as Director General.

My first term commenced at the same time as the global financial crisis began to wreak financial and economic havoc around the world at the end of 2008. The crisis and the economic recession that it introduced presented significant challenges for an Organization that relies on market-based services for 94% of its revenue. My second term ends as the economic disruption of the COVID-19 pandemic is having a profoundly negative impact on the global economy, an impact that threatens to continue into the foreseeable future.

In between the two crises, we have experienced, in the world of intellectual property, a prolonged period of growth and expansion. This has afforded us the opportunity to strengthen and consolidate the financial basis of the Organization and to introduce many needed reforms across all the operations of the Organization, as well as to introduce a significant number of new programs and services. As we face the uncertainty of an immediate future in which the world is undergoing transformation in every respect, we can at least derive some consolation that WIPO's financial basis and operations are more than sound and place the Organization in a good position from which to continue to confront the challenges that lie before us.

Financially, the net assets of the Organization stand at a record high of CHF 364 million. Revenue has grown almost 50% over the past 12 years from CHF 621 million in the 2008-2009 biennium to CHF 917 million in the 2018-2019 biennium. We have been returning consistent surpluses in our biennial accounting periods. The Organization has zero debt. And the fees for services under WIPO's Global IP Systems have remained constant, without any increases, across the full period of 12 years.

There have been many significant achievements over the past 12 years. We built a new administrative building, with 500 workspaces, and a new conference facility, which holds 900 persons. Both construction projects were completed on time and on budget and resulted in successful and attractive facilities. A new multimedia studio was added in the past year.

The Global IP Systems administered by the Organization, particularly the PCT, Madrid and Hague Systems and the Arbitration and Mediation Center, expanded their geographical reach and grew their user bases considerably. We opened new service areas, including global IT databases, systems and platforms, based on cooperation among Member States; public-private partnerships, such as the ABC Consortium, which provides a repertoire of 640,000 books and publications in 80 languages in formats accessible to the visually impaired, and

WIPO Re:Search, which aims to accelerate drug discovery through scientific collaborations between public and private research and development facilities; and international cooperation between judiciaries for the sharing of knowledge and experience. Two new treaties, the Beijing Treaty and the Marrakesh Treaty, were concluded, and an existing treaty, the Lisbon Agreement, was revised. All three new treaties have entered into force.

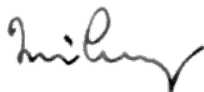
The management of the Organization has undergone major transformations, both in digital systems and in business processes, in order to respond to the rapidly changing external environment.

Communications and outreach have adapted to new channels and technologies, enabling us to reach new audiences. Multilingualism, gender and geographical diversity have been prioritized, as is appropriate for an international organization.

The following pages give detailed information on these and other areas of progress. None would have been possible without extraordinary engagement on the part of the Member States, which is well illustrated by over 400 accessions to WIPO-administered treaties, the majority of which came from developing and least developed countries. I thank the Member States for their close attention to the advancement of the Organization and for their direction and leadership.

The staff of the Organization has shown dedication and professionalism, with a level of commitment and effort that has been outstanding. Collaboration among the various sectors of the Organization is the norm. I am deeply grateful to all my colleagues for their exceptional work. Their response to the difficulties presented by the COVID-19 pandemic demonstrates the service commitment of the staff. They maintained next to maximum service levels during the lockdown and have participated with enthusiasm in a gradual and careful return to the workplace. Nearly 1,000 staff members have returned to the workplace, in carefully maintained conditions of physical distancing, and 80% of those who have returned are continuing to telework for three days out of five.

The opportunity to work with so many fine professionals, both inside and outside the Organization, has been a privilege. Likewise, the opportunity to meet so many people from diverse and different walks of life has also been a great privilege.



Francis Gurry
Director General









Financial Performance and Management

The financial situation of the Organization is healthy and stable. This good position is a result of two main factors.

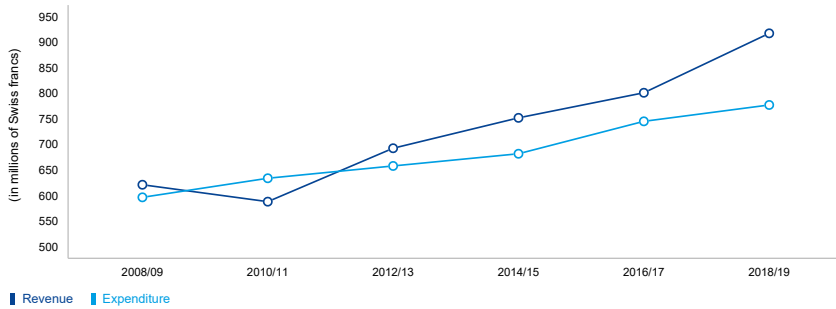
The first driver has been the outstanding performance of the income-generating services in the form of the Organization's Global IP Systems. As detailed in the next section, there has been a long period of growth and expansion in the Global IP Services during the 10-year period between the global financial crisis of 2008–2009 and the start of the COVID-19 crisis in 2020. The result has been a steady increase in the revenue of the Organization, from CHF 621 million in the 2008–2009 biennium to CHF 917 million in the 2018–2019 biennium, an increase of close to 50%. The resulting surpluses have, over the past five years alone, produced an increase of 78.1% in the net assets.

The second driver of the good financial performance has been careful financial and program management, covering a range of measures across the whole Organization, some of which are mentioned in greater detail below. Those measures have included budgeting on the basis of the highly professional forecasts prepared by the Chief Economist's Office, working also in close collaboration with the major filing IP Offices around the world; budgeting on a conservative basis, reducing by some margin the base case scenario forecast by the Chief Economist's Office; according greater attention and priority to treasury functions, especially in the difficult circumstances of negative interest rates affecting the market of the host State; careful monitoring of the risk framework; close control of program expenditure; careful management of contractors; achieving cost savings and efficiency gains through the development and deployment of ICT applications; the introduction of more flexible workforce arrangements to avoid long-term fixed liabilities in a rapidly changing technological environment; the reduction of office rentals through fully funded building projects; the repayment of all debt; and the augmentation of the level of liquidity in the reserves of the Organization.

The sources of revenue of the Organization come predominantly from the Global IP Systems. Over the period since 2008, the share of total revenue coming from the Global IP Systems has averaged at around 92%.

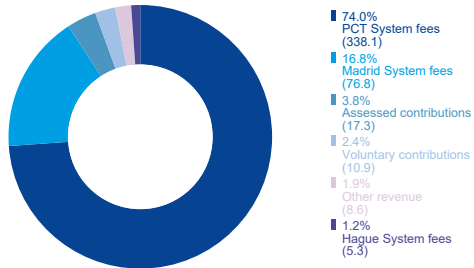
The main expenditure items have evolved in response to more flexible workforce arrangements, with a greater use of external contractors, particularly in the areas of IT and languages, but also across most sectors of the Organization. The share of contractual services in total expenditure increased from 14% in the 2010–2011 biennium to 24% in the 2018–19 biennium. Over the same period, the share of personnel expenditure in total expenditure decreased from 66% in the 2010–2011 biennium to 60% in the 2018–2019 biennium.

Evolution of income and expenditure

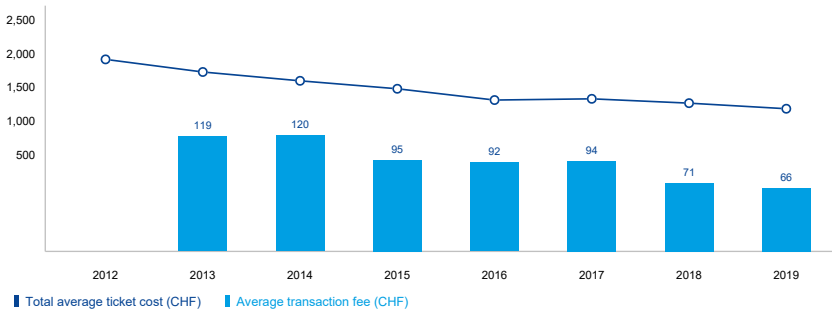


Note: 2008/09 income and expenditure in accordance with UNSAS, 2010–19 income and expenditure in accordance with IPSAS

Revenue analysis: Composition of 2019 revenue on an IPSAS basis (in millions of Swiss francs)



An example of cost containment: Total average air ticket cost



- Negotiations with airlines and the establishment of an advance-purchase rule have contributed towards a reduction of the average ticket price of 38% since 2013.
- Implementation of an Online Booking Tool accounted for up to 70% of tickets purchased, and negotiations with travel agencies have contributed towards a reduction of 45% of the average transaction fee over the period.

Increased revenue and cost-containment measures have produced good surpluses for the Organization, which, in turn, has led to a significant increase in net assets from CHF 228 million at the end of 2009 to CHF 364 million at the end of 2019. The Organization is debt free.

A number of major projects have been at the heart of the transformation of financial and program management.

The first of these was the strengthening of Results Based Management (RBM), which has ensured that the various programs focus on the results proposed in the Program and Budget and set, in turn, by the Member States. RBM was one of 19 initiatives that constituted the Strategic Realignment Program adopted in 2011 and implemented over the next two years. RBM has ensured that program managers focus on the achievement of results, rather than simply on the execution of activities that are designed to contribute to the achievement of results.

The management of risks has been vastly improved. Risk registers exist for each program, as well as for the Organization, and a Risk Management Group, chaired by the Director General, meets each quarter to monitor organizational risks.

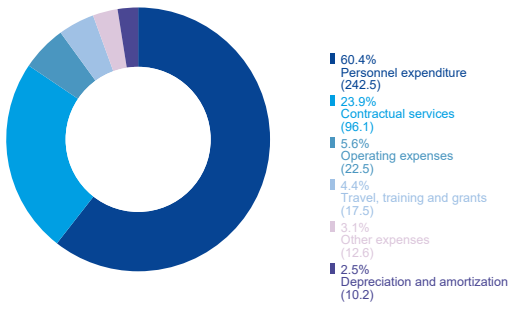
The transition from United Nations System Accounting Standards (UNSAS) to International Public Sector Accounting Standards (IPSAS) was a major change. The Organization became IPSAS-compliant in 2010. The transition has strengthened financial management and made it more transparent.

A Finance Infoline has been established, benefitting from the customer service systems in place in the Global IP Systems. It serves as the focal point for all finance and payment-related queries and ensures that users of WIPO's Global IP Systems receive appropriate assistance on financial matters in a timely manner.

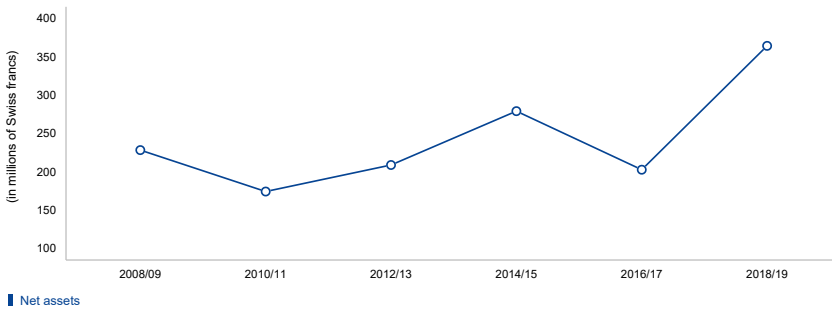
In 2015, following intensive preparation, the Member States adopted a Revised Policy on Investments, which enabled the Organization to manage its investments in a more market-based and goal-oriented manner. The primary objectives of the Organization's investment management are the preservation of capital, liquidity and rate of return. The aim is to achieve a market rate of return, whenever appropriate and possible, for both operating and core cash, while investing strategic cash over the long term in order to achieve capital growth and an overall positive return over time.

Among the initiatives planned for the future are the implementation of a fit-for-purpose Treasury Management System (TMS), as the treasury functions of the Organization become increasingly complex. This project has been approved by Member States as part of the Capital Master Plan, with the objective of implementation in the 2020–2021 biennium. Also underway is work on providing standardized, efficient and state-of-the-art financial services to customers through the WIPO IP Portal (see below).

Expense analysis: Composition of 2019 expenses on an IPSAS basis (in millions of Swiss francs)



Net assets, 2008–2019



Note: 2008–09 net assets in accordance with UNSAS; 2010–2019 net assets in accordance with IPSAS

Global IP Services

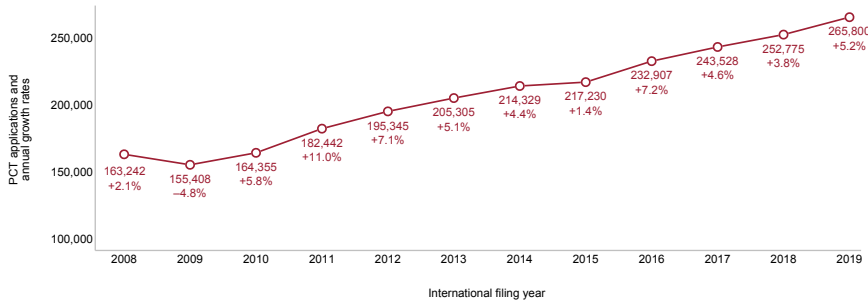
The Global Intellectual Property (IP) Services administered by WIPO are the lifeblood of the Organization. They are currently responsible for around 94% of the Organization's revenue and assure its financial viability and stability.

The Services are widely used throughout the world by major corporations, small and medium enterprises (SMEs), leading universities and research institutions across all sectors of the economy. They provide several essential supports for innovation and branding. They enable users to seek international protection in a cost-effective and efficient manner for inventions (via the Patent Cooperation Treaty (PCT), which accounts for some 74% of the Organization's revenue), trademarks (via the Madrid System, which is responsible for about 16% of the revenue of the Organization), designs (the Hague System) and geographical indications and appellations of origin (the Lisbon System). In addition, through the WIPO Arbitration and Mediation Center, the Organization offers a series of cost-effective procedures for conflict management and dispute resolution where IP is an issue. In 2020, we successfully added an additional service, digital time-stamping, which is directed at the increasing amount of economic activity based, in one way or another, on data.

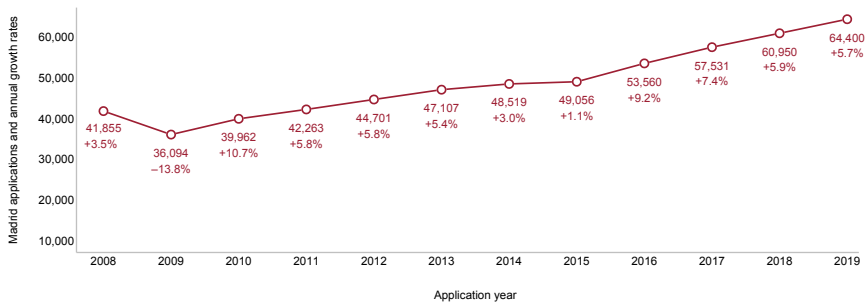
Over the past 12 years, the Global IP Services administered by the Organization have experienced several common trends:

1. Following the decline in demand for the services, which was an inevitable consequence of the global financial crisis of 2008 and 2009, there has been a period of very robust expansion in both the number of Member States participating in the global systems and the number of users and applications. The current COVID-19 pandemic will undoubtedly have a negative impact on this trend, but it is too early to ascertain the exact nature of the impact.
2. The geographical composition of demand for the services has changed dramatically with the rise of Asia as a major source of demand. In 2019, Asia was the origin of over 50% of international patent applications filed under the PCT.
3. There has been a major digital transformation in the way in which the services are delivered, enabling both considerable productivity gains and uninterrupted business continuity during the 2020 lock-down necessitated by the COVID-19 pandemic.
4. As a result of both digital transformation and sound management, the cost of the services has remained stable. There have been no fee increases over the past 12 years – a major benefit to users of the services.

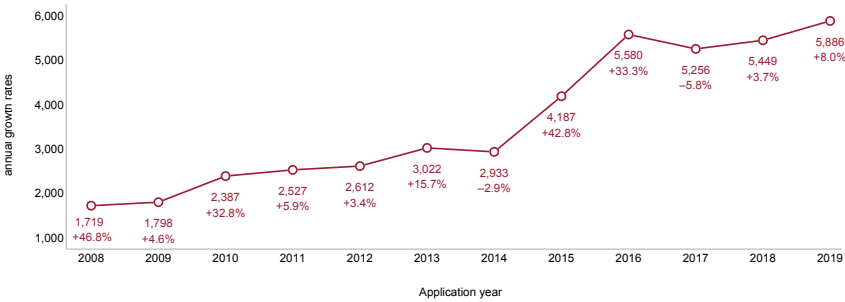
Growth in PCT applications, 2008–2019



Growth in Madrid applications, 2008–2019



Growth in Hague applications, 2008–2019



Highlights

153 Contracting States (+14)

265,800 international applications in 2019 (+62% over 2008)

Over 2 million international applications since 2008

Asia reaches 52.5% of all international applications in 2019

PCT Roadmap adopted and implemented

WIPO Fee Transfer Service introduced

eDossier and ePCT deployed

110% productivity increase in operations

177 million words translated in 2019 (+222% over 2008)

No fee increases since 2008

The Patent Cooperation Treaty (PCT)

The PCT has been, since its establishment, a shining example of successful international cooperation, which has gone from strength to strength. It is a true international network, relying on the engagement and cooperation of national and regional IP offices around the world for its effective functioning. It is used by nearly all the leading corporations in the world, as well as by universities, research institutions, SMEs, startups and individuals.

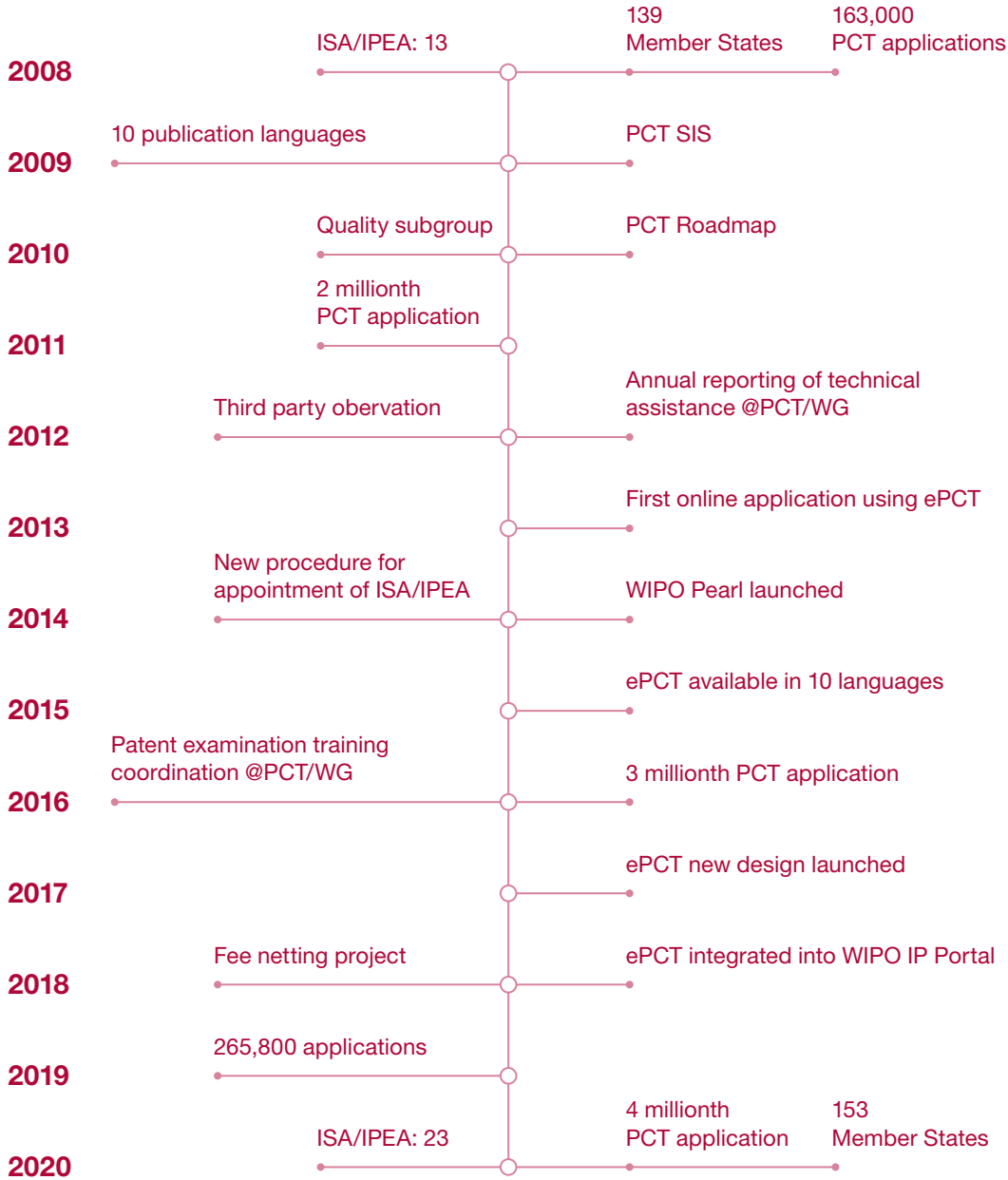
Over the past 12 years, the highly professional management and staff of the PCT sector have developed the PCT System into an ever more attractive and efficient support for innovation, with a world-class information technology (IT) system, a responsive legal framework, new procedures and quality management to reflect modern needs and expectations. Taken together, these improvements have delivered benefits to applicants, offices, Contracting States, patent information users and other interested parties across the world, while maintaining fees at a constant level, without any increases.

The positive development of the PCT over the past twelve years is apparent not only in the increase in applications from a growing number of countries, but also in the following areas:

- the outcomes of discussions among Member States,
- better provision of legal and technical assistance to stakeholders,
- improved productivity and efficiency in processing PCT applications at the International Bureau, and
- numerous IT and systemic improvements, as well as the increased quality of PCT products.

Over the same period, substantial advances have been made in data security and risk management.

PCT milestones 2008–2020



Growth over 12 years

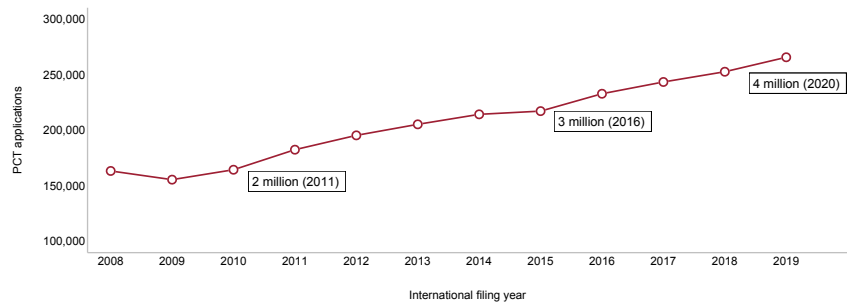
The PCT currently has 153 Contracting States, 14 more than in 2008. The number of PCT applications per year grew from 163,600 in 2008 to 265,800 in 2019, an increase of 62%. More than 2 million applications have been filed in the past 12 years. That is more than half of all PCT applications ever filed, with the 4 millionth application filed in early 2020.

Changing geography of applicants

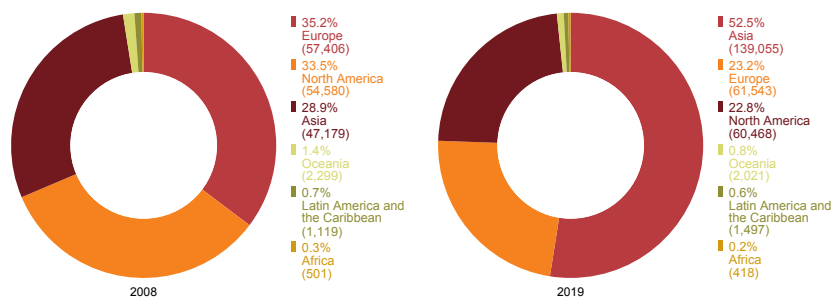
Over this period, important shifts in the geographical composition of demand have occurred. The share of PCT applications from the Asian region has grown significantly, reaching more than 52% in 2019, compared to 29% in 2008.

The leading applicants have also altered considerably as a result of changes in company strategies and the growth of new companies, especially in Asia. The following tables show the top 10 applicants, by number of international applications published in 2008 and in 2019, followed by a chart showing the share of the top 50 applicants in those years between countries.

Growth in PCT applications, 2008–2019



PCT applicant share by region, 2008 and 2019

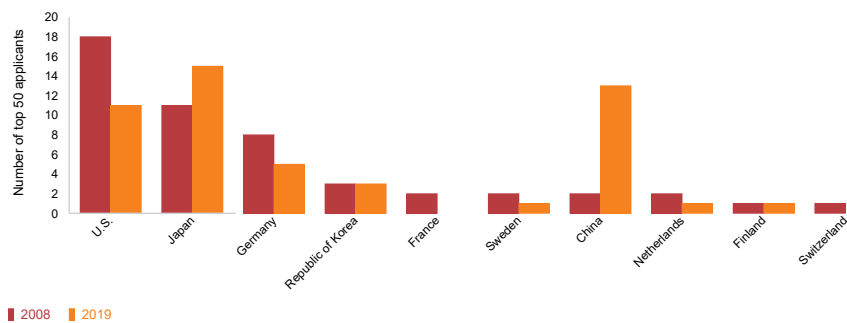


Top 10 PCT applicants in 2008 and 2019

2008 Ranking	2019 Ranking	Applicant	Origin	2008 Publications
1	1	HUAWEI TECHNOLOGIES CO., LTD.	China	1,737
2	308	PANASONIC CORPORATION	Japan	1,728
3	21	KONINKLIJKE PHILIPS ELECTRONICS N.V.	Netherlands	1,559
4	257	TOYOTA JIDOSHA KABUSHIKI KAISHA	Japan	1,364
5	9	ROBERT BOSCH CORPORATION	Germany	1,274
6	17	SIEMENS AKTIENGESELLSCHAFT	Germany	1,062
7	N/A	NOKIA CORPORATION	Finland	1,007
8	10	LG ELECTRONICS INC.	Republic of Korea	996
9	7	TELEFONAKTIEBOLAGET LM ERICSSON (PUBL)	Sweden	987
10	116	FUJITSU LIMITED	Japan	972

2008 Ranking	2019 Ranking	Applicant	Origin	2019 Publications
1	1	HUAWEI TECHNOLOGIES CO., LTD.	China	4,411
22	2	MITSUBISHI ELECTRIC CORPORATION	Japan	2,661
19	3	SAMSUNG ELECTRONICS CO., LTD.	Republic of Korea	2,334
11	4	QUALCOMM INCORPORATED	U.S.	2,127
N/A	5	GUANG DONG OPPO MOBILE TELECOMMUNICATIONS CORP., LTD.	China	1,927
N/A	6	BOE TECHNOLOGY GROUP CO., LTD.	China	1,864
9	7	TELEFONAKTIEBOLAGET LM ERICSSON (PUBL)	Sweden	1,698
N/A	8	PING AN TECHNOLOGY (SHENZHEN) CO., LTD.	China	1,691
5	9	ROBERT BOSCH CORPORATION	Germany	1,687
8	10	LG ELECTRONICS INC.	Republic of Korea	1,646

Distribution of top 50 applicants by country



Development of the PCT System

A singular event among PCT developments during the past 12 years was the adoption by PCT Member States of the Director General's PCT vision contained in the 2010 PCT Roadmap for improving the functioning of the PCT System. The Roadmap continues to guide the PCT System's development today. Additional advances have included an increase in the number of International Searching Authorities (ISAs) and International Preliminary Examining Authorities (IPEAs), from 13 in 2008 to 23 in 2020, and the introduction in 2009 of Korean and Portuguese to bring the total number of PCT publication languages to 10.

In 2009, a new option was introduced to provide applicants with the choice of selecting a supplementary search on an international application performed by a different ISA from the international search. Applicants' fees for filing an international application are also lower. The international filing fee was reduced in 2008 and, at the same time, the reduction in this fee for certain applicants in developing and least developed countries (LDCs) was increased from 75% to 90%. Furthermore, the PCT now provides more safeguards for applicants by allowing for delays in meeting time limits to be excused in *force majeure* situations since 2012 and, more recently, for applicants to correct filing mistakes by substituting the corrected part of an international application for the incorrectly filed part.

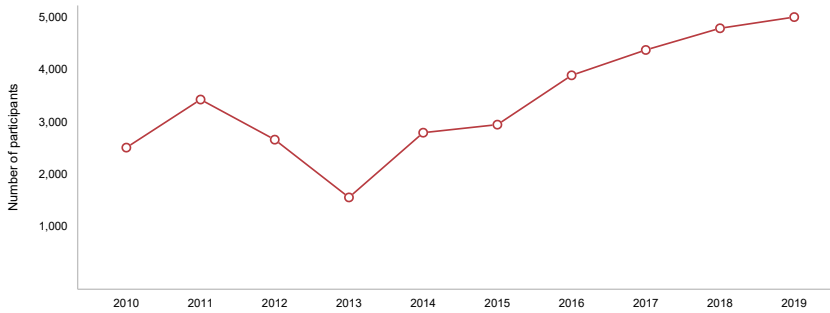
Over the past 12 years, the public has witnessed significant steps towards improving access to technical information contained in international applications. The PATENTSCOPE database has been revolutionized, as set out in detail in the chapter concerning Global Infrastructure, greatly increasing its search functionality, access to full text information and machine translation. Since 2012, third parties have been able to make observations on the novelty, inventive step and industrial applicability of international applications, which are made available on PATENTSCOPE. Changes to the legal framework have brought forward the date for making the written opinion of the ISA publicly available, which is now published at the same time as the international application and international search report. Offices in the national phase now transmit information to the International Bureau on national phase entries, publications and grants for PATENTSCOPE, improving the information on patent rights worldwide and helping to identify technologies that are in the public domain.

Regarding technical assistance, improved annual reporting of PCT-related technical assistance to Member States was introduced in 2012. These activities have covered national, sub-regional and regional seminars, study visits, workshops, legal assistance and training, as well as installation and training of staff on PCT IT tools and services (including the PCT Electronic Data Interchange system (PCT-EDI) and ePCT), the provision of special assistance to countries considering accession to the PCT, post-accession support for new Contracting States and technical assistance to offices operating as an ISA/IPEA. This has been highly appreciated by the Member States (95% average satisfaction rate (2010–2018)) and the number of participants in 2019 reached 5,000, approximately double the figure for 2010. Agreement was also reached on improved coordination of training of substantive patent examiners between donor and beneficiary offices in 2015, with the implementation of systems for reporting to the PCT Working Group on training activities, easier public access to e-learning resources, and the development of a competency framework and learning management system.

PCT training has become more accessible and available through a PCT Distance Learning course (available since 2009), a comprehensive PCT training video series (released in 2013), and PCT training webinars (from 2009). In addition, PCT User Surveys have confirmed continuing high levels of satisfaction with the PCT services provided by the International Bureau.

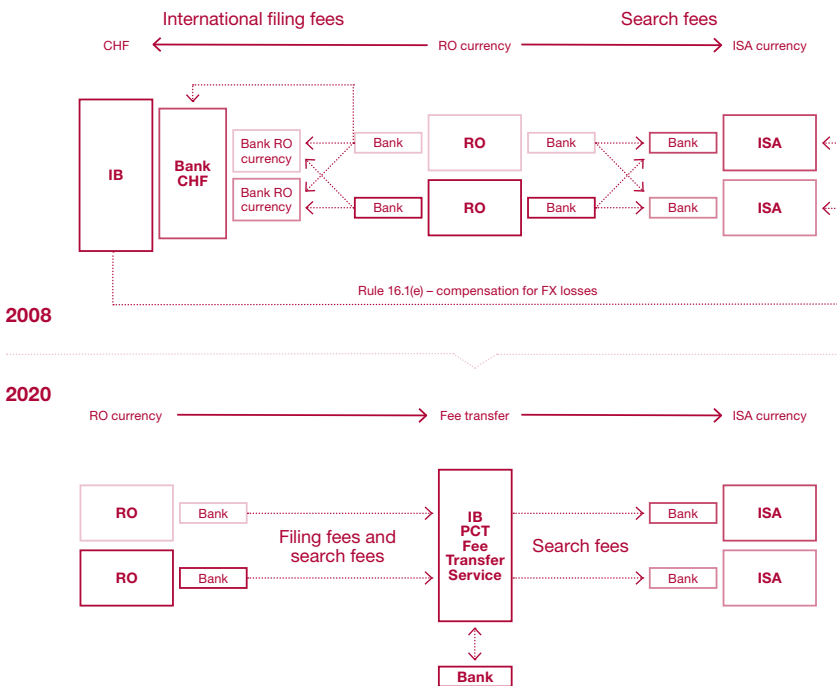
Processes have also been improved between offices to simplify tasks and to reduce both errors and costs. In particular, considerable improvements have been achieved in the efficiency of financial flows within the PCT system between the International Bureau and receiving offices (ROs) and international authorities. A highly successful pilot on the transfer of fees was introduced in 2018, which has evolved to become the WIPO Fee Transfer Service. On its formal adoption into the PCT System on July 1, 2020, the Fee Transfer Service was in use by 49 receiving offices (ROs) and nine ISAs, representing over 90% of search applications, greatly simplifying the reliable transfer of fees between ROs, ISAs and the International Bureau. Use of the Fee Transfer Service has enabled ROs to consolidate transfers of all PCT fees, reducing bank fees and improving cash management for ISAs by guaranteeing that they receive all search fees in their own currency on an agreed date each month. The requirement for WIPO to reimburse ISAs for foreign exchange losses has also been made unnecessary through the centralized management of exchange risk by the International Bureau.

Technical assistance activities organized by WIPO in developing countries that have a direct bearing on the PCT



Source: PCT/WG documents.

PCT Fee Transfer Service



Almost total elimination of claims related to search fees as all ISAs submitting such claims are now participating in the PCT Fee Transfer Service, in turn reducing administrative work for WIPO;

Improved management of currencies with the use of the PCT Fee Service Calendar which has provided improved visibility of currency flows thereby allowing Treasury to manage the risk accordingly;

Improved management of cash flows with the use of the PCT Fee Service Calendar which has provided improved planning and timing of transfers thereby allowing the IB to avoid costs related to negative interest rates;

Reduction in banking fees for ROs, ISAs and the IB related to reduced transfers amongst participants of the PCT Fee Transfer Service;

Simplification of procedures for ISAs which benefit from pre-review by the IB of search applications prior to their submission to the ISA;

Simplification of procedures for ROs which can combine all PCT fees into single listings and consolidated bank transfers.

Source: PCT/WG documents.

Photo: WIPO / Berrod



Mr. Gurry with Mr. Carl Oppedahl, 2013



New Interface Design for ePCT, 2017

The evolution of information technology

In 2009, PCT Operations departed from paper-based processing by deploying the internal electronic processing system “eDossier,” which constituted the underlying database on which future developments would be built.

In 2011, a new service, ePCT, was deployed, providing live interactions with the International Bureau’s database for the first time for external users. Initially, this took the form of a private file inspection tool, allowing applicants to access data and documents in real time and in a secure manner. The secure environment was made possible by the integration of a new identity management system that was developed in parallel with ePCT and introduced an additional layer of security and confidentiality for the WIPO Accounts platform.

In 2012, the ePCT online “Actions” feature was launched, which was a game changer and the first real-time online interaction between applicants and the International Bureau, delivering directly usable data for post-filing procedures, instead of merely images of traditional letters and other documents.

Also in 2012, the ePCT system was opened up to offer services to a wide new range of interested parties. A dedicated version of ePCT was deployed for use by IP offices in their roles as RO, ISA, IPEA and designated office. Thanks to this hosted solution, the International Bureau was able to make ePCT available as an online processing tool system to all IP offices that wished to participate, especially those which had no such online tools readily available to them. In addition, a third party observation system was launched, allowing comments to be submitted on the novelty and inventive step of claimed inventions by people who traditionally had no possibility of intervening in the process of the applications until the national phase.

In 2013, the first new international application was filed using ePCT by Mr. Carl Oppedahl, a U.S. patent attorney. ePCT-Filing is now available to 66 ROs across six continents, compared to the 20 accepting filings using the preceding system, PCT-SAFE, in 2009. Although initially rolled out in English only, in 2015, the ePCT interface was extended to all 10 PCT publication languages. A new modern interface design for ePCT was revealed in 2017, which was subsequently adopted as a common look and feel for the WIPO IP Portal when it was launched in 2018.

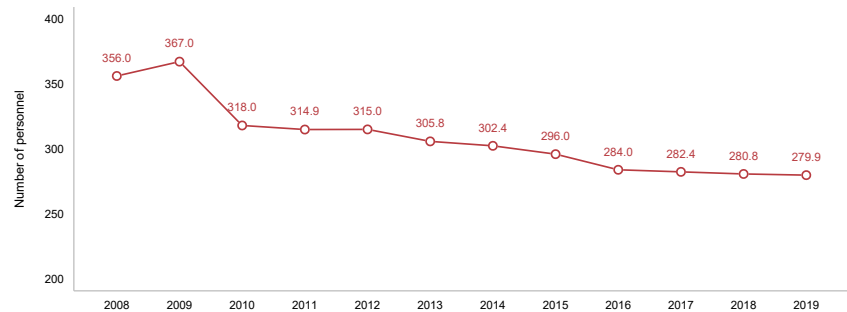
Beyond ePCT and eDossier, many other IT projects have been either completed or launched over the past decade. Among those are the PCT Resilient and Secure Platform (RSP) initiative aiming at increasing the security and resilience of the PCT, a vastly improved level of automation, partly based on the increasing receipt of documents in XML format, the backscanning of all paper files and the publication of full text versions of International Search Reports (ISRs)/written opinion of the ISA in multiple languages. In the area of PCT translation, developments include the introduction of Worldserver for the automated management and distribution of translations, the adoption of neural machine translation and translation quality estimation, and the terminology portal WIPO Pearl. These initiatives have all helped to enhance significantly the PCT system in terms of productivity, quality and user friendliness, as shown below. Efforts focus on not only ensuring that processes can be performed electronically, but also collecting data in useful formats that allow more efficient processes and delivery of better information to a wider range of interested parties in a broad range of languages.

Staff, quality and productivity

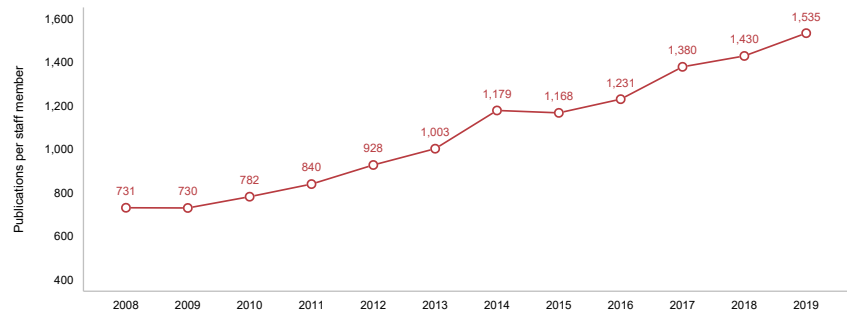
From 2008 to 2020, the International Bureau greatly improved its productivity and the quality of formalities examination of PCT international applications, despite a 20% decrease in staff during the same period, reducing staff positions from over 350 in 2008 to 280 in 2019. The productivity of formalities examination increased by almost 110% between 2008 and 2019, and the aggregate quality index increased from 85% in 2008 to 96.9% during the same period.

The number of words translated by the International Bureau from abstracts of PCT applications, from international search reports, and from international

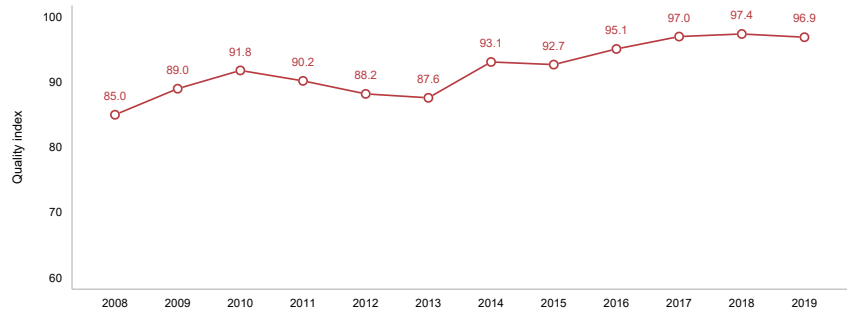
Number of personnel in PCT operations, 2008–2019



Productivity of formality examination, 2008–2019



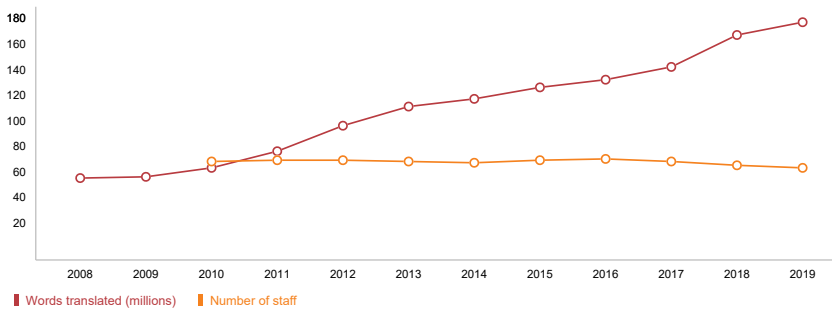
Quality index of formalities examination, 2008–2019



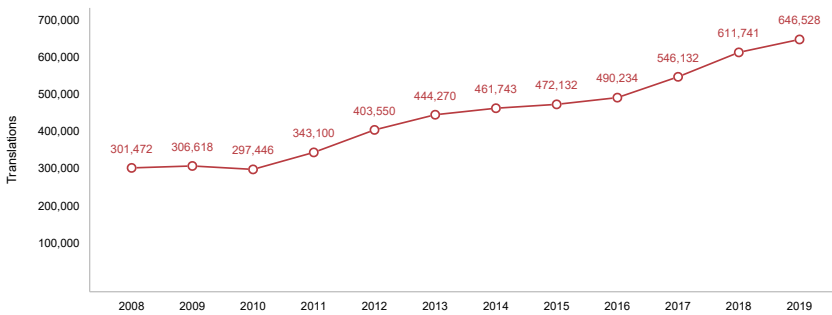
preliminary reports on patentability, increased by 222%, to 177 million words, between 2008 and 2019, while the overall headcount of the staff concerned with translation work reduced by 14, or 18%.

A number of further improvements warrant mention, such as the development of quality control tools for all operational processes, an enhanced customer support and customer experience, greatly improved security of PCT data and a significantly more mature level of risk analysis and management. As a result of the innovativeness and dedication of staff and the engagement of IP offices around the world, the PCT in 2020 would hardly be recognized by someone who knew the PCT only as it was in 2008.

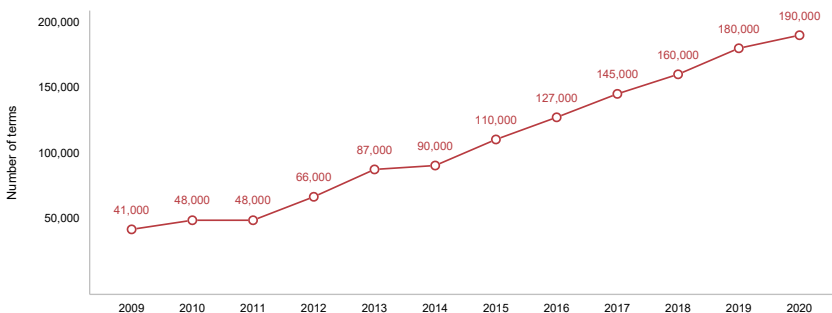
PCT translation staffing levels and number of words translated, 2008–2019



Number of PCT translations, 2008–2019



Number of terms in the PCT Termbase (2009–2013) and WIPO Pearl (2014–2020)



Highlights

106 Contracting Parties (+22) covering 122 countries

66,400 international applications in 2019 (+84.4% over 2008)

Applications from Asia and the Pacific and North America have doubled

One-treaty, single system achieved

Madrid Goods & Services Manager, Madrid Portfolio Manager, Madrid eFiling and Madrid Monitor introduced

Madrid IT Platform project launched

No fee increases since 2008

Madrid System for the International Registration of Marks (Madrid System)

Expanding geographical coverage of the System

Throughout most of the history of the Madrid System, starting in 1892 with the adoption of the Madrid Agreement, the membership of the System remained quite limited and stable. However, from 1988, the year of the adoption of the Madrid Protocol, the membership has quadrupled. In the period from 2008 to 2019, membership rose from 84 to 106 members, now covering 122 countries, an increase of 26%.

Prior to the adoption of the Protocol, the Madrid System was essentially European in membership and in usage. Since then, the Madrid System has transformed itself into a global system, with an increasingly important participation from Asia and North America. This is clearly illustrated by a comparison of the origin of filings between 2009 and 2019, during which period an important shift can be observed towards filings from Asia and North America.

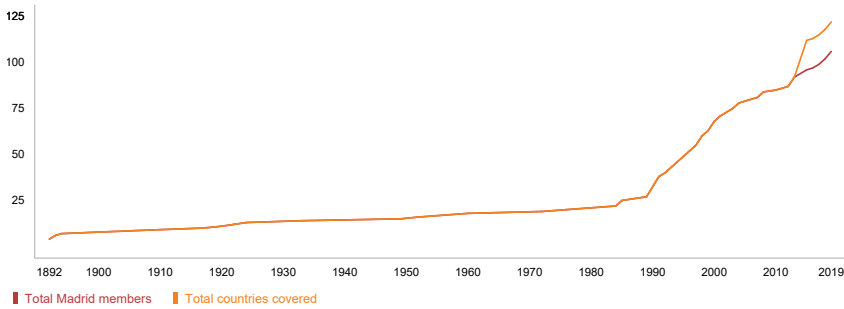
The same movement towards a truly global system is apparent in a comparison of the leading filers under the Madrid System in 2008 and 2019. In 2008, the 10 leading filers were European companies. In 2019, companies from China, India, the United States of America and Japan were represented in the 10 leading filers.

Rising demand

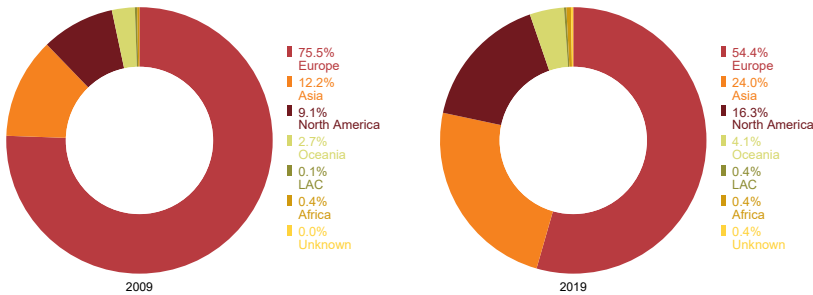
After a reduction in 2009 due to the financial crisis, filings quickly recovered to normal levels, with a typical yearly growth rate of between 5% and 10%. In 2009, 36,000 applications were filed. By 2019, the annual number of applications had risen to 66,400, an impressive increase of 84.4%.

As with the PCT, the Madrid System serves the leading corporations in the global economy and a large number of SMEs, startups and individuals across the globe.

Membership of the Madrid System, 1892–2019



International Madrid System applications by region, 2009 and 2019



Top 10 Madrid System applicants, 2008 and 2019

2008 ranking	2019 ranking	Madrid applicant	Origin	2008 Madrid applications
1	60	LIDL STIFTUNG & CO. KG	Germany	209
2	25	SOCIETE DES PRODUITS NESTLE S.A.	Switzerland	140
3	9	HENKEL AG & CO. KGAA	Germany	111
4	2	NOVARTIS AG	Switzerland	103
5	33	BOEHRINGER INGELHEIM INTERNATIONAL GMBH	Germany	97
6	49	JANSSEN PHARMACEUTICA N.V.	Belgium	97
7	28	KRKA, TOVARNA ZDRAVIL, D.D., NOVO MESTO	Slovenia	91
8	205	DEUTSCHE TELEKOM AG	Germany	86
9	N/A	ASTRAZENECA AB	Sweden	78
10	1	L'OREAL	France	77

2008 ranking	2019 ranking	Madrid applicant	Origin	2019 Madrid applications
10	1	L'OREAL	France	189
4	2	NOVARTIS AG	Switzerland	135
N/A	3	HUAWEI TECHNOLOGIES CO., LTD.	China	131
N/A	4	NIRSAN CONNECT PRIVATE LIMITED	India	124
N/A	5	RIGO TRADING S.A. SOCIETE ANONYME	Luxembourg	103
105	6	APPLE INC.	U.S.	101
N/A	7	SHISEIDO COMPANY, LTD	Japan	84
42	8	BAYERISCHE MOTOREN WERKE AKTIENGESELLSCHAFT	Germany	78
3	9	HENKEL AG & CO. KGAA	Germany	77
82	10	RICHTER GEDEON NYRT.	Hungary	69

Fee distribution to members

The Madrid System is an important source of revenue for national and regional IP offices through the distribution of fees collected by the International Bureau. In line with the increased worldwide use of the System, Madrid fees distributed to offices rose from CHF 174 million in 2008 to CHF 266 million in 2019.

Digitization of the System

Over the past 12 years, a wealth of improvements for users and offices have been made to the System by greatly increasing reliance on information technology in all dimensions of its practical operation. Some of the most significant developments in this regard include the Madrid Goods & Services Manager (2009), the Madrid Portfolio Manager (2012), Madrid e Filing (2014), the migration away from an outdated 1990s legacy approach (2016) and Madrid Monitor (2017). In 2019, a major new project, the Madrid IT Platform project, was formally launched with a view to integrating these various developments, as well as a number of others, into a comprehensive and integrated state-of-the-art technology platform for the future operation of the System. The progress achieved in digitization is illustrated by the evolution in the format of the data passing through the System from paper to structured electronic data.

Digitization has also been a major factor in increasing productivity and enabling fees to be maintained at a constant level since 2008.

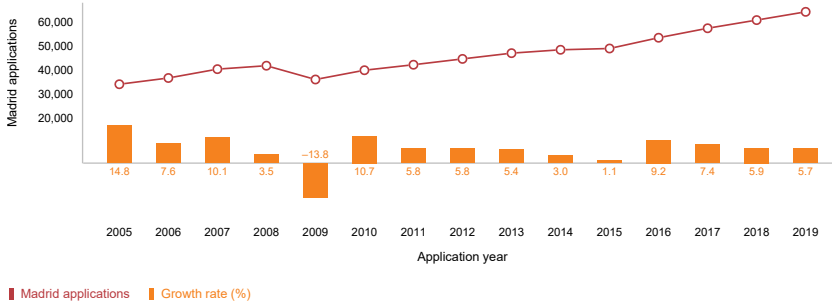
Fellowship program

In 2010, the Madrid Sector started a fellowship program under which trademark examiners from IP member offices can spend up to two years working at the International Bureau. The program has met with tremendous success, allowing for the fruitful exchange of experiences between the International Bureau and the participating offices, as well as greatly facilitating the cooperation between WIPO and its Member States with respect to the Madrid System. In 2010, there were four fellows. The success of the program has seen the number of fellows rise to 19 in 2019.

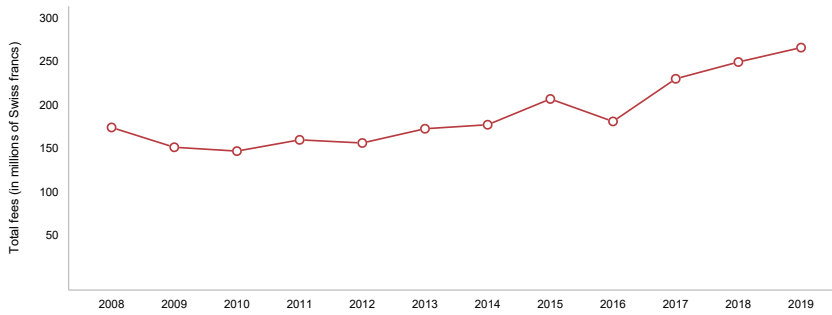
A single System

With the active engagement of IP offices of Member States, numerous improvements have been made to the legal framework of the Madrid System between 2008 and 2019, such as the introduction of a mandatory requirement for offices to issue a statement of grant of protection and the possibility of division and merger of international registrations. One legal development, however, stands out in particular. On October 31, 2015, the Madrid Protocol entered into force in respect of Algeria, which was the last country bound by the Madrid Agreement only. This event was a milestone in the history of the Madrid System, as it meant that all Contracting Parties were then bound by the Madrid Protocol and, as a result, the Madrid Agreement was no longer in operation. After a long period of transition in which the System was constituted by two treaties (the Agreement and the Protocol), the Madrid System thus regained its original status of a one-treaty System, which has greatly simplified both the administration of the System and the use of the System by applicants.

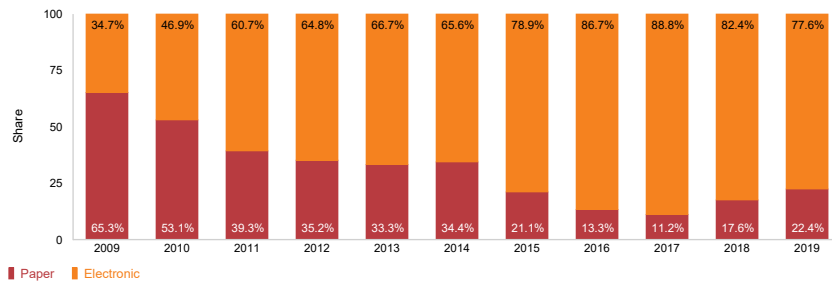
Growth in Madrid applications, 2005–2019



Total Madrid fees, 2008–2019



Progressive digitization of the Madrid System, 2009–2019



Highlights

65 Contracting Parties to Geneva Act (+41)

5,886 international applications in 2019 (+243% over 2008)

Applications from Asia reach 25% of total applications

1934 Act frozen and progress made towards a one-treaty, single-Act system

New internal IT operating system deployed

Various IT applications introduced for users, including electronic filing, payments, portfolio management and document uploads

No fee increases since 2008

+235% increase in fees distributed

Hague System for the international registration of designs (Hague System)

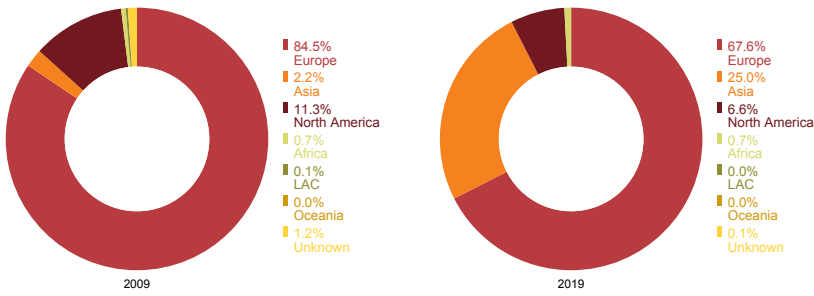
Expanding geographical coverage of the System

Over the past 12 years, the total membership of the Hague System has grown from 47 to 74, with the number of Contracting Parties to the Geneva Act (1999), the latest expression of the Hague System, jumping from 24 members to 65. This expansion included some of the world's largest economies, such as the United States of America, Japan, the United Kingdom, the Russian Federation, Canada, the Republic of Korea and Mexico, and initiated the evolution of the System into a truly international one. The impact of the new participants is clearly reflected in the use of the System. Whereas the user base was predominantly European in 2009, a broader geography of users was apparent in 2019, with Asia being the origin of a quarter of new applications.

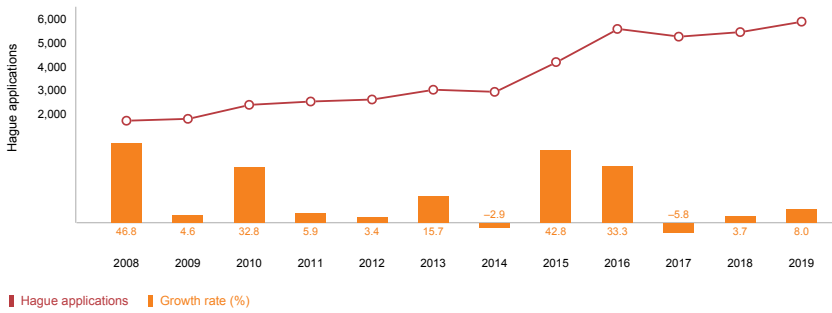
Increasing use of the System

Filings of applications almost tripled over the 12-year period, as did the number of designs filed, both setting historical records in 2019.

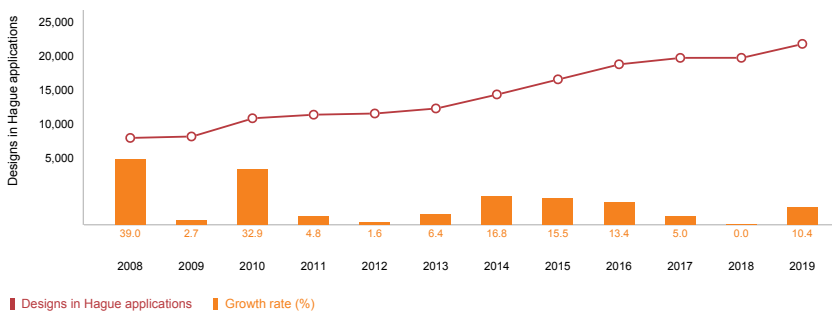
Designs contained in Hague System international applications by region, 2009 and 2019



Growth in Hague System international applications, 2008–2019



Growth in designs contained in international applications, 2008–2019



Fee distribution under the System

The Hague System is a source of revenue for national and regional IP offices through the distribution of fees collected by the International Bureau. In line with the geographical expansion and the growth in filings, the amount of designation fees distributed to Contracting Parties increased by 285% over the period, to reach a record figure of CHF 7.35 million in 2019.

Digitization of the System

Over the past 12 years, a wealth of improvements for both users and offices have been made to the System by greatly increasing reliance on information technology in all dimensions of its practical operation. Some of the most significant developments include the deployment of an electronic interface for the filing of international applications in 2008, the introduction of an electronic payment facility in 2010 and of an electronic portfolio manager in 2013, as well as the addition of a document upload facility to a web contact form for users' convenience in 2019.

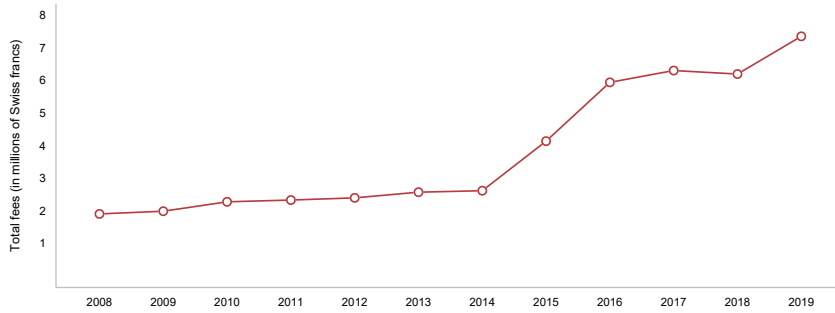
From 2008 to 2019, the share of paper filings dropped from 75% to 1% of the total international applications filed, representing efficiency gains for both users and the International Bureau. The Hague internal operating functions moved to a cloud-hosted system in December 2018, the first of WIPO's services to do so.

Evolution of the legal framework

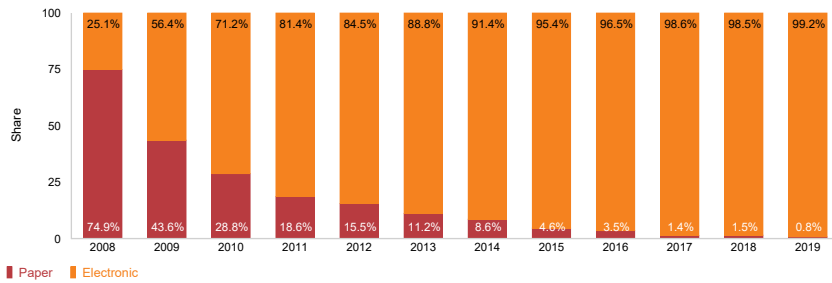
While, in 2008, the System was still operating under three different Acts, namely the London Act (1934), the Hague Act (1960) and the 1999 Act, major progress was made towards the simplification of the System with the freezing of the 1934 Act in 2010 and its termination in 2016. The growth in membership to the 1999 Act has also led to a gradual reduction in the number of countries bound solely by the 1960 Act. At the end of 2019, there remained only 10 such countries, of which eight are members of the European Union or the African Intellectual Property Organization (OAPI) and are thus *de facto* connected to the membership of the 1999 Act. The goal remains to have a single-Act, unified Hague System, like the single-Act, unified Madrid System.

Aside from the termination of the 1934 Act, other important changes were made to the legal framework to ensure that the System remained relevant to the evolving needs of users and offices. In particular, in 2008, the standard designation fee was split into three distinct levels to better match the nuances among offices concerning the level of examination that they perform. The year 2009 saw an expansion of the fee reduction regime in favor of applicants from LDCs and the introduction of a regulatory framework for the issuing of statements of grant of protection by the offices of designated Contracting Parties. Spanish was introduced as an official language in 2010. In 2011, the Hague Union Assembly approved the creation of the Working Group on the Legal Development of the Hague System to ensure a balanced evolution of the legal framework. Furthermore, in 2012, the publishing cycle of the *International Designs Bulletin* was shortened from monthly to weekly, hence allowing publication in as little as a week for those applicants whose strategy relies on immediate publication.

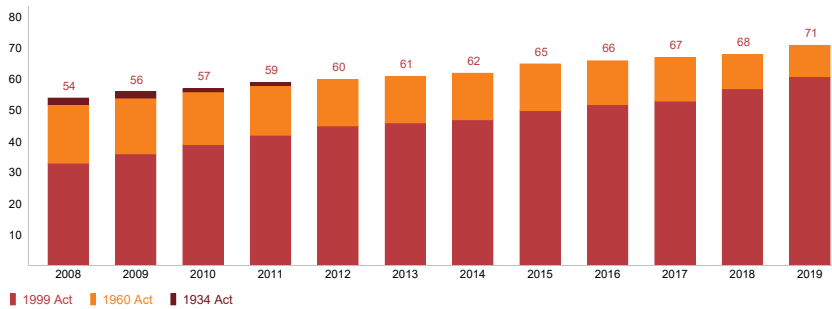
Designation fees distributed to Hague Contracting Parties, 2008–2019



Growth in international applications filed digitally through the Hague System, 2008–2019



Membership of the Hague System according to the latest Act



Highlights

Major revision of the Lisbon Agreement with the adoption of the Geneva Act in 2015

Geneva Act enters into force in 2020 covering 32 countries

Number of applications tripled since 2008

Increased use by members from Asia and Latin America

Lisbon System for the international registration and protection of appellations of origin and geographical indications (Lisbon System)

A major revision and the coverage of geographical indications

In 2015, a major revision of the Lisbon Agreement was concluded with the adoption of the Geneva Act. The new Act introduced a number of amendments, including the protection of, and opportunity to register internationally, geographical indications, in addition to appellations of origin, the scope of protection, the possibility of complying with obligations under the treaty through different forms of legal protection, such as collective marks and certification marks, and the possibility for certain intergovernmental organizations to become party to the Treaty. One of the objectives of the revision was to increase the attractiveness of the Lisbon System to a broader range of countries and thereby expand the membership of the System, which had remained constant over many years at the relatively low number of 27 or 28. The revision reflected also the growing interest around the world in geographical indications as a means of branding products linked to specific geographies.

Between 2008 and 2020, four new members acceded to the original Lisbon Agreement (1967 Act) and six to the new Geneva Act, the latter accessions bringing the new Geneva Act into force in early 2020. With the accession of the European Union, the Geneva Act covered, at the moment of its entry into force, 32 countries, already an expansion of the geographical coverage of the original Lisbon Agreement.

The expansion of the number of countries covered by the Lisbon System was combined with an increased use of the System by members from Asia and Latin America, reflecting a gradual evolution of the Lisbon System into a more global system of registration and protection for appellations of origin and geographical indications.

Use of the System

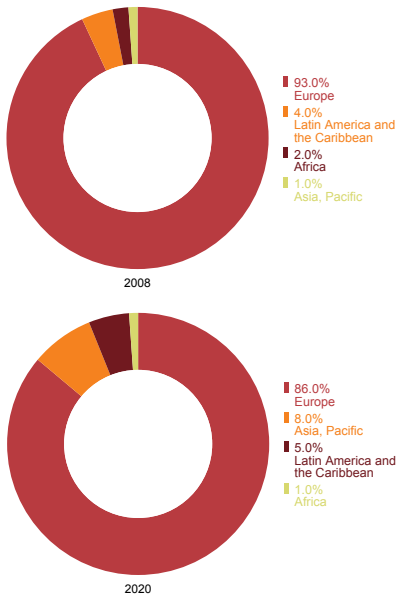
The renewed interest in the Lisbon System with the adoption of the Geneva Act of the Lisbon Agreement was also confirmed by a gradual increase of new registrations and other transactions (grants of protections, refusals, etc.) in the period between 2008 and 2020. After a record year in 2014, the number of new registrations has stabilized to an average of more than 30 per year since 2014, tripling the filings rate over the period from 2008 to 2013.

The increased use of the Lisbon System by members from Asia and Latin America had an impact on the composition of international registrations. The share of international registrations from developing countries increased from 6.6% in December 2008 to 14.4% in May 2020.

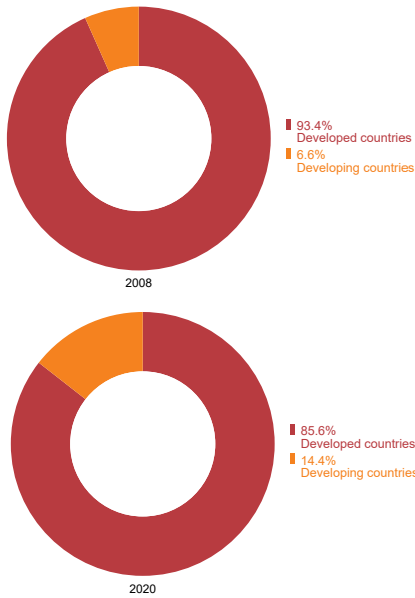
Evolution of the legal framework

The entry into force of the Geneva Act created a dual-Act Lisbon System. In order to ensure that the dual-Act System would retain its user-friendliness, in 2017, the Lisbon Union Assembly adopted the Common Regulations under the Lisbon Agreement and the Geneva Act of the Lisbon Agreement. A fee reduction in favor of LDCs was also adopted.

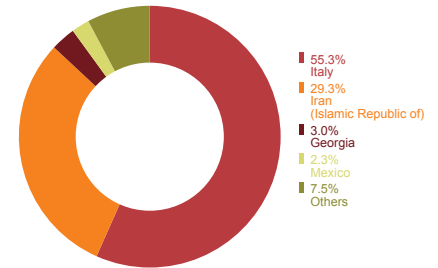
International Lisbon System registrations per region, 2008 and 2020



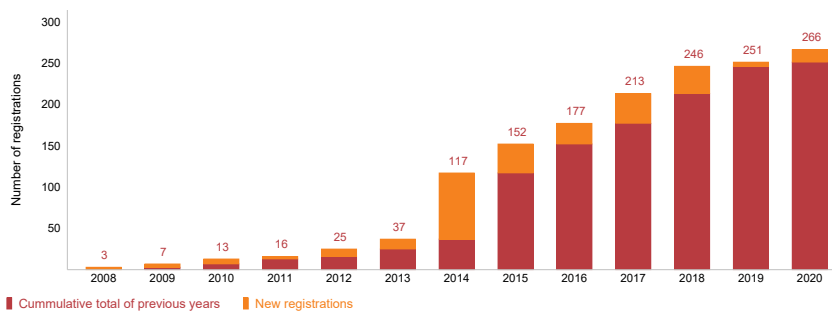
Origin of Lisbon System international registrations, 2008 and 2020



Top five Lisbon System applicant countries, 2020



Number of Lisbon System international registrations, 2008 to 2020



Digitization of the System

Over the past 12 years, some progress was achieved with the digitalization of the Lisbon System. In 2009, the Lisbon Union Assembly agreed on the establishment of a regulatory framework for the use of electronic means of communication under the procedures of the Lisbon System. By 2020, electronic means of communication had been established with over 90% of Lisbon Union members. In addition, IT solutions were developed to facilitate the procedures of registration, notification and online publication (the *Lisbon Express* database). Finally, the *Bulletin*, the official publication of the Lisbon System, was made available exclusively in electronic form from 2011.

Highlights

Major increase in IP dispute procedures from 24 (2008) to 62 (2019) arbitrations, mediations and expert determinations

ADR collaborations with over 45 IP offices and courts around the world

Center used in several sector-specific dispute resolution schemes, including trade fairs, America's Cup and research and development arrangements

Improved electronic case management system

Since 2008, over 35,000 Internet domain name cases administered

In addition to gTLDs, domain name case administration provided for almost 80 ccTLDs

Active program of policy engagement with ICANN, including collaboration for trademark-based legal rights objections in the context of ICANN's new gTLD program

WIPO Arbitration and Mediation Center

IP dispute resolution

Since 2008, the WIPO Arbitration and Mediation Center has experienced a steady increase in demand for WIPO mediation, arbitration, expert determination and good offices services. In that period, the annual filing rate of mediation, arbitration and expert determination cases has nearly tripled.

With the increase in case filings has come a broadening of the location of parties, with the strongest growth emerging from the Asia-Pacific region. In terms of subject matter, cases have involved information and communication technology (ICT), as well as patent and copyright-related disputes. Users of WIPO's mediation and arbitration services include large companies and SMEs in almost equal measure.

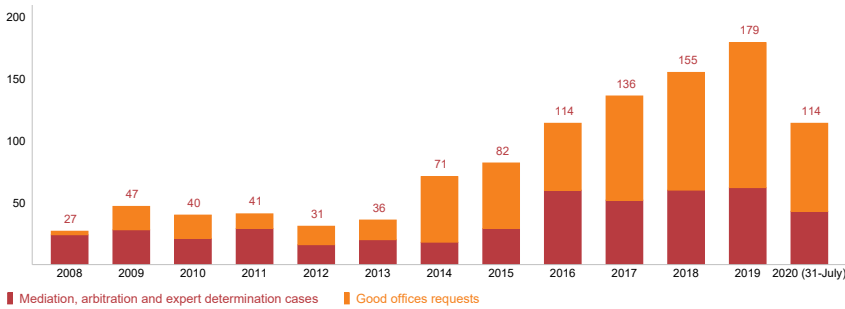
The WIPO List of Mediators and Arbitrators has grown to over 2,000 neutrals from 101 countries, with expertise across a broad range of IP topics.

The Center makes use of a case management system developed in-house during the period under review. The system facilitates efficient case administration and provides data allowing the Center to focus on emerging trends.

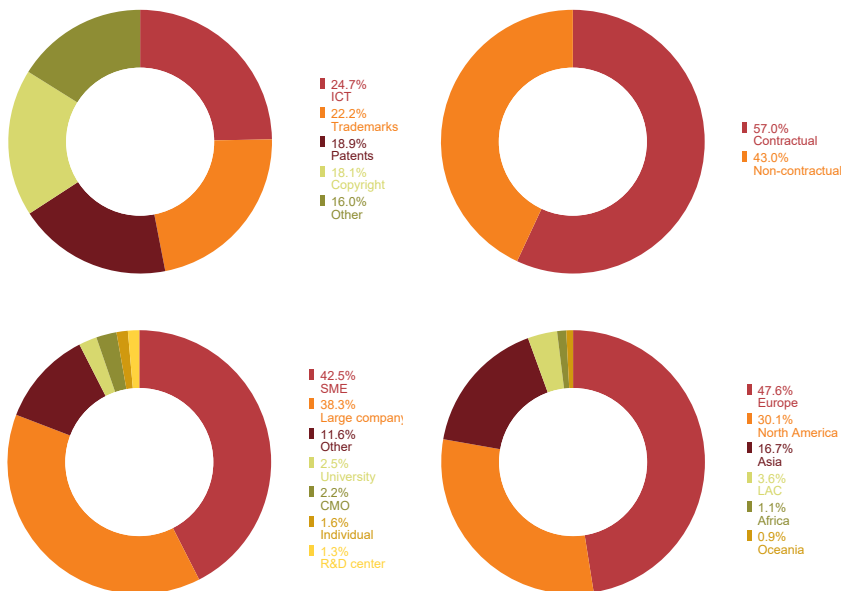
Since 2010, the Center has maintained an office in Singapore to facilitate outreach and case administration in the region.

In 2020, the Center was accredited to provide mediation services in the Shanghai pilot free trade zone. Over ten cases have been referred to the Center under this arrangement, which will provide both Chinese and foreign litigants with an avenue in China for dispute resolution additional to Chinese courts and alternative dispute resolution (ADR) adminis-

Mediation, arbitration, expert determination cases and good offices requests, 2008 to 2020



Mediation, arbitration and expert determination cases, 2008 to 2020

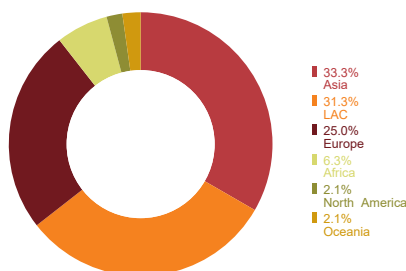


tered by local services. WIPO was the first foreign institution to be so accredited. The accreditation opens an exciting and promising new area of cooperation, with the possibility of its extension to other parts of China.

In the 2016 survey report, *Pre-empting and Resolving Technology, Media and Telecoms Disputes* by the School of International Arbitration of Queen Mary University of London, respondents with experience in IP disputes named the Center as their second-most used institution for technology, media and telecommunications (TMT) disputes involving IP, close behind the International Chamber of Commerce (ICC) International Court of Arbitration. Where respondents expressed a preference for an institution in these dispute areas, the Center was ranked first.

WIPO Arbitration and Mediation Center collaborations with IP offices and courts, by year and by regional share

2020	SIC (Colombia) UIBM (Italy) Supreme Court of Justice of Paraguay (Paraguay)
2019	NCIP (Belarus) EAPO (EAPO Member States) HIPO (Hungary) Ministry of Justice of the Republic of Kazakhstan (Kazakhstan) INDAUTOR (Mexico) OMPIC (Morocco)
2018	INAPI (Chile) CNIPA (China) SENADI (Ecuador) KECOBO (Kenya) Kyrgyzpatent (Kyrgyzstan) MCST FIT-ADR (Republic of Korea) KIPO (Republic of Korea) Ministry of Justice (Republic of Korea) Patent Court of Korea (Republic of Korea) ORDA (Romania) IPI (Switzerland) CIPITC (Thailand) MEDT (Trinidad and Tobago) MEDT (Ukraine) COSOTA (United Republic of Tanzania)
2017	INPI (Argentina) IP Australia (Australia) National Register (Costa Rica) OCPI (Cuba) ONDA (Dominican Republic) ILPO (Israel) Ministry of Culture (Lithuania) PPO (Poland) ROSPATENT (Russian Federation) IP Office (Serbia)
2016	CNR (El Salvador) DINAPI (Paraguay)
2015	OEPM (Spain) USPTO (United States of America)
2014	DNDA (Colombia) DGIP (Indonesia) IMPI (Mexico) IPOPPL (Philippines)
2012	INPI-BR (Brazil) MCST-KCC (Republic of Korea) MCST-KOCCA (Republic of Korea)
2011	IPOS (Singapore) IPO (United Kingdom)
2009	MinLaw (Singapore)



WIPO Rules and Clauses

To address international ADR developments, the Center has updated the WIPO Mediation and Arbitration Rules (WIPO Rules) on a number of occasions since 2008. Notable additions include the option for a unilateral request for WIPO mediation and provisions that aim to facilitate party production of settlement agreements as may be required for enforcement purposes under the recently concluded Singapore Convention on Mediation. In addition, there is a newly available option for parties to seek emergency relief prior to the establishment of the regular arbitral tribunal.

In the period since 2008, the number of languages in which the WIPO Rules and recommended WIPO Clauses and Submission Agreements are available has been expanded to include Arabic, Chinese, English, French, German, Japanese, Korean, Russian and Spanish.

ADR services for specific sectors

Collaborations with IP offices and courts

Since 2008, WIPO has entered into ADR collaborations with over 45 IP offices and courts around the globe. The Center assists in their establishment of optional ADR frameworks, the organization of training programs and promotional activities, as well as case administration. Meeting with growing Member State interest, these collaborations highlight cost-effective and flexible options for parties to resolve IP disputes, which may include disputes before IP offices in relation to pending applications or granted rights.

As a pioneering example of this collaboration, in 2011 the Center collaborated in the establishment of a joint dispute resolution procedure to facilitate the mediation of trademark oppositions at the Intellectual Property Office of Singapore (IPOS), under which a number of cases have since been administered by the Center.

As a more recent example, under a framework for collaboration between the Ministry of Culture, Sports and Tourism (MCST) of the Republic of Korea and WIPO, established in 2018, MCST and the Center developed a joint dispute resolution procedure to facilitate the mediation of international copyright and content-related disputes in the Republic of Korea.

To share its growing experience in this area, with the support of the Korean Intellectual Property Office, the Center published the *Guide on Alternative Dispute Resolution for Intellectual Property Offices and Courts*. Updated in 2018, the Guide offers practical guidance to IP and copyright offices and courts that wish to promote and integrate ADR options into their existing services.

WIPO ADR for fair, reasonable and non-discriminatory (FRAND) disputes

In light of the growing court litigation in this area, following consultation with standard-setting organizations, legal practitioners and industry, in 2015 the Center made available tailored model submission agreements that parties can use to refer a dispute concerning the determination of FRAND terms for standard-essential patents (SEPs) to WIPO mediation, WIPO arbitration or WIPO expedited arbitration. The Center continued its work in this area by publishing, in 2017, the document *Guidance on WIPO FRAND ADR* to assist parties and neutrals in understanding available dispute resolution options when negotiating or drafting FRAND licensing agreements.

Fast-track procedure for trade fairs

In 2015, the Center drafted the *WIPO Fast-Track Intellectual Property Dispute Resolution Procedure for Palexpo Trade Fairs*, to protect exhibitors and non-exhibitors against infringement of copyright, trademarks, design rights or breach of unfair competition law at Palexpo trade fairs held in Geneva. Decisions are rendered by a sole expert within 24 hours and are enforceable with immediate effect at the

trade fair. This new procedure has been used at the Geneva International Motor Show since 2015.

WIPO ADR in research and development/technology transfer

A growth area since 2008 includes cases and collaboration with parties involved in research and development (R&D) and technology transfer transactions. To help optimize dispute resolution in this area, the Center participated in the development of model R&D agreements with concerned stakeholders, which recommend WIPO mediation and expedited arbitration options. Cooperation has included the Development of a Simplified Consortium Agreement (DESCA 2020) model consortium agreement for the European Union research-funding program Horizon 2020; the Intellectual Property Agreement Guide (IPAG), Austria; Sample Agreements for Research and Development Cooperation, Federal Ministry for Economic Affairs and Energy, Germany; and Spanish Patent and Trademark Office (OEPM) Model R&D Agreements, Spain.

ADR user facilities: eADR

In 2017, WIPO eADR functionality was greatly improved with the in-house development of advanced search and upload capabilities, and connectivity with the Center's case management system. This optional case management tool facilitates the conduct of cases under the WIPO Rules by enabling parties and neutrals to share and access case-related information online. Parties to some 30% of WIPO arbitration and expedited arbitration cases are now using eADR.

In 2019, the America's Cup Arbitration Panel (ACAP) conducted its first arbitrations arising from the ongoing 36th edition of the America's Cup sailing race series using an updated version of eADR provided by the Center. This WIPO platform supports the sailing parties and arbitrators located around the world in managing the disputes filed with ACAP.

Outreach

Workshops

In addition to tailored events undertaken in other locations, since 2008 WIPO Mediation and Arbitration Workshops have been organized in Beijing, Geneva, Munich, New York, Palo Alto, Paris, Seoul, Shanghai, Shenzhen and Singapore. In addition to Center staff, Workshop faculty includes experienced WIPO neutrals.

Webinars

The Center has increasingly focused on webinars and, since 2018, has held 20 such events on WIPO options for IP and technology dispute resolution. These webinars have attracted over 8,500 registrants from 176 countries to date, and have been presented in Chinese, English, French, Japanese, Russian and Spanish.

Resource and reference materials

In 2015, the Center issued the first of its *WIPO ADR Highlights* quarterly newsletters, providing news and practical pointers on WIPO's services for resolving IP disputes outside courts. *WIPO ADR Highlights* now has over 7,700 subscribers across the globe.

The Center made available a new publication, *Resolving IP and Technology Disputes through WIPO ADR*, and brought out an entirely updated *Guide to WIPO Mediation* and *Guide to WIPO Arbitration*, reflecting WIPO's increased case experience. It also undertook a broad international survey with over 400 respondents to assess the use in technology-related disputes of ADR procedures as compared to court litigation. The resulting 2013 Center Report identified trends and best practices, and includes observations relevant to dispute resolution strategies.

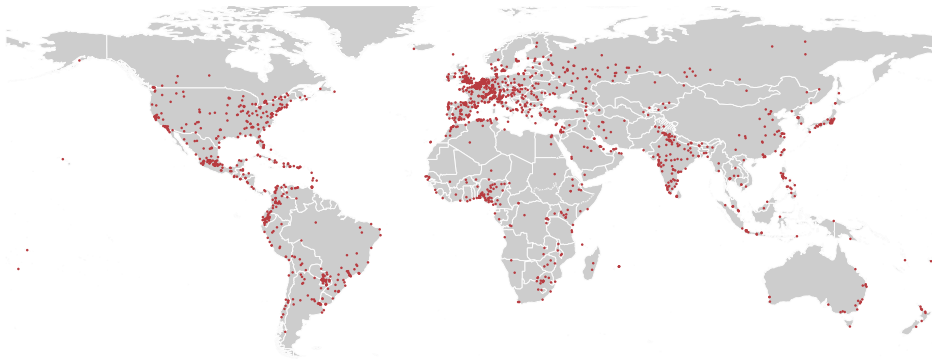
Much of the Center's IP ADR expertise and outreach is reflected in the significant expansion over the period of the Center's online *Bibliography on Intellectual Property ADR*, reflecting publications on the subject from around the world.

Domain name dispute resolution

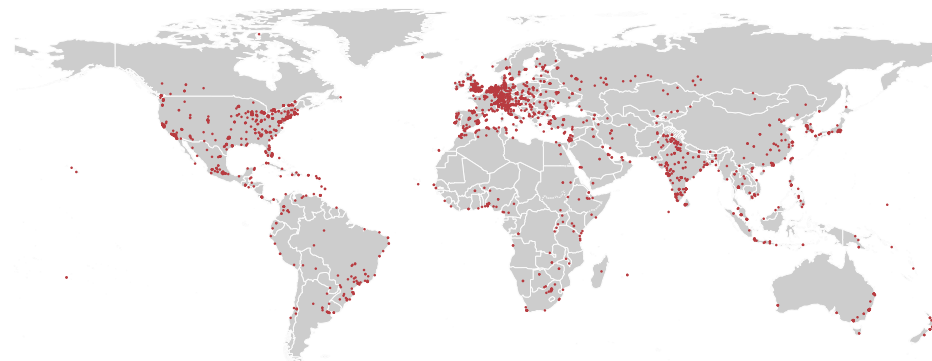
Since 2008, trademark owners have filed over 35,000 cases covering over 65,000 domain names under the WIPO-initiated Uniform Domain Name Dispute Resolution Policy (UDRP) and related policies with the Center. In 2019 alone, the Center administered a record 3,693 domain name cases, the sixth consecutive year to show rising filing levels. Since the launch of the UDRP in 1999, WIPO has administered over 48,000 cases, involving some 88,000 domain names. Filers from the banking, biotechnology/pharmaceutical, and Internet/IT sectors have been the most frequent users of the UDRP.

Since 2008, the Center has added some 30 country code top-level domains (ccTLD) – including .CN and .中国 (China) and .EU (European Union) – to its global list of almost 80 ccTLDs for which it provides domain name dispute resolution services. The Center also provided policy advice to numerous ccTLDs in the period.

WIPO ADR webinars – registrant location



WIPO ADR newsletter subscribers



Domain name disputes are decided by WIPO-appointed panelists known for their trademark and Internet expertise. In the period under review, the Center has worked with 486 panelists from nearly 60 countries in all regions.

Reflecting the global scope of the UDRP, and the vast increase in cases filed since 2008, WIPO parties have come from 180 countries. WIPO UDRP proceedings have so far been conducted in 21 languages, including Chinese, Czech, Danish, Dutch, English, French, German, Hebrew, Italian, Japanese, Korean, Norwegian, Polish, Portuguese, Romanian, Russian, Slovak, Spanish, Swedish, Turkish and Vietnamese.

While the Internet Corporation for Assigned Names and Numbers (ICANN) has accredited further domain name dispute resolution providers, the Center has remained the consistent leader, administering over half of all UDRP disputes filed annually.

The Center manages the growth in case filing using its in-house developed domain name case management system. One of the more extensive WIPO applications, its functionality has expanded throughout the past 12 years with various IT enhancements, including on panel appointment and communication, registrar interfacing, and the financial administration of cases.

Policy

ICANN and the Domain Name System (DNS)

During the period, the Center has steadfastly engaged in policy advocacy with ICANN and Internet and trademark stakeholders to preserve and enhance rights protection in the DNS. Such work includes ongoing participation in ICANN processes relating to rights protection mechanisms and access to registrant data, such as, most recently, the submission of comments to ICANN on the *Initial Report on the Review of All Rights Protection Mechanisms in All gTLDs Policy Development Process*, of significant potential relevance to the status of the UDRP.

Legal Rights Objections (LRO)

Starting in 2008, the Center commenced collaboration on a pre-delegation dispute resolution procedure for trademark-based LRO in the context of ICANN's new gTLD program. In the window during which the procedure was available from 2012 to 2013, the Center received 69 compliant LRO requests, which were decided by 49 panelists on WIPO's LRO roster. The entire experience is captured in the *WIPO Center End Report on LRO Procedure 2013*.

WIPO domain name user resources

Jurisprudential overview

The *WIPO Overview of WIPO Panel Views on Selected UDRP Questions* (WIPO Jurisprudential Overview) is an essential filing resource capturing numerous developments in the DNS and WIPO UDRP jurisprudence, and referencing some 1,000 representative UDRP decisions from 265 WIPO panelists. Significantly expanded in 2011 and 2017, this freely available online tool attracts frequent attention from around the world.

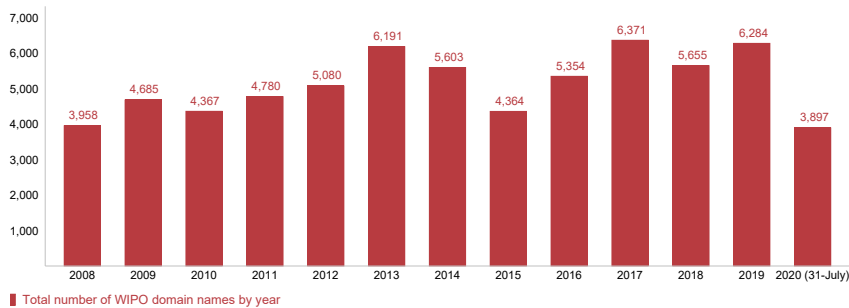
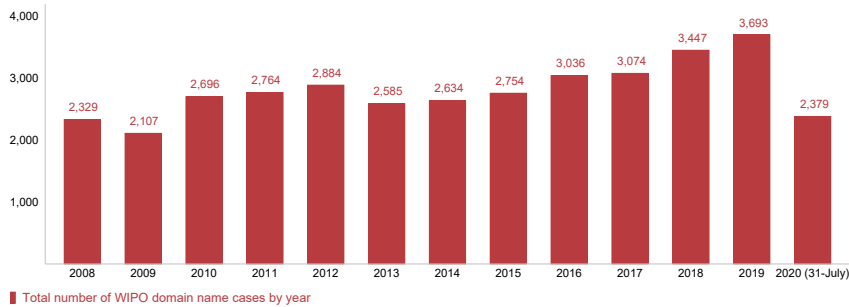
Expanded WIPO ccTLD Webpages

In 2017, the Center launched expanded webpages for its ccTLD dispute resolution services. As a reference for parties and other ccTLD stakeholders, the pages link to relevant policies and procedural rules, WHOIS search tools, Registry information, model pleadings, and decisions, as well as summaries of relevant differences between the respective UDRP-based ccTLD policies and the UDRP. The updated pages also feature information on each ccTLD's registration conditions, including eligibility criteria and supported (ASCII and IDN) characters.

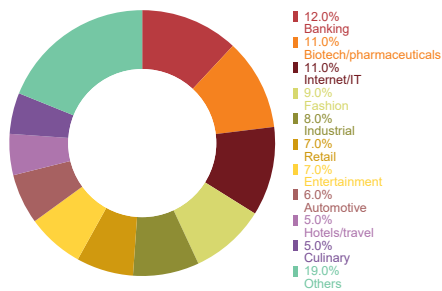
Legal Index

In the period, the Center fundamentally overhauled its Legal Index of WIPO UDRP Panel Decisions, enabling users to search WIPO UDRP decisions via a multitude of categories, including on substance or procedural issues and by area of industry or commerce.

WIPO UDRP-based filing, 2008–2020



Top 10 domain name filing sectors



Outreach

In addition to tailored events in other locations, since 2008 the Center has organized in Geneva 10 WIPO Domain Name Panelists Meetings and 11 Advanced Domain Name Dispute Resolution Workshops (including one in New York), attracting high levels of participation and, in the case of the Workshops, frequently with waiting lists.

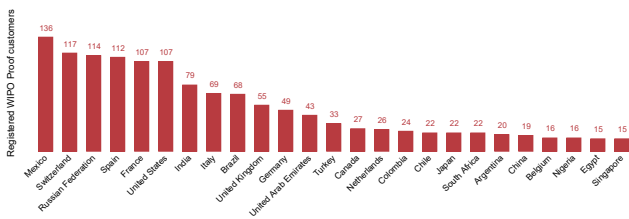
To mark the 20th anniversary of the WIPO-developed UDRP system, the Center held a major conference in Geneva in 2019. In the opening remarks, thanking WIPO panelists for their dedication to the cause of combating online abuse, WIPO Director General Francis Gurry recalled the extraordinary success of the UDRP as an innovative and durable international solution that has addressed a real problem effectively and has helped to build trust in the Internet for global commercial transactions.

Highlights

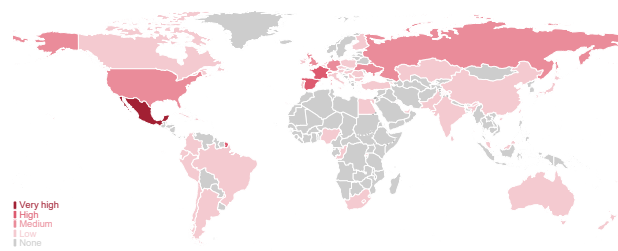
New service launched in 2020 providing evidentiary proof of existence of digital objects

Users from 57 countries in first three months of service

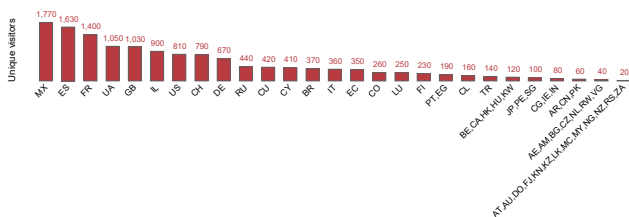
Top countries by registered customers of WIPO Proof



Global view of WIPO Proof by level of transactions



Number of unique visitors to WIPO Proof by country



WIPO Proof

In 2020, following the approval of the Member States in 2019, the Organization launched a new global service, WIPO Proof, which addresses the increasing amount of economic activity carried out or supported by digital technology and data. WIPO Proof offers users the possibility, at very low cost, of creating a time stamp of data, which provides irrefutable and tamper-proof evidence of the existence of those data at a given time and date. It does not create a legal title, but is, rather, an evidentiary support that may be used in legal disputes or litigation. Now that so many assets exist or are expressed in digital form, rendering them vulnerable to corruption, theft or destruction, the WIPO Proof service is a timely support for fair competitive practices in the digital economy. Some of the common uses for which it is intended include research and laboratory notes, collections of bioinformatic data, trade secrets, software code, music files, literary drafts and other creative outputs.

While the new service is still in its infancy, being barely three months old at the time of writing, the take-up in the short time since its launch has been impressive in its geographical scope and growing engagement. In the first three months, persons and entities from 57 countries have used the service.

WIPO Proof is a step into the digital present and future, being the first WIPO service specifically developed for and targeting digital activity.

Highlights

Uniform interface for all WIPO global services

Single systems for sign-on, identity management and accounts, harmonization of certain security features, provision for access from multiple devices, customization of dashboards and unified messaging to WIPO services



WIPO IP Portal

Each of the global services described in the preceding pages has developed over the years with its own history and IT system. This independent development led to different IT interfaces with the Organization's services, different names for and approaches to similar features, such as customer helpdesks, and duplication of certain actions required on the part of users, such as logins and identity management. The result was inconvenient and inefficient for users of more than one of WIPO's services, especially as IT took over as the dominant, if not exclusive, form of service delivery.

Over the past five years, a major exercise has been undertaken in-house to remedy this situation. A cross-sectoral team, comprising representatives from each of the WIPO global services as well as ICT, security, global infrastructure, finance, communications and customer service, successfully undertook a major project of re-engineering, harmonization and design to develop the WIPO IP Portal. The new portal allows for a seamless experience for users through a uniform interface for all WIPO global services, with single systems for sign-on, identity management and accounts, streamlined payment processing, harmonization of certain security features, provision for access from multiple devices, customization of dashboards and unified messaging to WIPO services. The WIPO IP Portal not only enhances user experience, but also contributes to a much more integrated and efficient approach to the use of ICT in the Organization.

International Legal Framework

Highlights

More than 400 accessions to
WIPO-administered treaties

193 Member States of WIPO

Two new treaties (Beijing
Treaty and Marrakesh Treaty)
concluded and one revision of a
treaty (Geneva Act of the Lisbon
Agreement)

All three new treaties have
entered into force

Mixed results in other normative
discussions, with all areas
advancing but at a slow pace

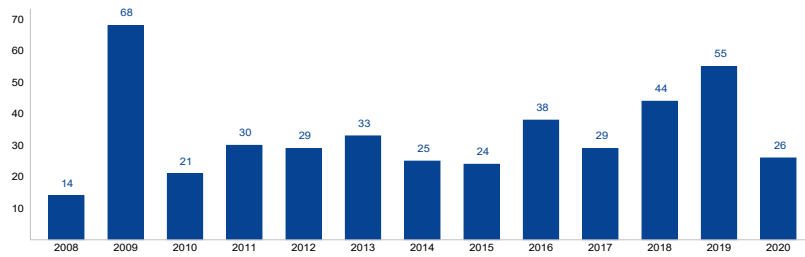
The past 12 years have witnessed mixed results in the rule-making or normative agenda. On the one hand, there have been some great successes. It has been a period of record buy-in to the existing treaty framework, as well as a period in which three new treaties have been concluded (the Beijing Treaty on Audiovisual Performances in 2012; the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled in 2013; and the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications in 2015), each of which has now entered into force. On the other hand, progress has been slow in advancing other new areas and some items have remained under discussion, with the Member States unable to reach agreement, for disappointingly long periods.

Accessions to existing treaties

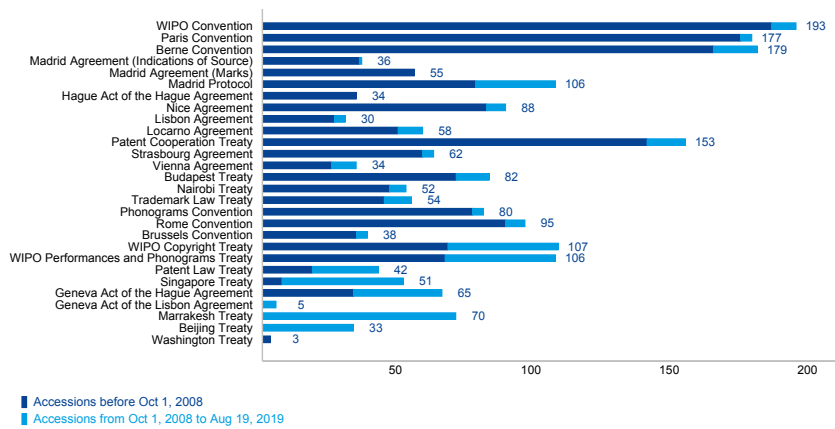
As we celebrate the 50th anniversary of the entry into force of the Convention Establishing the World Intellectual Property Organization (WIPO Convention) this year, the Organization also celebrates the conclusion of another impressive year of accessions to its treaties. In 2019, 55 instruments of accession to WIPO-administered treaties were deposited, constituting the second highest annual accession rate of the past 12 years and demonstrating the robustness of the international legal framework in the field of intellectual property, despite recent challenges for multilateral cooperation. The driving force behind the accession rate of 2019 has been, once again, WIPO copyright treaties, with 29 accessions. The strong presence of developing countries among accessions to WIPO-administered treaties in 2019 (31 out of 55) is a testament to the value of IP for economic growth and development.

Despite the global COVID-19 pandemic, treaty accessions have shown remarkable resilience in the first half of 2020, with 29 accessions since January 1, 2020 – already matching, if not surpassing, total annual rates of some previous years. The Organization reached further milestones when two WIPO-administered treaties entered into force in the first months of 2020: the Geneva Act of the Lisbon Agreement on February 26, 2020 and the Beijing Treaty on Audiovisual Performances on April 28, 2020.

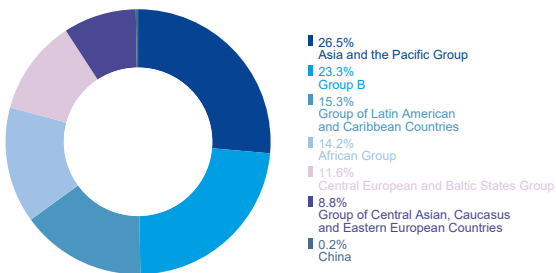
Annual accessions to WIPO-administered treaties, October 1, 2008 to August 19, 2020



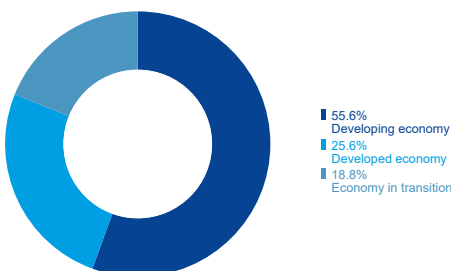
Total number of parties and accessions, from October 1, 2008 to August 19, 2020, to WIPO-administered treaties



Source of accessions to WIPO-administered treaties, from October 1, 2008 to August 19, 2020, shown by WIPO Group



Accessions to WIPO-administered treaties, from October 1, 2008, to August 19, 2020, shown by economy type



Since October 2008, altogether, more than 400 accessions to WIPO-administered treaties have been recorded. During that period, we have also had the pleasure of welcoming nine new Member States, the latest being the Republic of Nauru, bringing the total number of WIPO Member States to 193. In 2008, only four WIPO treaties could boast more than 100 Contracting Parties. We now have seven such treaties. Developing economies have constituted more than 50% of the total number of treaty accessions since 2008.

Over the past 12 years, the International Bureau has also continued its meticulous work on the constitutional reform process that Member States began two decades ago with the unanimous adoption, in 1999 and 2003, of amendments to the WIPO Convention and other WIPO-administered treaties. While these amendments have not yet entered into force, lacking the requisite number of notifications of acceptance of the amendments from WIPO Member States, our commitment to the coherence of the legal framework that underpins the sound governance of this institution is unwavering. To date, WIPO has received 55 out of the 129 notifications needed for the 1999 amendment, and 21 of the 135 notifications needed for the 2003 amendments. We will continue to encourage and look forward to the receipt of the requisite notifications and to the entry into force of these important amendments.

The new treaties

Beijing Treaty

The Diplomatic Conference held in Beijing from June 20 to 26, 2012, was the culmination of decades of negotiations over the protection of audiovisual performers, a topic which had already been considered by Member States in previous diplomatic conferences, in 1996 and 2000. The impasse on this topic was finally overcome when, in June 2011, the Standing Committee on Copyright and Related Rights (SCCR) reached a compromise on the complex outstanding issue of the “transfer of rights” from performers to producers. In September 2011, the WIPO General Assembly approved the mandate to reconvene the 2000 Diplomatic Conference.

The Beijing Treaty on Audiovisual Performances (Beijing Treaty) was adopted on June 24, 2012 and was signed by 74 countries. The Beijing Treaty granted, for the first time, economic

and moral rights to actors and other performers in audiovisual fixations, such as films, videos and television programs.

The Beijing Treaty entered into force on April 28, 2020, following the receipt in January 2020 of the key 30th ratification, from Indonesia, and, as of August 19, 2020, it has reached 34 Contracting Parties, which are found across numerous geographic regions.

Marrakesh Treaty

On June 27, 2013, a major treaty intended to enable Member States to put an end to the book famine for people who are blind, visually impaired or otherwise print disabled was adopted at a diplomatic conference in Marrakesh, Morocco. The Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled was signed by 80 Member States within a year, and entered into force on September 30, 2016, three months after the deposit of the 20th instrument of accession, by Canada, on June 30, 2016. As of August 19, 2020, the Marrakesh Treaty had 71 Contracting Parties covering 98 countries (the European Union joined as a single entity).

The treaty was developed to foster and ease the production and transfer of accessible books, including across national boundaries. To achieve these goals, it established a set of mandatory limitations and exceptions to copyright for the benefit of blind, visually impaired and otherwise print disabled people. It is worth mentioning that, at the time the Marrakesh Treaty was adopted, less than 5% of published works, such as books and educational materials, were available in accessible formats, such as Braille, large print or audio, in developed countries and less than 1% of published works were available in accessible formats in developing countries.

The Marrakesh Treaty indirectly contributes toward Goal 4 of the Sustainable Development Goals (SDGs), by helping to ensure inclusive and equitable quality education and promoting lifelong learning opportunities for all. The Treaty embodies fundamental human rights principles found in the Universal Declaration of Human Rights and the United Nations Convention on the Rights of Persons with Disabilities. The fast rate of adherence to the Marrakesh Treaty, its rapid entry into force and the significant number of accessions and ratifications each year reflect a consensus among all stakeholders, public and private, all over the world, about finding common solutions to address this humanitarian cause.

Photos: WIPO / Yuan Wenming



Opening of the Diplomatic Conference on the Protection of Audiovisual Performances, Beijing, China, 2012



The Diplomatic Conference on the Lisbon System, WIPO New Conference Hall, 2015

Photos: WIPO / Berrud



Stevie Wonder welcomes adoption of the Marrakesh Treaty, Marrakesh, Morocco, 2013



Photo: WIPO / Berrud



India is first to ratify the Marrakesh Treaty, 2014

Photo: WIPO / Berrud

A public–private partnership between WIPO and the main stakeholders concerned, the Accessible Books Consortium (ABC), was created in order to ease the implementation of the national law provisions that the treaty requires the Contracting Parties to adopt (see *ABC below under point IV*). These provisions both allow the reproduction, distribution and making available of published works in accessible formats through exceptions and limitations to the exclusive rights of copyright owners for the benefit of visually impaired persons and provide for the exchange of these accessible-format works across borders by organizations that serve people who are blind, visually impaired or otherwise print disabled.

Through the combination of the legal provisions of the Marrakesh Treaty and the operational arm of ABC, it was expected that the overall number of works available in accessible formats would increase by eliminating duplication and increasing efficiency. At the same time, assurances would be provided to authors and publishers that the new system would not expose the published works to misuse or distribution to anyone other than the intended beneficiaries.

On July 18, 2016, Stevie Wonder welcomed the entry into force of the Marrakesh Treaty with powerful words: “A treaty that promises to end the global book famine ... A pact,” he said, “that means that the millions of people in the world who are blind or visually impaired will be able to read books in accessible formats in various regions where they did not previously have access, regardless of their financial means.”

Geneva Act of the Lisbon Agreement

As detailed in the earlier chapter, Global IP Services, the period between 2008 and 2020 was crucial for the modernization of the legal framework of the Lisbon System with the adoption of the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications on May 20, 2015, at a diplomatic conference held in Geneva, and the entry into force of the new Act on February 26, 2020, following the accessions of the required number of Contracting Parties.

The Geneva Act modernizes the 1958 Lisbon Agreement on various points to make the Lisbon System more attractive for users and prospective new members. The Geneva Act enables the registration and protection of geographical indications (GIs) internationally, in addition to appellations of origin (AOs), a narrower category, which involves compliance with more stringent requirements. The new Act

accommodates the requirements of countries that use different legal systems to protect GIs, allowing countries to implement the protection provided by the Act either through a *sui generis* AO or GI system, or through the trademark system using collective marks and certification marks. The Geneva Act modernizes the definition of the scope of protection; it provides several safeguards with respect to prior trademarks, personal names used in business, and plant variety or animal breed denominations; and it clarifies protection of AOs and GIs with respect to the prior use of generic terms. The new Act also includes procedures for refusing or invalidating the effect of a registration in a particular jurisdiction. Finally, the Geneva Act allows for the participation in the Lisbon System of eligible intergovernmental organizations, such as the African Intellectual Property Organization (OAPI) and the European Union.

Normative Committees

Standing Committee on the Law of Patents (SCP)

While not being able to advance to agreement on any specific topics, throughout the period between 2008 and 2020 the SCP has assembled an important corpus of information and best practices relating to national and regional patent laws, addressing policy, legal, practical and operational matters. It has advanced in-depth discussions on substantive patent law questions, such as inventive step, sufficiency of disclosure and exceptions and limitations to patent rights, as well as procedural issues, such as opposition procedures and process improvements to ensure patent quality. Draft reference documents have been produced on exceptions and limitations to patent rights in national laws, which compile policy, laws, court cases and national experiences in their implementation.

Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT)

From 2008 to 2020, the SCT held a total of 23 sessions. During that time, the SCT produced a number of soft-law normative outcomes in the form of Agreed Areas of Convergence, covering the Representation of Non-traditional Marks and Trademark Opposition Procedures. The SCT also held discussions and gathered an important corpus of information on Grounds for Refusal of all Types of Marks, Technical and Procedural Aspects Relating to the Registra-

Photo: Hemis/Alamy Stock Photo



Senegalese sculptor Ousmane Sow, promoter of the Artist's Resale Right campaign

tion of Certification and Collective Marks and the Protection of Country Names Against Registration and Use as Trademarks.

The SCT also advanced work on a draft Design Law Treaty for the harmonization and simplification of procedural aspects of industrial design law, which is pending before the WIPO General Assembly for a decision on whether to convene a diplomatic conference for the adoption of this new Treaty.

Standing Committee on Copyright and Related Rights (SCCR)

The SCCR has been the cradle and nursery of two of the recent WIPO treaties: namely, the Beijing Treaty and the Marrakesh Treaty. There are a number of other items that have been under active consideration on its agenda.

The issue of a broadcasting treaty has been on the normative agenda of the Organization for more than 20 years and continues to be a main focus of the SCCR's work. Over the last two decades, broadcasting has continued to undergo major technological transformation, which has rendered the discussions more complex and relevant. Progress in the SCCR has been steady, but gradual. The most recent SCCR sessions have been constructive, and delegates were able to move the discussions forward and share a common understanding on many key issues. The proposed broadcasting treaty was the subject of a positive recommendation at the 2019 Assemblies towards a conditional convening of a Diplomatic Conference by the end of the 2020–2021 biennium, as the negotiations have now entered a final stage.

Limitations and exceptions to copyright have been a standing issue on the agenda of the SCCR since 2004. From the outset, there has been a divergence of views between Member States and Observers that believe normative instruments are needed to address this issue, and those who believe that, while the

subject is very important, the most effective multilateral activities are the development of resources based on varied national experiences, rather than the development of instruments. The Marrakesh Treaty was, of course, an exception to this divergence of approaches, unifying everyone.

The resale right provides the foundation for artists to benefit from proceeds of sales of their works after the initial sale, mainly when the later sales are made by auction houses or art galleries. This topic has attracted new interest at the multilateral level since 2015, when Congo and Senegal requested to include it in the SCCR agenda. There is growing interest among Member States in the relevance of the resale right, even though there is still no consensus in favor of an international instrument.

Since 2016, discussions on the Analysis of Copyright Related to the Digital Environment led the SCCR to engage with key policy questions of great economic relevance at the intersection between technology and copyright. In 2020, a major study on digital music services was initiated, based on the broad engagement of all stakeholders in the music ecosystem, including authors, performers, producers, publishers, CMOs, platforms and aggregators.

Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC)

The IGC commenced text-based discussions in 2010. These negotiations are of profound political, economic and cultural significance for WIPO's Member States. Since 2008, the process has intensified through an increase in the frequency of sessions and the utilization of intersessional working groups, high-level segments and ad hoc expert groups. The negotiations have so far produced draft texts of international legal instruments that include provisions that attract wide agreement, as well as policy issues in respect of which there are still gaps that the negotiators are working intensively to close. While the negotiations are still ongoing, the by-products of these negotiations so far include many important benefits for the IP community. The IGC's inclusiveness, innovative methods of working, transparency and cross-cutting remit have been appreciated by all those involved in the process.

The draft legal instruments developed by the IGC have stimulated and guided regional and national policy around the world. In 2008, around 70 regional organizations and

countries had adopted or were developing legislation, policies, action plans or strategies dealing with IP and genetic resources, traditional knowledge or traditional cultural expressions. By 2020, that number has doubled to over 140.

Since 2008, a Voluntary Fund to fund participation of indigenous peoples and local communities in IGC sessions, an Indigenous Consultative Forum and Indigenous Panels, have enabled valuable contributions by these stakeholders to the substance of the IGC's work.

AI Conversations

In 2019, the Organization started a process to explore the intersection between artificial intelligence (AI), a rapidly developing general-purpose technology that is having a significant impact on economic and social life, and intellectual property. An inclusive process was designed to take advantage of the vast experience and knowledge in the non-governmental sector, as well as the governmental sector.

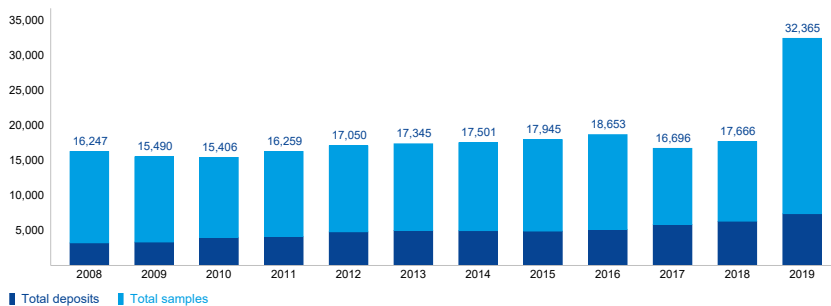
The process, termed a Conversation in order to underline that our understanding is still at an early stage of development, has been through several iterations. The Secretariat published a draft list of questions raised by the intersection of AI and IP and received numerous comments from around the world that helped refine them. The revised list has now been the subject of two open Conversations, with a third scheduled for November 2020. The importance of the questions raised, many of them going to the very nature of the system of incentives for innovation and creativity built into the IP system, is illustrated by the widespread participation that the process has attracted both from governments and from research institutions and corporations around the world.

Operational facilities established under treaties

State and Intergovernmental Organization Insignia (Article 6ter of the Paris Convention)

In 2009, the Paris Union Assembly took a decision to modernize and streamline the communication procedures for State emblems under Article 6ter of the Paris Convention for the Protection of Industrial Property. From that decision onwards, a half-yearly central electronic publication on the

Microorganism deposits and samples, 2008–2019



Article 6ter Express database replaces individual communications on paper. The central electronic publication increased administrative efficiency and legal certainty of the procedure because the date of the publication is considered the date of receipt of the notification by Paris Union members. Since 2009, 1,665 signs have been communicated in this way.

Budapest Treaty

The Budapest System, based on the Budapest Treaty on the International Recognition of the Deposit of Microorganisms for the Purposes of Patent Procedure (Budapest Treaty), provides a practical business solution when pursuing patents involving biological material in over 80 countries through the recognition of one international deposit with any international depositary authority (IDA) recognized under the Treaty. During the period 2008–2020, the numbers of Contracting States and IDAs have increased by 17% (from 70 to 82) and 27% (from 37 to 47), respectively. With the granting of IDA status to the Moroccan Coordinated Collections of Microorganisms (CCMM), Morocco, in 2018, there are, for the first time, functioning IDAs on all continents.

Since 2016, WIPO has been organizing a regular biennial meeting of representatives of IDAs. This provides a forum for IDAs to discuss and exchange experience and best practices on administrative and technical aspects in processing deposits of microorganisms. WIPO also established, and regularly updates, the *Code of Practice for IDAs*, which provides practical guidelines for the procedures applied by the IDAs.

During the period between 2008 and 2019, the number of deposits made under the Budapest Treaty doubled from around 3,000 to 7,370. The number of samples furnished by IDAs has also increased significantly from around 3,000 per year to over 13,000 in 2016. In 2019, there was a further very significant increase to 24,955.

Global Infrastructure

Highlights

New Program area and services, offering both services to the advanced technological and economic sectors and an important vehicle for development cooperation

Vibrant, growing and competitive global databases

- **PATENTSCOPE hosts over 80 million technology disclosures from 60 national and regional collections, with competitive and innovative search tools**
- **Global Brand Database hosts over 42 million trademark and associated records from 61 collections**
- **Global Designs Database hosts 12 million design registrations from 26 collections**
- **WIPO Lex hosts IP law collections from 199 jurisdictions, as well as bilateral and multilateral treaties**

WIPO-developed IT systems for IP Office administration and digitization in use in nearly 90 countries

New AI applications for translation, image search and speech-to-text

Technology and Innovation Support Centers (TISCs) established in 80 countries

Reform and expansion of international classification systems

Expansion and acceleration of WIPO standards work

Expansion of office cooperation platforms, WIPO DAS (Digital Access Service) and WIPO CASE (Centralized Access to Search and Examination)

A major new part of the Organization's programs and services has been created since 2008 under the heading of global infrastructure. The area has a number of objectives that are delivered mainly through ICT databases, platforms and applications, and provide a form of practical international cooperation beyond legal and policy cooperation. Those objectives include:

- the provision of global public assets, through databases populated from the Organization's global IP services and from data provided by IP offices on national IP administration;
- the provision of capacity-building services based on ICT systems and applications;
- the development and deployment of AI applications to facilitate the efficient operation of the Organization's Global IP Systems and national IP administration; and
- facilitating the efficiency and interoperability of national IP systems and work-sharing through the maintenance and development of international classification systems, the establishment of standards and the development of inter-office platforms.

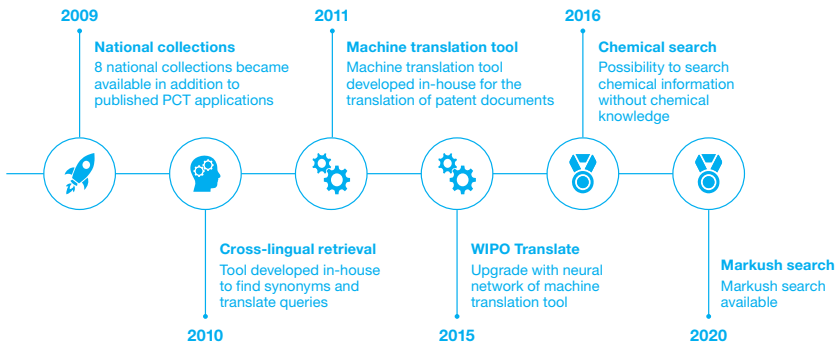
The various programs and services in this area rely on the active support and engagement of Member States. This has been provided in abundance to ensure that the objectives described above are achieved.

Global databases

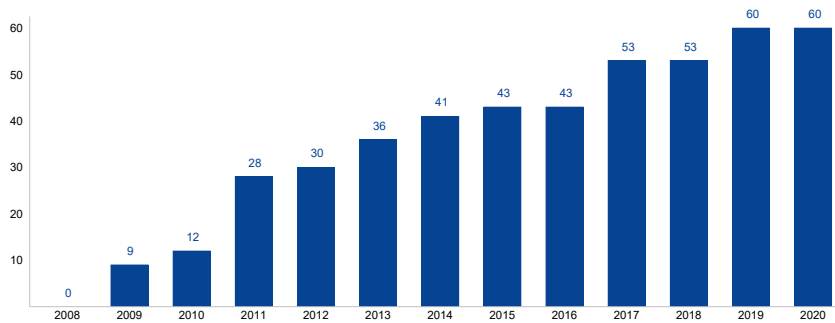
PATENTSCOPE

Since 2008, the global patent database, PATENTSCOPE, has been transformed from a mere publication platform for international applications filed under the PCT into a cutting-edge search system for not only published PCT applications, but also national and regional patent collections. At the same time, a number of advanced search and analysis tools have been developed and deployed. National and regional collections have been gradually added to PATENTSCOPE, the scope of which has expanded from nine data collections in 2009 to 60 in 2020. PATENTSCOPE has also been equipped with new search and analysis features, as well as tools developed in-house, such as the machine-translation tool WIPO Translate and the cross-lingual in-

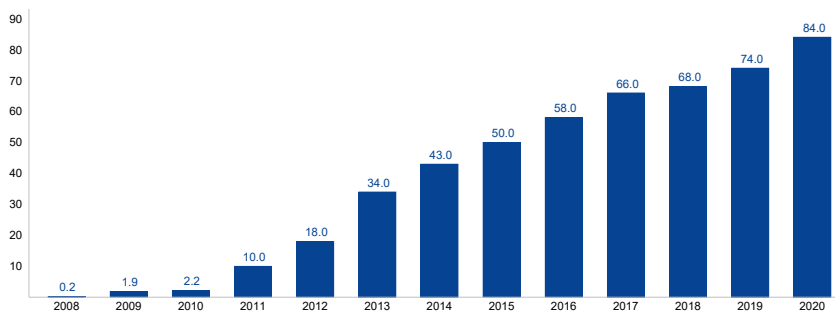
Key achievements of PATENTSCOPE



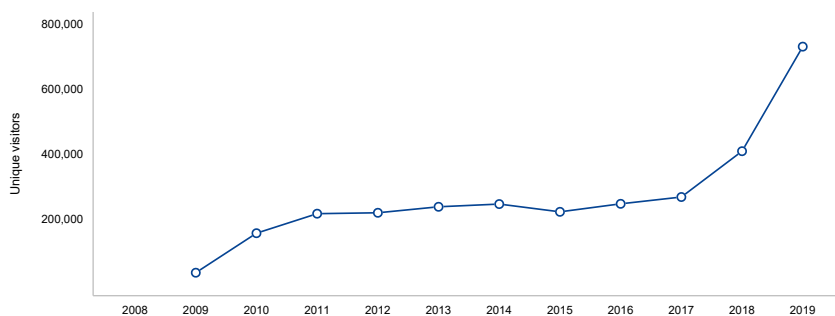
Number of national collections in PATENTSCOPE



Number of documents in PATENTSCOPE (millions)



Number of unique users of PATENTSCOPE per last quarter of the year



formation retrieval tool CLIR that finds synonyms of a query and translates everything into 13 languages. Chemical search was made available in 2016, allowing non-chemists to also search for chemical information. Markush structure search will become available in 2020.

The PATENTSCOPE optical character recognition (OCR) tool has been customized for 34 patent offices, allowing them to produce a machine-readable, full text of patent publications. Twelve offices have been trained in the tool and are currently using it to share data with WIPO.

Global Brand Database and Global Design Database

WIPO launched the Global Brand Database (GBD) in 2011 and the Global Design Database (GDD) in 2015. At its launch, the GBD contained collections from the Madrid and Lisbon systems and Article 6ter. From three national collections in 2012, the database has grown to comprise 61 collections in 2020. A major advance came in 2014 with the addition of an image search, allowing users to compare their brand with those contained in the database. In 2019, this feature was upgraded in order to integrate neural network technology capable of recognizing concepts in images.

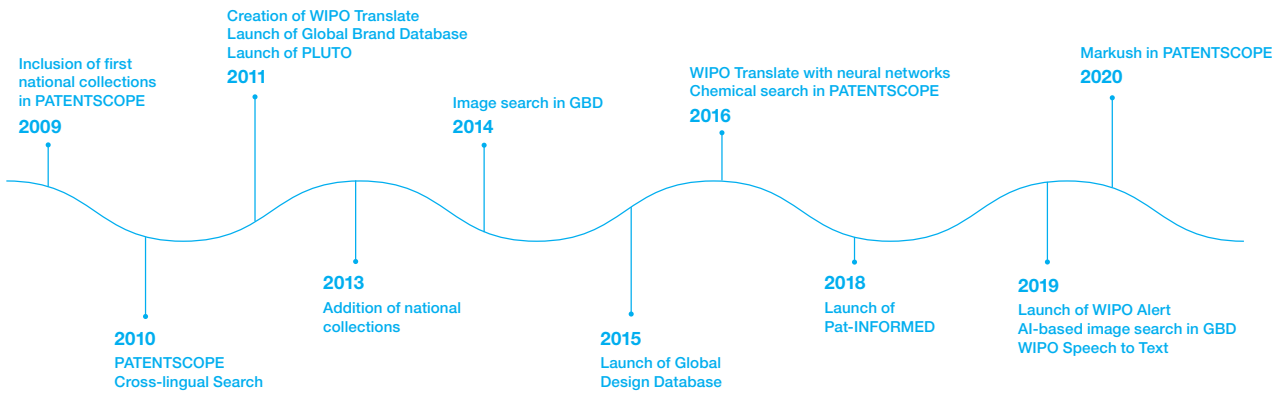
The Global Design Database (GDD) launched with five national collections in addition to the designs under the Hague System. At the time of the writing, the GDD comprises 26 national collections with plans for further expansion. All three global IP databases have shown steady progress in the number of users throughout the 12-year period.

WIPO Lex

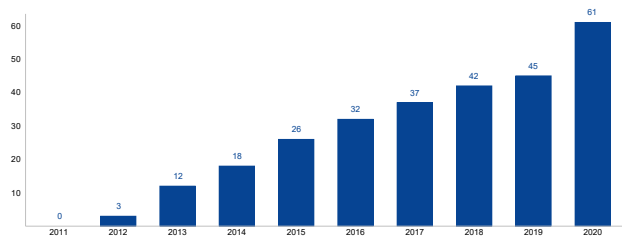
WIPO Lex was established to provide a comprehensive database of IP laws and multilateral, regional and bilateral treaties. The content available in the database has increased significantly since its creation:

- the number of countries whose national IP-related laws are contained in the database has increased to 199 jurisdictions;
- the number of referenced bilateral treaties that contain IP-related provisions has risen from 60 in 2009 to 564 in 2020;
- the number of referenced regional economic integration treaties has grown from 20 in 2009 to 58 in 2020; and
- the number of users grew from 380,000 in 2009 to 4,367,746 in 2018. (In 2019, following changes to the system, Google no longer indexed WIPO Lex, with the consequence that the number of visitors declined significantly.)

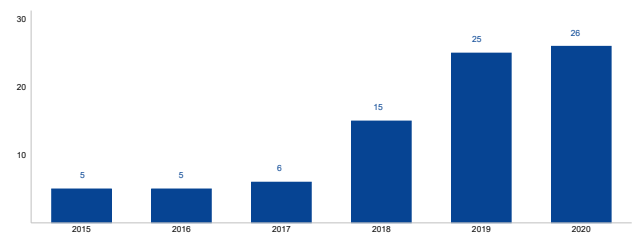
Development of WIPO databases



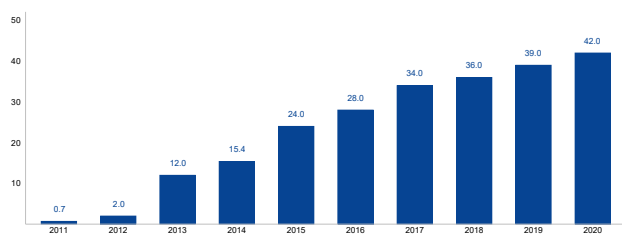
Number of national collections in the Global Brand Database



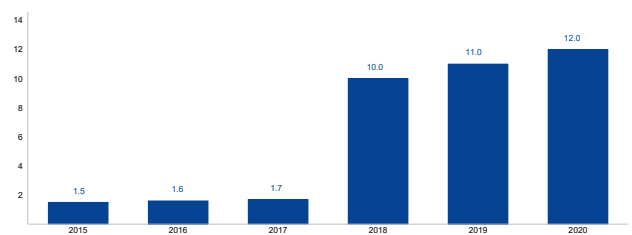
Number of collections in the Global Design Database



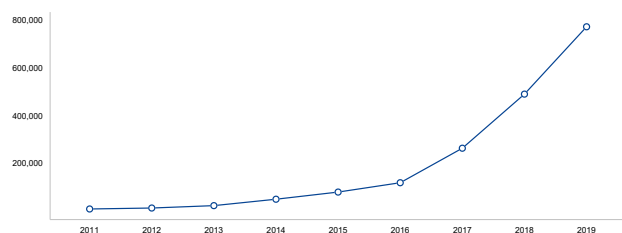
Number of documents in the Global Brand Database (millions)



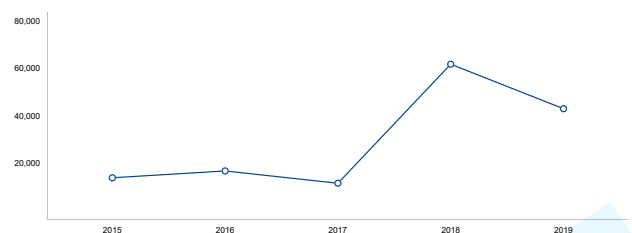
Number of documents in the Global Design Database (millions)



Number of users of the Global Brand Database per last quarter of the year



Number of users of the Global Design Database per last quarter of the year



WIPO's persistent efforts to increase the availability of and access to free-of-charge, public resources has resulted in the upcoming launch in 2020 of *WIPO Lex Judgments*, a new database that provides open and online access to leading judicial decisions in IP from around the world. Like the popular WIPO Lex database, to which it is a companion, the new database offers a unique service to judiciaries worldwide. It captures the most important judicial decisions in IP as determined by Member State authorities, and opens up global access through bibliographic indexing, search capabilities, machine translation, country information, and dynamic cross-referencing to relevant national and international legal instruments contained in WIPO Lex.

Capacity building

Industrial Property Administration System (IPAS) and Suite

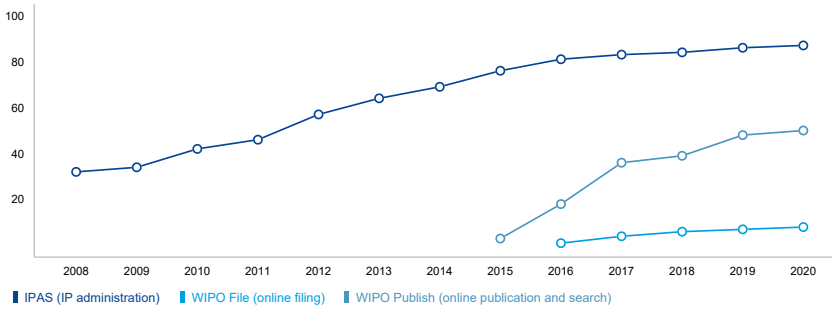
WIPO's technical assistance for developing, least developed and transition countries in modernizing their IP offices' administration became one of the Organization's critical infrastructure projects following the launch of the Strategic Realignment Program in 2008. The program is supported by free-of-charge software and a platform that was internally developed. IPAS was redesigned and reinforced based on the experience and feedback from Member States over the two decades since 1999. The IPAS Office Suite provides a complete solution for the business operations of IP offices, including modules for online filing (WIPO File), back-office administration (Industrial Property Administration System, IPAS), paperless processing (WIPO Scan and EDMS) and the online publication and dissemination of IP information (WIPO Publish). Deployment of the IPAS Suite enables IP offices to improve significantly the quality and timeliness of the services they provide to local and international business.

The program also provides platforms for document exchange for specific purposes, such as electronic exchange of priority documents, patent examination work-sharing and exchange of notifications for the Global IP Systems.

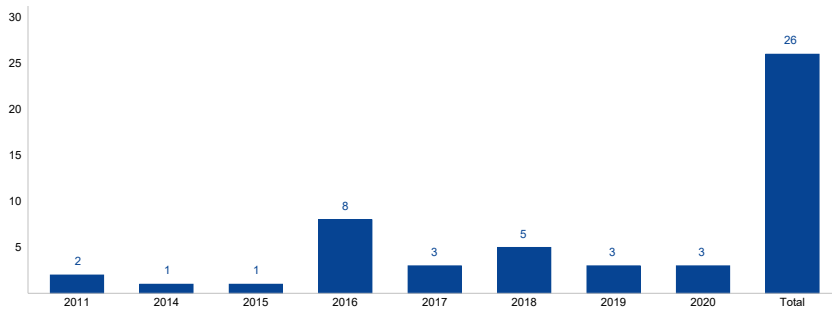
Since 2008, the number of Member States benefiting from the services of the program has nearly tripled, from 32 to 87 IP offices, mainly in developing and least developed countries (LDCs). These 87 IP offices are managing a total of 15 million IP rights (trademarks, patents and industrial designs) using IPAS.

The program has also assisted IP offices in digitizing their IP data, with projects having been completed or underway in a total of 26 countries during the period from 2008 to 2020. Digitized data improves the efficiency of IP administration, enables an IP office to provide online services and is disseminated to regional and international IP databases. The program has assisted 30 IP offices to participate in WIPO's global databases.

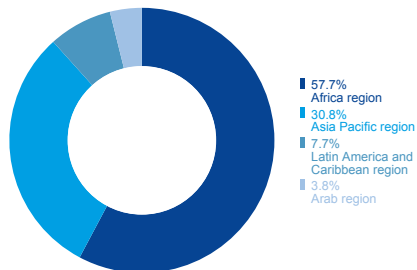
IP offices using WIPO business solutions



Number of IP office digitization projects by year



IP office digitization projects by region



To ensure the sustainability of services and the transfer of knowledge to IP offices, the program has conducted 71 regional and sub-regional workshops for a total of 1,200 participants. The program also maintains a network of 15 specialists and a centralized helpdesk team to lend ongoing support and assistance to the beneficiary offices.

Technology and Innovation Support Centers (TISCs)

The TISC program helps inventors, researchers and entrepreneurs unlock their innovative potential by providing access to on-the-ground information and support services relating to innovation, technology transfer and the commercialization and utilization of technologies.

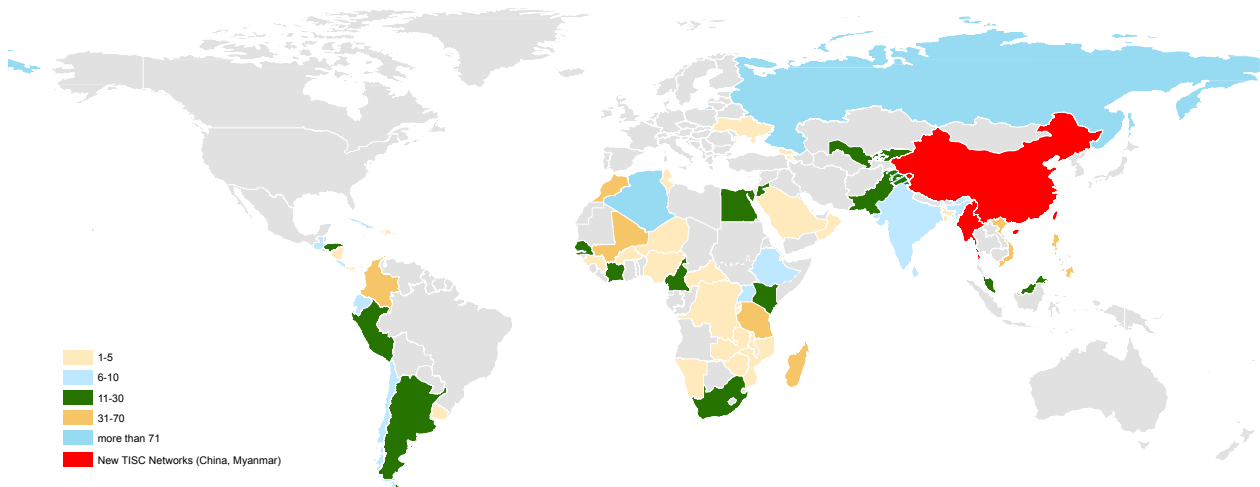
The program helps build capacity and skills for the effective access and use of patent and non-patent scientific and technical information to stimulate research and development (R&D), technology transfer and partnerships. TISCs play an important role in strengthening the innovation ecosystem, acting as a catalyst for fostering innovation and encouraging technology transfer. From state-of-the-art to novelty and freedom-to-operate searches, as well as assistance and advice on IP management and commercialization, TISCs provide a diverse range of services at different stages in the innovation cycle.

Initially developed as a project within the framework of WIPO's Development Agenda, the TISC program was launched in April 2009. Since then, 80 countries – of which 26 are LDCs – have signed up to the program and established national TISC networks. Over 1,000 TISCs are currently in operation. Regional TISC networks have also been established in ASEAN, among the Member States of the African Regional Intellectual Property Organization (ARIPO), and a network comprising Central American countries and the Dominican Republic.

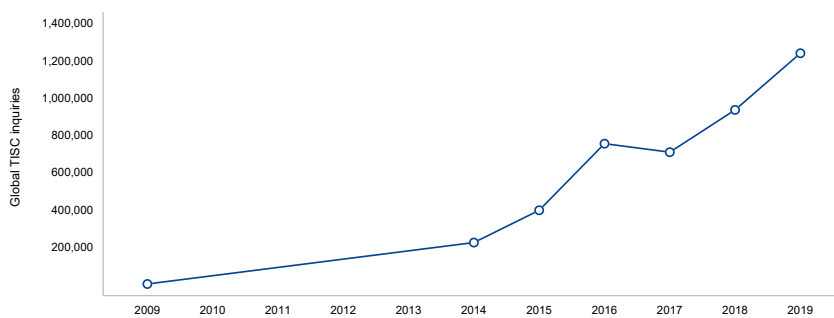
According to the regular end-of-year surveys completed by TISCs, the number of inquiries received by TISCs globally has continued to grow and reached 1,240,186 in 2019. The demand for TISC services has been expanding, not only in quantity but also in scope, with notable increases seen in recent years in the demand for value-added services, such as patent drafting, filing, technology searches and patent analytics.

A number of initiatives, publications, training materials and tools have been developed to help TISCs obtain access to, and make effective use of, valuable scientific and technical information.

TISCs per country



Number of annual enquiries received by TISCs



An interactive e-tutorial on using and exploiting patent information helps innovators learn how to make use of the wealth of technology information in patent documents to boost their own R&D. The e-tutorial is now a distance learning course offered by the WIPO Academy and a prerequisite course before taking the more advanced patent information search course. Guides and toolkits have also been developed on determining freedom-to-operate and on how to integrate inventions in the public domain into product design and development processes.

Training provided by WIPO underpins the development of knowledge and skills among TISC staff, strengthening their capacity to deliver locally a range of high-quality services. Training also includes on-site workshops and seminars with a focus on the training of trainers, distance learning carried out in cooperation with the WIPO Academy, and “Ask the Expert” sessions and webinars on specific topics. Since 2009, over 13,000 TISC staff have benefitted from on-site training on a range of subjects, including patent search and analysis. In 2019 alone, over 2,000 participants took part in TISC training seminars. There has been a continued increase of TISC participation in WIPO Academy distance learning courses: the 2,539 TISC participants in 2019 representing an increase of 23% on 2018.

The WIPO INSPIRE (Index of Specialized Patent Information Reports) platform provides TISCs and local users with easily accessible, up-to-date and comprehensive information on free-of-charge and commercial patent and non-patent databases. It now also comprises the eTISC knowledge-sharing platform, which connects and allows the TISC community and other individuals to share knowledge and experiences across national and regional boundaries. WIPO INSPIRE will eventually also integrate the Patent Register Portal, which provides information on patent registers and gazettes, as well as access to legal status-related information from over 200 jurisdictions and patent information collections.

AI applications

The successful development and use of neural network technology in the Global Brand Database (in the form of WIPO Translate and image search detailed below) led to the creation of the WIPO Advanced Technology Applications Center (ATAC), a dedicated unit within the Secretariat. ATAC undertakes R&D work in applying advanced technologies, such as robotic process automation (RPA), cognitive automation (CA) and AI, to the delivery of WIPO products and services, and to IP administration more generally. The work of ATAC focuses on three pillars: text (WIPO Translate), images (trademark and industrial design image classification and similarity) and speech (the WIPO Speech-to-Text project, which provides automatic voice recognition for conferences).

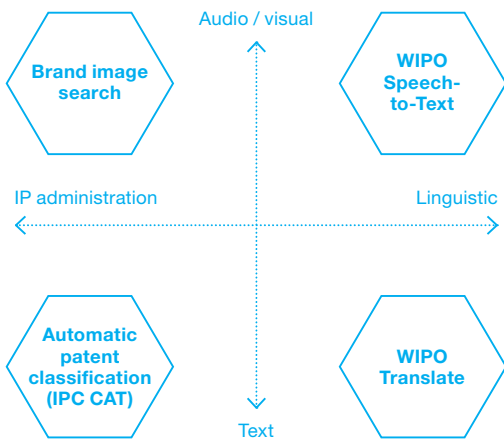
To date, WIPO Translate is successfully used in PATENTSCOPE (specifically trained on patents), and it has been tailored for other applications, such as the Madrid and Hague Systems and the general language translation services of the Organization. Its customization to the specific domain of IP language allows it to consistently outperform other translation solutions commercially available. Ten languages (the six official languages of the UN, plus German, Japanese, Korean and Portuguese) are covered by WIPO Translate.

WIPO Translate is now used by more than a dozen UN and other international organizations, as well as by a number of the IP offices of WIPO Member States.

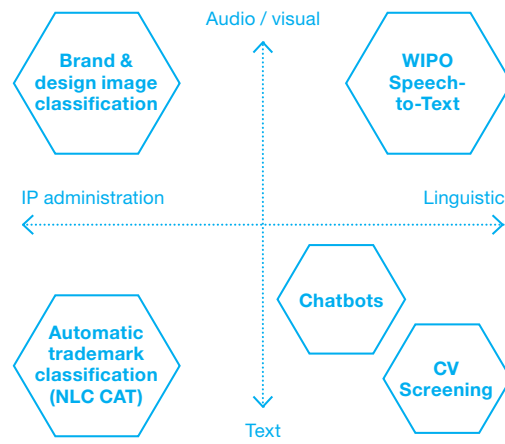
WIPO's internally developed AI-based image search for trademarks is also successfully integrated into the Global Brand Database and provides state-of-the-art image classification and a search of similar trademarks.

ATAC has also developed an AI-based speech-to-text tool that was successfully applied in selected WIPO meetings in 2019 and 2020. It provides fully automated transcripts of conferences to Member States within hours, including automated translations for all six languages of the UN. The success of this tool led to WIPO's offer of a customized version of WIPO Speech-to-Text to the UN Office in Geneva and to certain other international organizations.

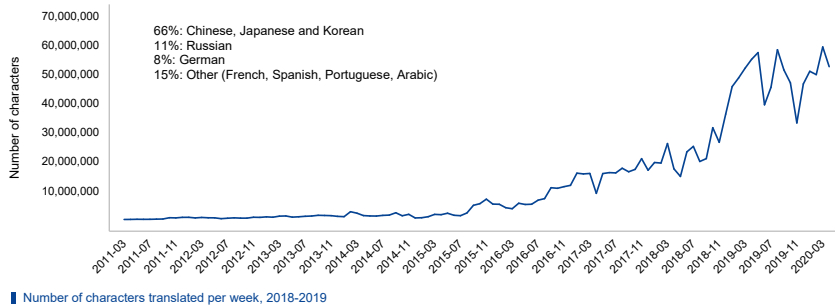
Active AI projects at WIPO



WIPO AI tools under R&D



WIPO Translate on PATENTSCOPE: 3 million words translated every day across 18 language pairs



International classification systems, standards and inter-office platforms

Reform of international classifications

WIPO administers four international classifications established by treaties: the International Patent Classification (IPC), the International Classification of Goods and Services for the Purposes of the Registration of Marks (the Nice Classification), the International Classification of the Figurative Elements of Marks (the Vienna Classification) and the International Classification for Industrial Designs (the Locarno Classification).

The international classifications have been continuously revised through discussions among Member States in order to keep pace with the acceleration of the development of technologies and of product life cycles. Reforms have also been introduced to the revision procedure in order to enhance the classifications. Additionally, Internet publication platforms have been developed for the purpose of moving to online rather than paper-based publication and to provide further improved usability.

IPC

A new, simplified structure for classification entered into operation in 2011 and annual revisions have been conducted since then through discussions in the Committee of Experts, the Revision Working Group and the E-forum. The IPC Revision Roadmap was established in 2013 and revised in 2017 to allow for a more strategic and proactive IPC revision. The IPC Revision Management Solution (IPCRMS) has been in use since the early publication of IPC2017.01 and supports cost- and time-effective publication. Additionally, the IPC Working List Management Solution (IPCWLMS) was

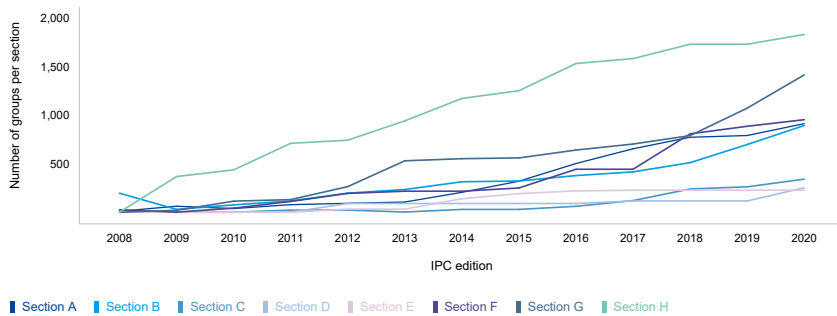
implemented in 2020 for the purpose of reclassification due to IPC revision. As a result of these efforts, the total number of groups of the IPC increased from 68,961 in IPC2008.01 to 75,548 in IPC2020.01. The average number of modifications, including new groups, was 1,469 per year during this period, with the highest number, 1,781, being recorded for IPC2020.01. In 2020, about 900 new groups were created through virtual discussions and approval on the E-forum, even in the difficult circumstances of COVID-19.

With respect to specific technologies, new IPC groups were introduced in the fields of the Internet of Things, autonomous vehicles, 3D printing, computer-aided design and natural language processing, among others. The Expert Group on Semi-Conductor Technology was established in 2016 and has been working towards creating a new class for semi-conductor technology.

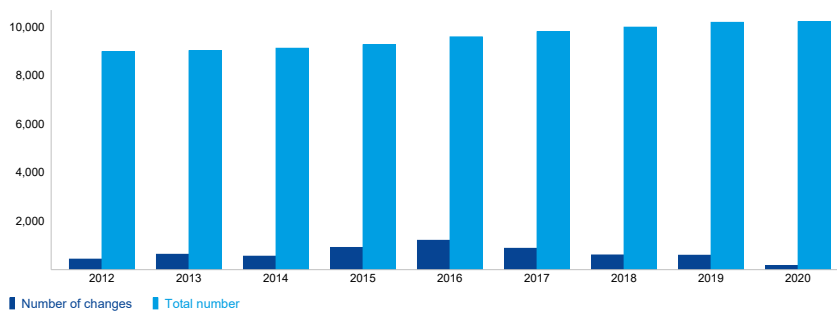
IPCCAT, an automatic patent classification tool for IPC, was developed and is accessible through the IPC Publication platform (IPCPUB). The tool performs automatic classification at the sub-group level. Text may be submitted in Arabic, Chinese, English, French, German, Japanese, Korean, Portuguese, Russian or Spanish. The accuracy of the predictions produced by the tool is around 84%. IPCCAT combines approximately 8,000 neural AI networks, using a training set consisting of 30 million excerpts from human-classified patent documents in English. It predicts the most relevant IPC symbols, with an indicative confidence level for each of them. IPCCAT is retrained annually with the latest training collection in English in line with the latest version of the IPC.

Four new States have joined the IPC Union since October 2008. The membership now stands at 62 States.

Evolution of number of IPC groups per section



Number of changes introduced to the Nice Classification



Nice Classification

A reform to facilitate more timely and dynamic revisions of the Nice Classification (NCL) was implemented from 2013. The frequency of the revision and its publication became annual, rather than every five years. An E-forum was also introduced to enhance the revision procedure through the submission of proposals and comments on proposals before the physical discussion at the Committee of Experts. These reforms led to, on average, 778 modifications per year during the period from NCL 10-2013 to NCL 11-2020. The number of English terms in the NCL Alphabetical list increased from 8,972 to 10,180. This resulted in a more up-to-date classification reflecting the development of business markets, which has been critical to enabling harmonized classification practices across the globe. In 2020, 168 modifications were adopted through electronic voting with the E-forum, again despite the difficult circumstances of the COVID-19 pandemic.

From 2016 onwards, all 45 Class Headings and Explanatory Notes were reviewed and substantially revised for the first time in 25 years. The purpose of the revision of Class Headings was to harmonize their form and clarify their content so as to simplify the work of classification by giving clearer guidance to users. For the purpose of further facilitation of the revision work, the Nice Classification Revision Management Solution (NCLRMS) project is planned to be developed.

Six new States joined the Nice Union since October 2008, bringing the membership to 88 States in all.

Locarno Classification and Vienna Classification

An E-forum was integrated into the revision procedure for the Locarno Classification from the preparation of the 12th edition in 2015. While the Committee of Experts decided in 2015 that the term of the revision period should not be fixed, the Committee also decided in 2017 that it would hold its sessions in principle once every two years. These decisions have established a framework for efficient revision that reflects the development of business markets. A total of 831 modifications to the list of goods plus 19 new subclasses were introduced for the 12th edition and 564 modifications were introduced for 13th edition.

Nine States have joined the Locarno Union since October 2008. The membership is now 58 States in all.

An E-forum was also introduced for the Vienna Classification. A total of 156 modifications were adopted for the 8th edition.

Ten new States have joined the Vienna Union since October 2008. The membership now stands at 34 States in all.

Committee on WIPO Standards (CWS) and the Development of WIPO Standards

The Committee on WIPO Standards (CWS) was created by WIPO Member States at the General Assembly held in 2009 as an international forum for discussing and reaching agreement on WIPO Standards. The CWS has been meeting annually since its first session in 2010. It also deals with other matters relating to data and information on IP, including surveys on practices of data processing and dissemination and the filing, exchange and publication of IP documentation by the IP offices.

Standards are a crucial tool and a principal instrument with which to bridge various IP offices and other stakeholders working in different systems and languages in the context of efficient and effective IP information. Their importance has increased with the development of IT supporting the international digital and networked exchange of data, and with increased demands for IP information as a critical basis for innovation.

The scope of WIPO Standards has broadened in order to cover a wider range of data exchange in machine readable format, such as XML, and efficient data transactions, such as API (application programming interface), and to cover more IP rights (not only patents, but also trademarks, industrial designs, copyright orphan works and geographical indications), as well as the legal status of IP rights and the standardization of applicant names.

A software tool, WIPO Sequence, is under development by WIPO in collaboration with Member States and industry. It is directed at digital data used in biotechnology, such as nucleotide and amino acid sequence listings, which are key to innovation in the biomedical field. Such data in patent applications, if presented in a standardized and digital format, represent a wealth of information for scientists and engineers in the field. Already 22 offices have submitted their ST.26 Implementation Plan using WIPO Sequence.

Inter-office platforms

WIPO DAS (Digital Access Service) enables the secure exchange of priority documents conforming to the requirements of the Paris Convention for certification in the digital environment. The use of the platform has grown from 11 offices in 2008 to 25 in 2020 and more than 100,000 documents are exchanged through the platform every year.

WIPO CASE (Centralized Access to Search and Examination) supports work-sharing between IP offices by enabling the secure, online exchange of patent search and examination results. The platform was launched in 2011 with three participating offices and has since grown to include 34 offices, exchanging more than 100,000 documents per year.

Global Reference Resources

Highlights

New Program area and services, offering world-class economic analysis and statistics and data on IP worldwide

Widening statistical coverage now extending to 146 IP Offices worldwide

WIPO IP Statistics Data Center established

Global Innovation Index (GII) partnership established. GI becomes world-leading reference for measuring innovation capacity and performance

World Intellectual Property Reports established as two-yearly in-depth analyses of particular IP subjects

Development studies undertaken

Creative economy research program established

The establishment of a dedicated and professional capacity in the area of economic analysis and statistics was an early objective of the period from 2008 to 2020. It commenced with a small professional staff, numbering four persons in 2009. WIPO's first-ever Chief Economist joined the Organization in mid-2009. Over the years since, the unit has grown both in the number of staff and in importance, in response to an increasing demand from Member States and a growing international recognition of the excellence of the work accomplished. The Department for Economics and Data Analytics now hosts the Statistics and Data Analytics Division, the Composite Indicator Research Section, the Innovation Economics Section and the Creative Economy Section. As of mid-2020, it employed 13 professionals, two administrative assistants and a number of fellows and consultants.

Statistics

Publishing statistics on IP activity worldwide has been a longstanding responsibility of WIPO. The Department has made important progress in modernizing this function. It has expanded the range of statistical data collected from Member States to include, for example, geographical indications and elements of the creative economy. By reinforcing cooperation with Member States and providing

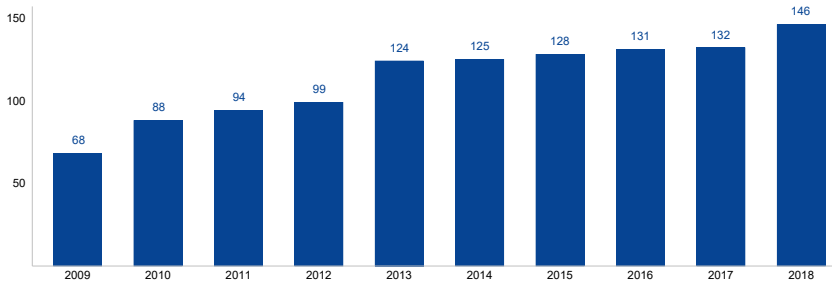
assistance to IP offices in developing and least developed countries, it was able to widen the coverage of statistical data from 68 national and regional IP offices in 2009 to 146 offices in 2018.

The Department has also revamped the way WIPO reports on statistical trends and makes available statistical data. Various statistical reports have been developed for the different audiences for IP statistics. Online country profiles and data visualizations complement these reports. Targeted at advanced users, WIPO's IP Statistics Data Center – first published in 2013 and much enhanced since then – makes it possible to download tailored extracts of WIPO's IP statistics.

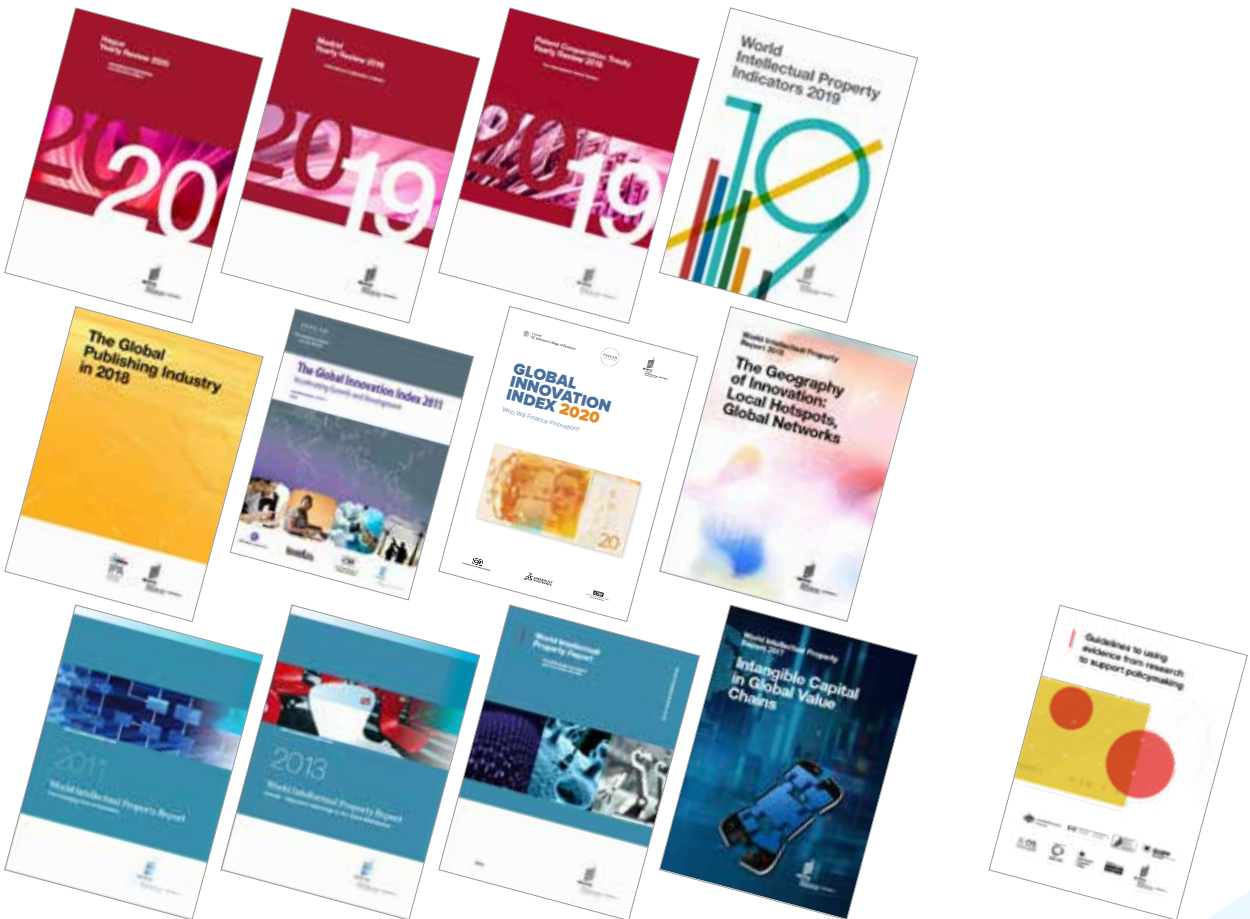
Global Innovation Index (GII)

In 2011, WIPO joined forces with the INSEAD business school to publish the *Global Innovation Index* (GII) – a ranking of innovation performance covering over 100 economies. This partnership was later extended to include Cornell University as an additional co-publisher. With the support of other WIPO sectors, the Department for Economics and Data Analytics has taken the lead in making the GI arguably the most widely used international innovation benchmark. It has continuously updated the model underlying the GI,

Widening statistical coverage: number of IP offices that have responded to WIPO's annual statistics questionnaire



■ Number of IP offices that have responded to WIPO's annual statistics questionnaire





GII launch in
New Delhi in 2019

streamlined the data collection process and instituted quality control mechanisms. In 2017, the Department developed a new component of the GII – a ranking of the top 100 science and technology clusters around the world. This complementary ranking draws upon millions of patent and scientific publication records to identify the most vibrant city-level innovation hotspots globally.

Global launches of the GII have taken place in Canberra, Geneva, London, New Delhi and New York. They have attracted media attention worldwide. Numerous Heads of State and Ministers have referred to the GII in speeches and articles. Many governments around the world rely on the GII to identify priorities in the development of their innovation systems.

World Intellectual Property Reports

In 2011, WIPO initiated a new series of *World Intellectual Property Reports*, published every two years. Drawing on WIPO's rich IP data and combining this with original research undertaken by WIPO economists and academic studies, this flagship economics publication seeks to explain and clarify the role that innovation and IP play in market economies. The five reports published so far have explored the following themes:

- The Changing Face of Innovation (2011)
- Brands – Reputation and Image in the Global Marketplace (2013)
- Breakthrough Innovation and Economic Growth (2015)
- Intangible Capital in Global Value Chains (2017)
- The Geography of Innovation: Local Hotspots, Global Networks (2019)

WIPO's *World IP Reports* have a long shelf life and have informed policy discussions in a variety of fora. They have been translated into WIPO's six official languages, making them directly accessible to a majority of WIPO Member States.

Development studies

Responding to requests of Member States, the Department has conducted a series of studies to shed light on the development linkages of IP policies. Among other topics, these studies have employed patent data to draw a global map of inventor migration flows; explored the role of innovation and IP in specific sectors, such as healthcare and mining, as well as in the informal economy; analyzed how IP use shapes company performance; and evaluated how IP policy choices affected overall economic performance. They have resulted in a large body of policy reports, research working papers and academic book publications. In the course of implementing its work on these studies, the Department has collaborated with government agencies and research institutes in 18 Member States, fostering a steady exchange of knowledge and research practices.

Chief economists' network

As many national and regional IP offices have established economic analysis units over the last decade, the Department has coordinated a network of economists working in these units. Members of this network have typically met once a year, exchanging information on ongoing study work and research methodologies. One outcome of the discussions taking place in the network was the *Guidelines to Using Evidence from Research to Support Policymaking*,

Publication of gender-based patent statistics

A notable statistical innovation was the compilation of gender-based patent statistics, first introduced in 2016. Relying on a worldwide gender-name dictionary, these statistics report the share of women inventors listed in patent applications filed under the Patent Cooperation Treaty (PCT). By showing that women still represent less than one-fifth of all PCT inventors, they have helped raise awareness of the gender gap in the use of the global patent system.

released during the 2019 WIPO Assemblies. WIPO published the *Guidelines* jointly with the European Patent Office, the European Union Intellectual Property Office and the national IP offices of Australia, Canada, Singapore, Switzerland, the United Kingdom and the United States.

Creative economy research program

Up until 2017, the Department's research work focused predominately on the economics of innovation, drawing mostly on the rich data available in patent and trademark filings. Recognizing the profound changes that technology has unleashed on the creative economy, the Department initiated a dedicated research program in 2017 to shed empirical light on this ongoing transformation. Making use of a wide variety of data sources, this program has already generated original analysis – for example, on the income distribution of creative professionals in the digital age, among other topics.

Member States have requested the Department's input to support the work of WIPO committees. Accordingly, the Department has submitted studies and delivered presentations to several committees on a variety of economic topics, including the impact of IP application fee reforms, the effects of counterfeiting and piracy, and the implications of harmonizing industrial design registration formalities.

The Department has supported the management of the Organization and the operation of its international filing systems by providing data-driven advice. Notably, it has maintained a model to forecast filing demand under the PCT, Madrid and Hague Systems. The Department's forecast has served as a basis for financial and operational planning across various WIPO sectors.

Capacity Building, Technical Assistance and Development Cooperation

Highlights

Mainstreaming of the development dimension across the whole Organization

National Intellectual Property Strategies (NIPS) implemented in 64 developing and least developed countries and in 29 transition countries

Coordination across the Organization for all technical assistance and development cooperation through work planning and program and budgets

Extensive technical assistance program for creative industries

Indigenous peoples and local communities addressed as new stakeholders and beneficiaries

60% of Development Agenda recommendations addressed through 42 projects under the guidance of the Committee on Development and Intellectual Property (CDIP)

WIPO Academy expands reach and programs significantly, with participants totaling nearly 661,000 persons

One of the achievements of the past 12 years, driven by the WIPO Development Agenda, has been the mainstreaming of development. Mainstreaming means that all programs and organizational units of the Organization treat the development dimension as an integral part of their services.

Mainstreaming has increased the need for coordination across the Organization – a very beneficial development. That coordination has been assured through the annual process of drafting yearly work plans.

While technical assistance is often provided by those areas responsible for particular programs (such as the PCT, Madrid, Global Infrastructure and so forth), it is coordinated into coherent country and regional plans by the following sectors:

- the Development Sector is responsible for coordination for the developing and least developed countries (LDCs) in the area of innovation and IP. It comprises the Regional Bureaux for Africa, Arab Countries, Asia and the Pacific, and Latin America and the Caribbean, together with the Division for Least Developed Countries, the Development Agenda Coordination Division, and the Academy.
- the Copyright and Creative Industries Sector is responsible for coordination for developing countries and LDCs in the area of copyright and the creative industries.
- the Transition and Developed Countries Division (TDC) is responsible for coordination across all fields for transition countries.

Highlights of the program of cooperation with developing countries, LDCs and countries in transition and the ways in which it has been developed and implemented over the past 12 years are presented in the pages that follow.

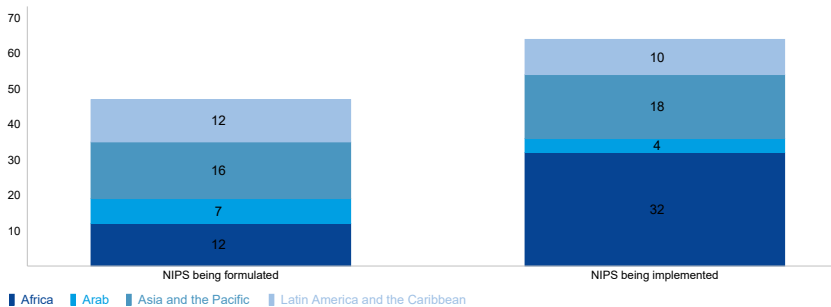
National Intellectual Property Strategies (NIPS)

For many years, WIPO has supported developing countries and LDCs in the formulation of national IP plans and strategies. Initially, the Regional Bureaux responded on a case-by-case basis to Member States' requests for assistance in the formulation and implementation of such plans.

In 2010, as part of WIPO's commitment to the Development Agenda, it was tasked with harmonizing the process, including producing a set of tools and mechanisms to guide Member States in the development of NIPS. The result was the NIPS Methodology, published in 2012. In 2019, WIPO undertook a comprehensive review and updating of the Methodology to make it both more easily adaptable and more effective in dealing with the different development needs of different countries.

IP strategies help Member States to use the IP system for sustainable development purposes, to foster an environment in which innovation and creativity can flourish, and to identify creative solutions to development challenges. Innovation and creativity are at the heart of the objectives of a national IP strategy and central to achieving the Sustainable Development Goals.

National IP strategies (NIPS) in developing countries and LDCs: status of countries by region (111 countries)



For transition countries, 29 NIPS were developed in 19 countries in the Central European and Baltic States region. In the Central Asian, Caucasus and Eastern European Countries region, priority was similarly placed on promoting the importance of the development and implementation of long-term and comprehensive NIPS. Almost all countries in the region developed or initiated the planning of NIPS. The Secretariat not only supported these countries with the development of NIPS, but also advised on their implementation and evaluation.

Capacity building for increased competencies and efficiency

Developing regions

In **Africa**, the Dakar Declaration on Intellectual Property for Africa was adopted in 2015 at the African Ministerial Conference. It charted a plan for boosting the uptake of IP tools to stimulate economic and social development across the region. Following the Declaration and with the support of WIPO, a regional Conference on IP, Innovation and Value Addition for Business, Competitiveness and Sustainable Development was held in 2019 and it adopted the Harare Action Plan. It provides a collaborative roadmap and action plan on the effective use of IP and innovation to establish an advanced innovation ecosystem in Africa. Another milestone of these years was the signing in 2018 of a Tripartite Agreement between WIPO and the two regional IP offices, the African Regional Intellectual Property Organization (ARIPO) and l'Organisation africaine de la propriété intellectuelle (African Intellectual Property Organization, OAPI). This agreement has provided a more cohesive framework for cooperation on IP matters in the region.

Since 2010, the **Arab** Bureau has supported the organization of two annual regional meetings for different IP stakeholders with the participation of the League of Arab States. A regional workshop on Trade, IP, and Public Health for Arab government officials was organized jointly in 2018 with the World Health

Photo: WIPO / Bernod



Azerbaijan joins the Marrakesh Treaty

Organization and the World Trade Organization and hosted by the International Monetary Fund's Middle East Center for Economics and Finance. In addition, a network of Arab women entrepreneurs was established as a result of the first Regional Meeting on Intellectual Property and Women Entrepreneurship organized in 2019 in Jordan.

The **Asia Pacific** Bureau, reaching out to IP stakeholders beyond the usual interlocutors, launched the Enabling the Intellectual Property Environment project initiative in 2017 with the aim of facilitating technology transfer, commercialization and development. The project is implemented in three clusters: one for technology stakeholders, another for branding and design stakeholders, and a third for exporters of products and services. In parallel, with the objective of fostering new leadership, an average of two conferences for heads of IP offices have been organized every year, one for the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC), as well as Mongolia and Iran (Islamic Republic of) and another for the Pacific Island Countries, to share experiences and forge best practices.

The **Latin America and Caribbean** Bureau has supported regular regional and subregional Ministerial Level Meetings and Head of IP Offices Meetings to promote the inclusion of IP in the main economic, industrial and cultural agenda of countries, and to bring the importance of IP management to the attention of national leadership. The Bureau has implemented many regional programs and initiatives, including on the Caribbean patent administration system, a pilot sub-regional patent system for the Organisation of Eastern Caribbean States, distance learning on IP and export, training models of patent examination, a training program on IP for negotiators and gender equality.

Least developed countries (LDCs)

Since 2004, the Division for LDCs, in cooperation with the Swedish Patent and Registration Office and the Swedish

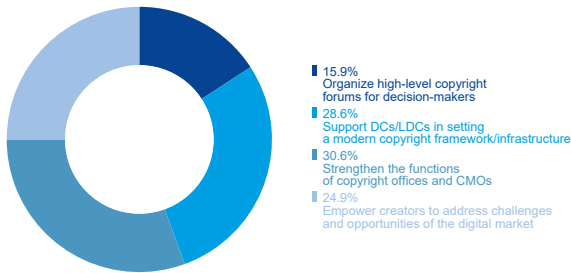
International Development Cooperation Agency, has undertaken training programs for LDCs, with a total of 1,053 participants from 26 LDCs from Africa and Asia. Over 350 national projects have been conceptualized by officials from LDCs. Gender-balanced participation also been ensured, with an average distribution of 54% women and 46% men. Since 2018, WIPO has provided technical and financial support for the implementation of 12 projects and technical guidance for over 50.

In 2010, WIPO launched a project on Capacity Building in the Use of Appropriate Technology Specific Technical and Scientific Information as a Solution for Identified Development Challenges. It later became part of the WIPO Deliverables of the UN-wide Istanbul Programme of Action for LDCs. The project has successfully identified a number of long-term solutions to specific development-related issues. These include appropriate technologies in the areas of solar coffee drying; aquaculture; biomass briquetting; post-harvest drying of cardamom; solar water distillation; processing of seaweeds to extract carrageenan; conversion of municipal waste into landfill materials; ground improvement techniques by cement and lime treatment; and run-off rainwater harvesting.

Transition countries

A comprehensive program of cooperation has been undertaken with the countries of the Central European and Baltic States (CEBS) region and the region of Central Asian, Caucasus and Eastern Europe Countries (CACEEC) over the past 12 years, with very active engagement from the two regions in all the programs and services of the Organization. Cooperation has covered the organization of 188 conferences across both regions; the adoption of NIPS by most of the countries of the regions; 39 accessions from CEBS to WIPO treaties and 30 from CACEEC; the adoption by universities of IP policies; wide participation from the regions in the programs of the WIPO Academy; the promotion of the teaching of IP at universities; the appointment of the Visegrad Patent

Copyright development – main areas of focus



Institute as an international searching and preliminary authority under the PCT; cooperation on infrastructure, particularly in the establishment of Technology and Innovation Support Centers (TISCs); cooperation in the administration of alternative dispute resolution in IP; and cooperation with regional institutions such as the Eurasian Patent Organization and the Eurasian Economic Commission.

Strengthening the African audiovisual and music industries

Copyright and creative industries

The Copyright Development Division was established in the Copyright and Creative Industries Sector in 2010 during the Strategic Realignment Program in order to narrow the knowledge gap between developed and developing countries and LDCs, and to ensure that the copyright system serves effectively its fundamental purpose of encouraging creativity worldwide.

Technical assistance services have been focusing strongly on supporting copyright offices to fulfill their critical functions, particularly in the areas of formulating policies, updating legislation, promoting national creativity, supporting collective management, engaging with key stakeholders, and reaching out to promote better understanding of the roles and functions of the copyright system for national development.

One of the core tasks of the Division is to coordinate and assist developing countries and LDCs in formulating the copyright components of NIPS.

Countries and organizations benefitting from copyright technical assistance

From 2010 to 2020, technical support reached 16,500 participants from 140 countries and 11 regional intergovernmental organizations.

Over 500 technical assistance and capacity building programs and projects have been organized to respond to the needs of developing countries and LDCs, among which 330 were held at national level, 136 at regional or subregional level and 39 at inter-regional level.

Technical assistance has contributed to the enhancement of national copyright infrastructure. Many developing countries and LDCs have taken measures to strengthen the functions of government and other related public institutions in this area.



Photos: Kenya Film Commission



The Development Agenda, the CDIP and the creative industries

The overall impact of the Development Agenda is discussed below. Here it may be noted that an important emphasis in the projects implemented under the Development Agenda has been the creative industries, reflecting the growing interest of developing countries in building thriving creative industries as part of a strategy for development. The audiovisual and music industries are among the most creative intellectual assets of the knowledge economy and both are critical sectors for developing countries and LDCs.

Between 2015 and 2018, a WIPO Development Agenda project supported the evolution of the African audiovisual sector towards a sustainable economic model. The project addressed issues linked to the use of copyright in the process of bringing a project to production and through to distribution by improving regulatory frameworks, formalizing contracts, promoting chain of title best practices, enhancing skills in copyright transactions and clearance of rights, and stimulating cross-border cooperation among the audiovisual industry stakeholders of participating Member States.

In 2018, a new CDIP project was launched on the digital distribution of audiovisual content in Latin America. The project aims to provide an overview of the current business models in the region and the application of copyright legal frameworks. This is to facilitate an analysis of the key role that copyright and related rights could play in shaping the online market as well as ensuring a creative industry that functions well.

In 2019, the CDIP adopted another timely three-year development-oriented project to support the music sector in some African countries, with the objective of improving revenue collection and flows linked to the music industry's digital development and promoting multi-stakeholder exchanges involving music creators, music companies, collective management organizations (CMOs) and other key institutions.

In 2018, a new CDIP project aimed at enhancing the use of IP protection in the software industry, with a focus on mobile applications, was launched at the initiative of Kenya, and is currently being implemented in Kenya, the Philippines and Trinidad and Tobago. Materials specifically designed for app developers will be made available to all Member States for future use and customization.

Implementation of the Development Agenda

The adoption of the WIPO Development Agenda has had a significant impact on the work of the Organization by bringing the concept of development to the heart of its activities. The implementation of the Development Agenda has ranged from implementing practical projects in different countries, to applications of Development Agenda principles and objectives, such as ensuring that WIPO activities are fit-for-purpose and demand driven, to the work of the Organization as a whole.

Over the past 12 years, 60% of Development Agenda recommendations have been addressed by at least one Development Agenda project, totaling 42 Development Agenda projects. Eight of those projects are currently ongoing, while the other 34 have been completed and evaluated. From that total, 22 projects have been mainstreamed into the regular work of WIPO, showing that Development Agenda projects are a useful way of piloting new initiatives and activities for the Organization. Some of the successful examples include TISCs, NIPS, the use of appropriate technologies and the Start-up National Academies.

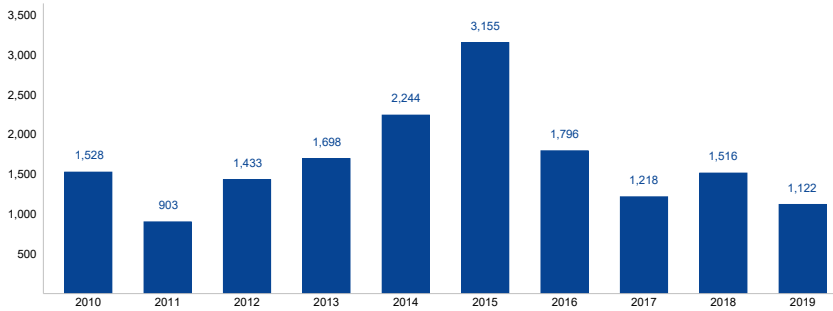
WIPO Academy

The WIPO Academy successfully repositioned itself as a core provider of high-quality, tailored, multilingual, neutral and diversified IP training and education services. It enhanced its partnership policy, course assessment and content review mechanisms, communication and reporting tools, and internal coordination and planning strategy. The number of participants on Academy courses increased more than seven-fold compared to the previous decade, reaching nearly 661,000 persons during the period between 2008 and 2020. The Academy managed to reach gender balance in all training courses offered.

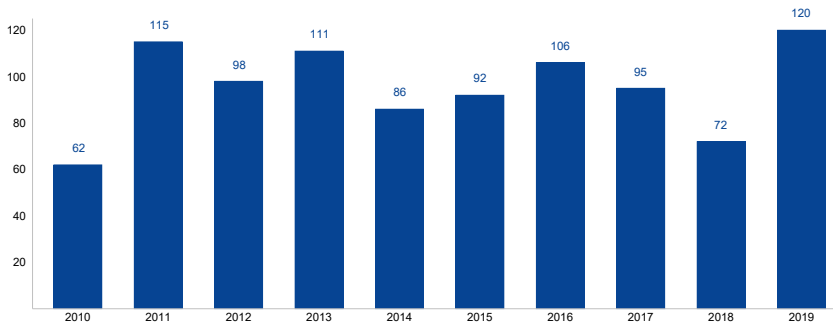
Professional Development Programs (PDP)

Between 2008 and 2019, over 3,370 government officials benefited from specialized courses in IP. In 2016, the share of training courses offered in developing countries reached 52% for the first time. In 2019, this number increased to 71%.

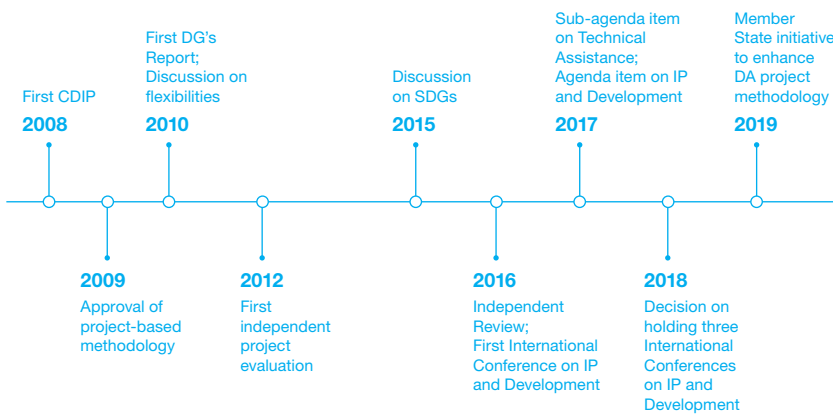
Number of participants in copyright technical assistance programs and projects, 2010–2019



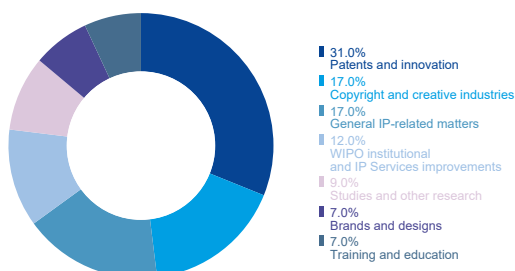
Number of countries participating in copyright technical assistance programs and projects, 2010–2019



Committee on Development and Intellectual Property milestones from 2008 to 2019



Development Agenda projects by theme



Joint Master's Degree Programs

The number of Master's programs offered by the Academy doubled from four to eight during the period, with over 1,500 participants graduating from them. Scholarships are an important element of this success, facilitating access to world-class IP higher education for public sector officials from developing countries, LDCs and countries in transition.

Summer Schools

In 2019, 710 participants took part in 16 WIPO Summer Schools offered worldwide with partner institutions. This was a significant increase compared to 153 participants in courses in only five countries in 2008. The result was achieved at a lower cost by increasing the involvement of partner universities in organizing summer schools and collecting registration fees paid by participants to invest in the summer school program.

Distance Learning Program (DL)

The eLearning Center is a powerful platform that affords access for thousands of people to reliable, high-quality IP education. Participation in DL courses grew from 29,000 participants in 2008 to more than 120,000 in 2019. The program currently offers over 20 IP courses in the six UN languages plus Portuguese.

A total of 205,000 people participated in nationally customized versions of the General Course on IP between 2008 and 2019. From 2012 to 2019, there was a nine-fold increase in the annual number of scholarships offered to government officials in the Advanced DL courses, from 1,155 to 10,584. In 2016, the General Course on IP for the Blind, Visually Impaired or Otherwise Print Disabled persons was launched and over 2,000 visually impaired participants have taken this course, which is offered in seven languages.

Start-up IP National Academies Program

Following the successful completion of the Development Agenda Pilot Project for the Establishment of "Start-Up" National IP Academies, by 2020, nine national training

institutions had been established. Over the last two years, those institutions organized more than 1,000 training activities for over 42,000 participants.

The Academy also completed the Development Agenda Judicial Training Institutions Project in 2019, and successfully established customized and sustainable training tools for four pilot countries (Costa Rica, Lebanon, Nepal and Nigeria).

SMEs and universities

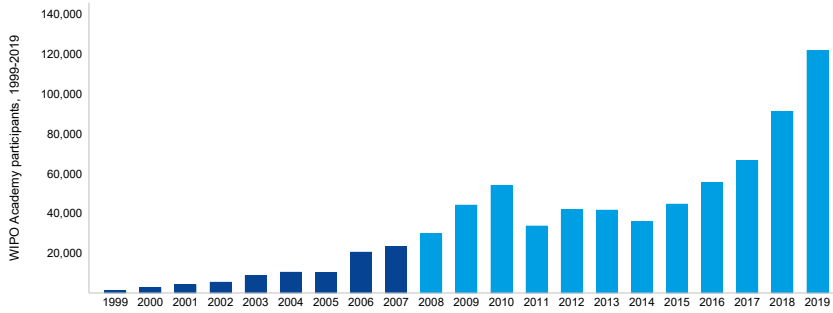
Small and medium enterprises are major drivers of economic growth and employment opportunities, as well as incubators of innovation. Universities around the world are increasingly involved in the commercialization of research, for which IP is a major instrument.

Since 2008, over 100 national, regional and international training events for the benefit of SMEs and SME intermediaries have been organized, heading a major effort, along with appropriate publications and tools, to make the IP system more accessible to SMEs. Since 2010, this has included an annual training program in the margins of the annual events organized by the Korean Women Inventors Association for the benefit of women inventors around the world so that they may more effectively use the IP system.

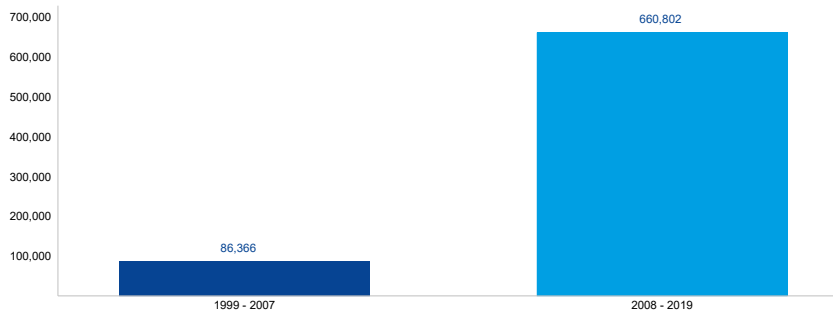
IP for Business guides have been developed and translated in all six UN languages and adapted to the legal and regulatory contexts of approximately 50 countries. In cooperation with the Korean Intellectual Property Office, IP PANORAMA was developed, a story-based e-learning tool with 13 modules on different IP tools and strategies for their implementation.

WIPO also developed an IP policy toolkit for universities and research institutions, on the basis of which national projects were conducted to customize the IP policy template for universities. To date, 444 academic institutions have adopted IP policies based on WIPO's IP policy template. An online, searchable database of IP policies for universities has also been established, currently containing 600 policies from 76 countries in 32 languages.

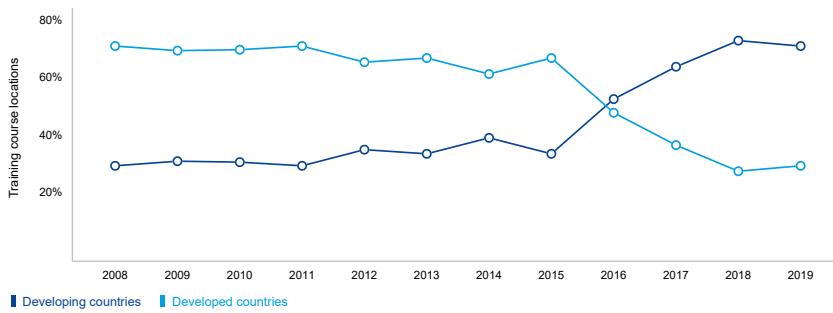
WIPO Academy participants, 1999–2019



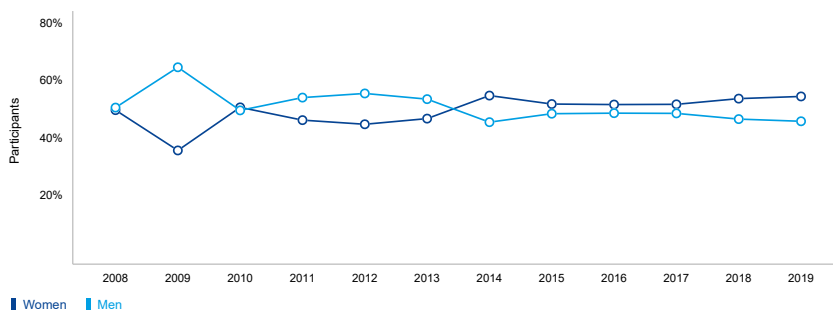
Participants in the WIPO Academy courses, 1999–2007 and 2008–2019



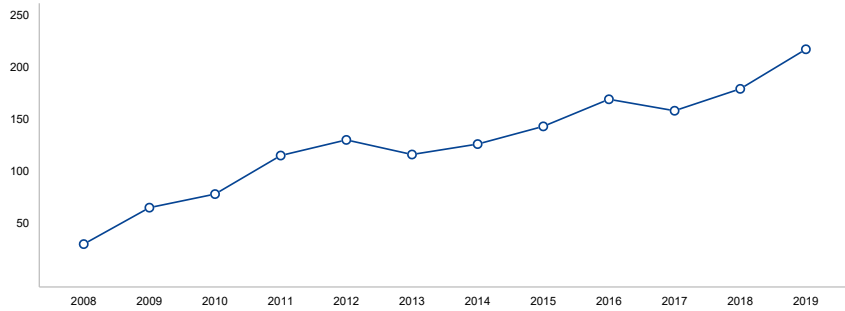
Evolution of locations of PDP training courses, 2008–2019



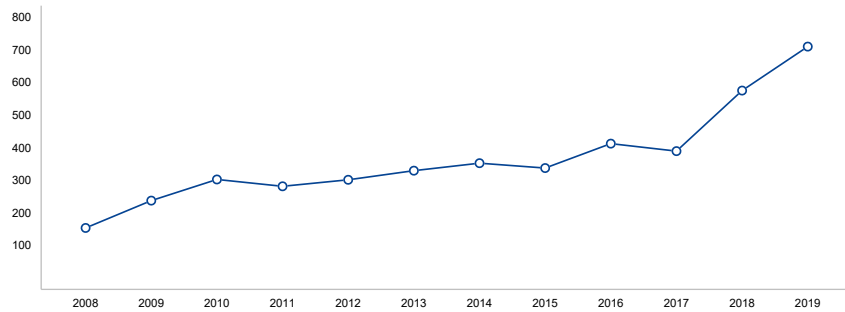
Evolution of participation in PDP courses by gender, 2008–2019



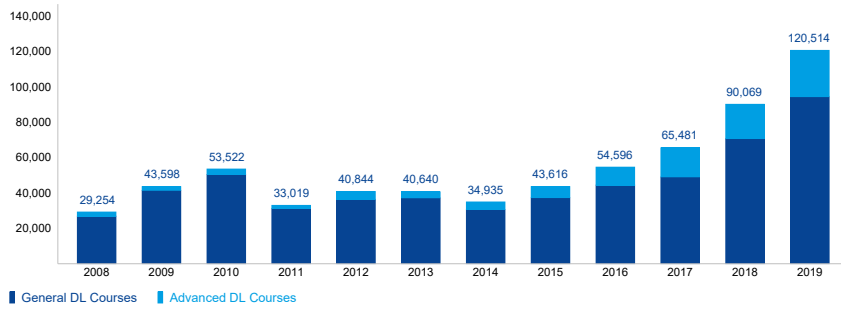
Participants graduating from Joint Master's Programs, 2008–2019



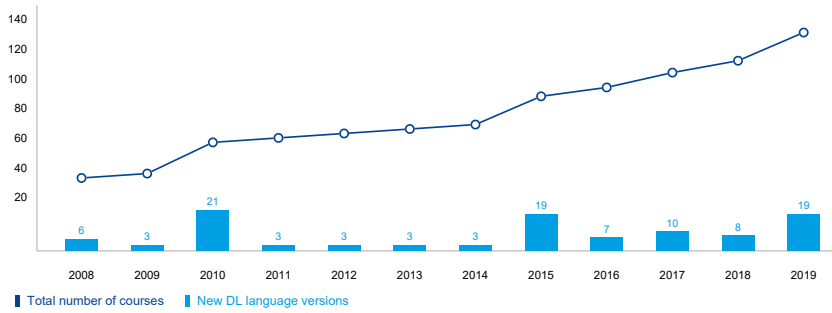
Participants in WIPO Summer Schools, 2008–2019



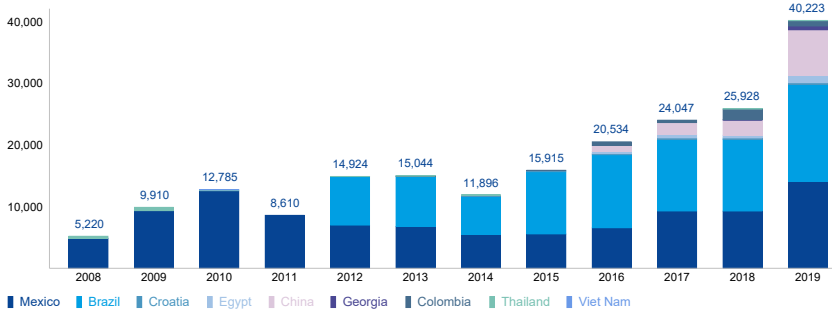
Total DL participants, 2008–2019



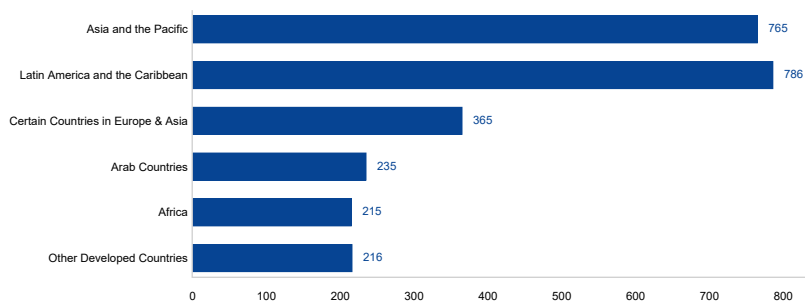
Increases in advanced DL courses in UN and other languages, 2008–2019



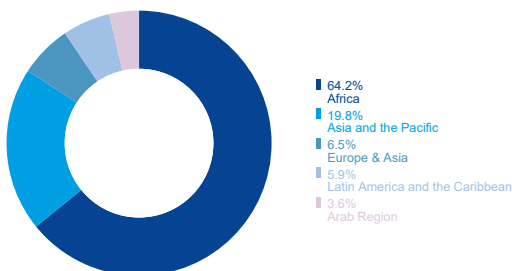
Growing number of IP offices offering nationally customized versions of the WIPO Academy’s General Course on IP for their national stakeholders, 2008–2019

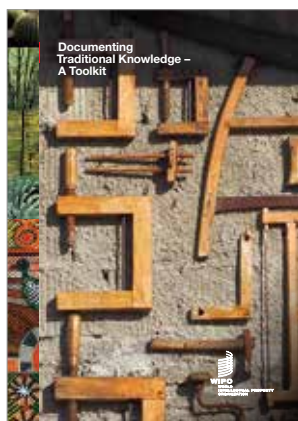


Regional distribution of participants on accessible DL courses for the visually impaired, 2016–2019



Regions benefiting from scholarships, 2008–2019





Indigenous peoples and local communities (IPLC): new stakeholders and new beneficiaries

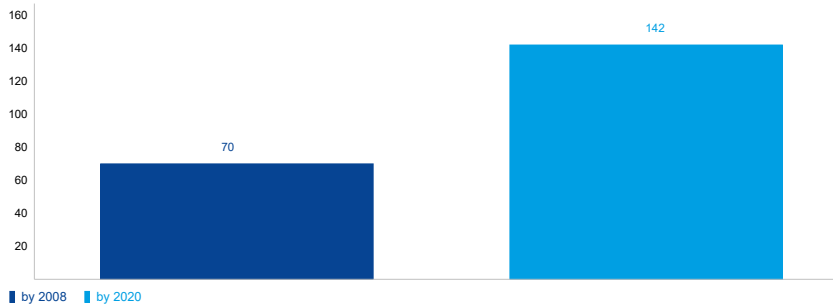
In the last 12 years, IPLC representatives have developed a better understanding of how to make more effective and strategic use of IP tools, whether positively or defensively, and have established contact and dialogue with the IP offices in their countries. This has been achieved through their participation in a dynamic outreach and capacity-building program specifically designed by WIPO with and for IPLCs. The number and diversity of services, programs and activities offered by WIPO specifically for IPLCs has grown dramatically since 2008. They include materials in indigenous languages, multi-stakeholder practical workshops, an Indigenous Scholarship, side-events at external UN meetings, the use of indigenous experts as consultants, the Creative Heritage Project piloted with the Maasai in Kenya, and the Indigenous Entrepreneurship Program. Certain activities have been addressed specifically to indigenous women. In addition, the WIPO Indigenous Fellowship created in 2009 has fostered expertise within indigenous communities, with former Fellows moving on to influential positions within their communities, in academia or in international organizations.

IPLC participation in WIPO activities has almost tripled since 2008. As a result, IPLCs are more involved in IP policy development, not only at international level, but also at regional, national and community levels.

Since 2008, WIPO has also consolidated its position as the unique global reference for information on IP and genetic resources, traditional knowledge and traditional cultural expressions. Government officials, diplomats, IPLC representatives, industry representatives, academics, other intergovernmental organizations and many others who were new to IP discourse have come to rely on the Traditional Knowledge Division's portfolio of materials, including briefs, practical guides, laws databases and films that are short, accessible and practical.

The Division's Distance Learning Course on traditional knowledge and traditional cultural expressions, offered since 2014 in six languages, has so far been taken by over 2,000 persons from all regions. These materials have informed the Intergovernmental Committee's negotiations and strengthened the practical capacity of indigenous and local community entrepreneurs, research centres, SMEs, gene banks, scientific institutions, museums and many others to manage and use IP rights in relation to genetic resources, traditional knowledge and cultural expressions.

Number of regional organizations and countries that have adopted or are developing legislation, policies, action plans or strategies dealing with IP and genetic resources, traditional knowledge and/or traditional cultural expressions



Building Respect for IP

Highlights

Constructive and collaborative meetings of the Advisory Committee on Enforcement built on new approach of building respect for IP

Establishment of WIPO ALERT, a data-sharing initiative with respect to illegal, copyright-infringing websites

Advisory Committee on Enforcement (ACE)

The establishment of International Cooperation on Building Respect for IP as a strategic goal of the Organization in 2008 marked a turning point in the way in which the enforcement of IP rights is addressed at the multilateral level. Twelve years later, the recognition that IP enforcement needs to be balanced and development-oriented is unquestioned, both at WIPO and beyond, as the various stakeholders at the national and international level have increasingly subscribed to the concept of building respect for IP.

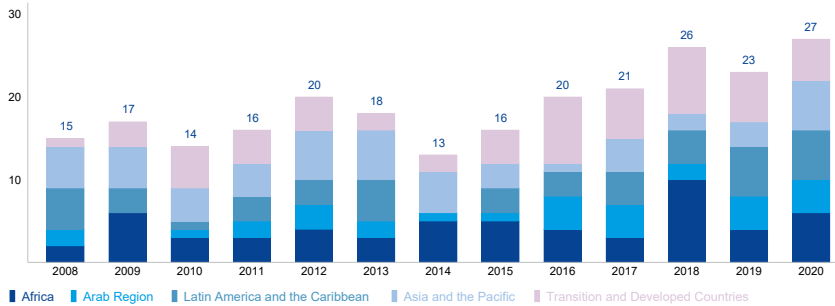
The WIPO Advisory Committee on Enforcement (ACE) is the primary vehicle for multilateral policy dialogue on IP enforcement and building respect for IP. Over the last 12 years, this dialogue has had a remarkable trajectory – from deadlock and disagreement to balanced, inclusive and constructive discourse, highly appreciated by developing and developed countries alike, as well as by the private sector. Intergovernmental discourse on IP enforcement has shifted from a narrow focus on sanctions and remedies for IP infringements to a broader, more inclusive concept of building respect for IP. This shift is clearly visible in the work program of the ACE: the Committee has undertaken considerable work in order to understand the economic and social variables that fuel counterfeiting and piracy; to establish methodologies that measure the social, economic

and commercial impact of counterfeiting and piracy; and to explore the need for new business models to counter these phenomena.

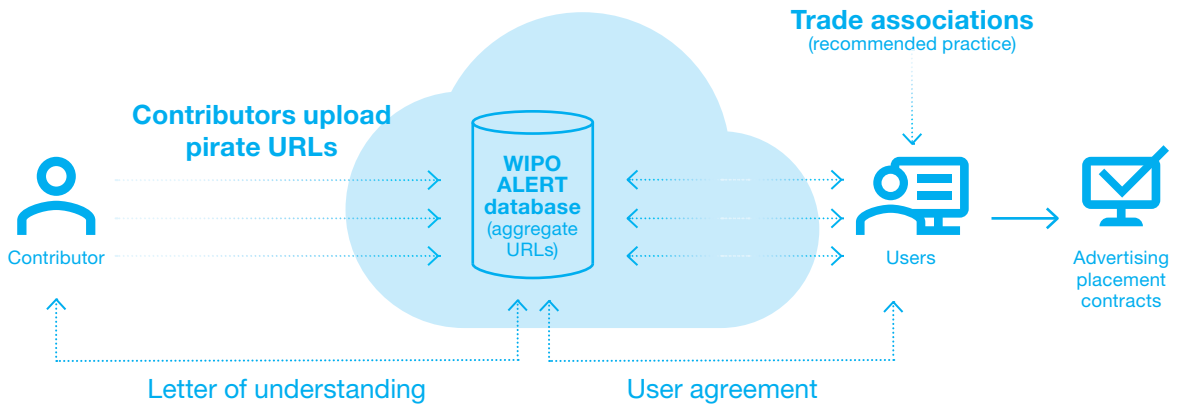
The discussions are topical and engaging and cover both relevant substantive enforcement issues, such as new technologies in IP enforcement, anti-piracy measures in the digital environment, arrangements to address online IP infringements and initiatives to prevent paid advertising on copyright infringing websites, as well as success stories in the area of strategic and sustainable awareness raising. For each session, the Committee identifies topics of particular relevance, which are then addressed by way of expert presentations, dynamic panel discussions and interactive exchange between participants. The expert speakers also capture their experiences in written form. This publicly available content is a rich resource for national governments, private stakeholders and civil society alike, and allows WIPO to deliver responsive and comprehensive technical assistance to Member States.

The convergence of approaches to building respect for IP has led to a significant increase in requests for technical assistance in this area, including assistance with legislative drafting; capacity-building activities for prosecutors, police officials and other enforcement authorities; and with the development of specialized casebooks, videos, animated cartoons and other training materials.

Regional distribution of capacity building by year, 2008–2019



WIPO ALERT



WIPO ALERT

In 2019, WIPO launched a data-sharing platform, WIPO ALERT, designed to support national initiatives to reduce the revenues of illegal, copyright-infringing websites. WIPO ALERT enables Member State agencies to share data with advertisers and advertising agencies so that they can avoid inadvertently placing advertising on websites dedicated to copyright infringement. WIPO ALERT also allows Member States to coordinate their efforts at an international level in this regard so as to extend the reach of their national information-sharing activities, while respecting considerations of due process and transparency. Several Member States and advertising industry players have already joined, or are in the process of joining, WIPO ALERT as contributors or users of the service.

Public–Private Partnerships

Highlights

A number of very successful public-private partnerships established to harness the financial and intellectual assets of the enterprise sector in support of public policy goals

Accessible Books Consortium, with support of all key stakeholders, has built a catalogue of 640,000 accessible titles in 80 languages

WIPO Re:Search, with membership of 147 participants from 42 countries, has led to 161 R&D collaborations in fields of neglected tropical diseases, malaria and tuberculosis

Access to Research for Development and Innovation groups over 50 publishers providing access to academic and peer-reviewed scientific, technical and medical journals and publications for 125 developing and least developed countries

Access to Specialized Patent Information provides access to specialized commercial databases for a growing number of countries

Pat-INFORMED links 16,000 patents to approved medicines

WIPO GREEN counts 115 partners offering over 3,000 climate-friendly technologies on a platform to connect providers and users

Inventor Assistance Program provides free advice to financially disadvantaged inventors

Publishers Circle establishes new forms of cooperation to create viable publishing industries

Music Rights Awareness Foundation commences, to raise awareness and increase knowledge of music rights worldwide

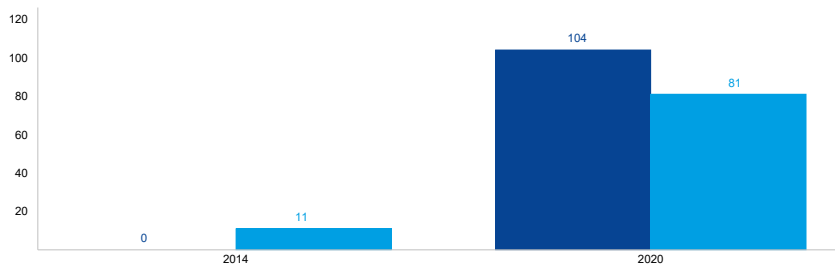
Public–private partnerships (PPPs) offer the possibility of harnessing the knowledge, experience and intellectual and financial assets of the private sector in support of certain public policy goals. This promising possibility is a cornerstone of the Sustainable Development Goals (SDGs). The resolution of the United Nations General Assembly in which the SDGs were adopted in 2015 spoke of “bringing together Governments, the private sector, civil society, the UN system and other actors and mobilizing all available resources” (paragraph 39). SDG 17 envisages Partnerships for the Goals as a means to implement “a revitalized global partnership”.

Over the past 12 years, WIPO has sponsored a number of very successful PPPs that support various of the SDGs through the use of intellectual assets in favor of public policy goals.

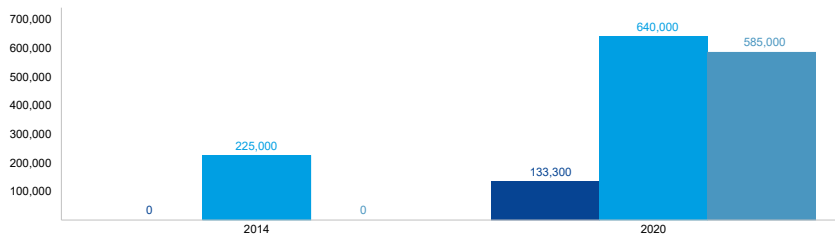
Accessible Books Consortium (ABC)

The ABC was launched in June 2014 by WIPO and key stakeholders. This initiative is intended to help implement the objectives of the Marrakesh Treaty at a practical level in three areas: (1) building an international database for the exchange of accessible books through a network of libraries around the world, called, in the language of the Marrakesh Treaty, “Authorized Entities”; (2) sharing technical skills in developing countries and LDCs to facilitate the production and distribution of books in accessible formats, especially school books in national languages; and (3) promoting inclusive publishing to encourage publishers to deliver “born accessible” digital publications for sighted and print-disabled audiences and to encourage the adoption of industry-wide accessibility standards.

Accessible Books Consortium, 2014–2020



■ No. of signatories of the ABC Charter for Accessible Publishing
 ■ No. of Authorized Entities in the ABC Global Book Service



■ No. of educational titles produced in national languages in accessible formats through ABC training and technical assistance in developing and least developed countries
 ■ Total no. of accessible titles in the ABC catalogue
 ■ No. of accessible titles available for clearance-free cross-border exchange under the Marrakesh Treaty



Photo: WIPO / Berrod

ABC partners officially inaugurated the Consortium in Geneva on June 30, 2014



Bringing accessible textbooks to visually-impaired students in India

The Consortium, initiated by WIPO, is made up of organizations that represent people with print disabilities, such as the World Blind Union (WBU), libraries for the blind, standards bodies and organizations representing authors, publishers and collective management organizations. All classes of relevant stakeholders in the value chain of the production of accessible content are involved.

ABC Global Book Service

The ABC Global Book Service, operated on the basis of the global database that has been developed, has expanded considerably from 11 libraries for the blind in 2014 to 83 libraries for the blind in 2020. The Service has grown from a catalogue of 225,000 accessible titles in 2014 to 640,000 accessible titles in 2020, in 80 languages, with over 585,000 of those titles available for cross-border exchange, free from clearance formalities under the conditions of the Marrakesh Treaty.

Capacity building

The first ABC capacity-building project was established in Bangladesh in 2015 and funded by the Government of Australia. Since that time, over 13,300 accessible educational titles in national languages have been produced through ABC projects in 17 developing countries and LDCs.

Accessible publishing

Over 100 publishers have signed the ABC Charter for Accessible Publishing since its establishment in 2014, bringing hope that the goal of books being born accessible may be realized, thereby eliminating the disadvantage for visually-impaired persons of excessive delays between the first appearance of a book for the sighted and its publication in a format accessible for visually-impaired persons.

WIPO Re:Search

WIPO Re:Search was launched in 2011 in collaboration with the global health NGO, BIO Ventures for Global Health (BVGH). It has grown into a successful consortium aimed at accelerating the discovery of medicines and technologies in the fight against neglected tropical diseases (NTDs), malaria and tuberculosis, diseases that disproportionately affect the poor and disadvantaged and for which there are insufficient market-based incentives to attract the necessary investment in research and development (R&D).

WIPO and BVGH launched WIPO Re:Search with approximately 30 members, including eight international pharmaceutical companies (Eisai, GSK, Johnson and Johnson, Merck KGaA, MSD, Novartis, Pfizer, and Takeda Pharmaceutical Company Limited). The model, whereby private sector companies share vast inventories of compounds, stores of knowledge, technology and data on a royalty-free basis with researchers worldwide, has proven successful and remains unchanged up to the present. The Consortium membership today stands at 147, encompassing companies, universities and research institutes, both public and private, in 42 countries on six continents.

Since its inception, WIPO Re:Search has fostered over 160 R&D collaboration agreements, 54 of which are ongoing and eight progressing through advanced stages along the product development pathway.

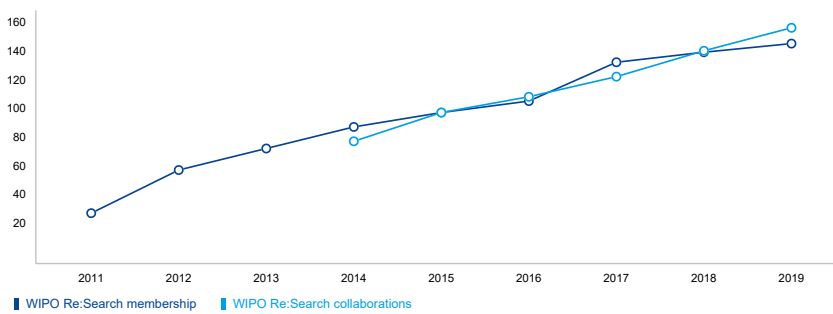
WIPO Re:Search also manages a fellowship program. Using Funds-in-Trust (FIT) provided by the Government of Australia from 2013 until mid-2021, WIPO Re:Search arranges three- to twelve-month fellowships for researchers from sub-Saharan African countries and Pacific Rim countries at advanced public and private laboratories in Europe, the United States of America and Australia. Approximately 20 fellowships have been arranged to date, with an additional six to eight currently in the planning stages.

Photo: WIPO / Bernod



*WIPO Re:Search and the Wellcome Trust
Dr. David Olsen, MSD and
Dr. Alan Cowman, Walter & Eliza Hall Institute*

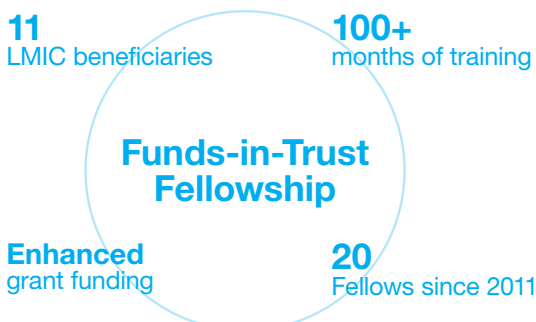
WIPO Re:Search membership and collaboration growth, 2011–2019



WIPO Re:Search collaborations since 2011



WIPO Re:Search Fellowship Program



WIPO Re:Search has registered a strong record of achievements in relation to its strategic goals. The first of those was the establishment of a robust, global public-private network of professionals dedicated to advancing R&D on NTDs, malaria and tuberculosis, which has occurred through over 160 scientific collaborations. The second was the advancement of promising compounds or leads. A salient example has been the collaboration between MSD and Australia's Walter and Eliza Hall Institute on disrupting malaria parasite replication. The collaboration is advancing through critical phases along the product development pipeline and has won a multi-million dollar grant from the United Kingdom's Wellcome Trust.

WIPO Re:Search has enhanced the global capacity for IP management and biomedical R&D, not only through the myriad collaborations and long-lasting institutional and personal ties they create, but also through the fellowship program. The 20 fellowships fostered since 2013 collectively resulted in over 100 months of training for scientists from low- and middle-income countries.

The testimony of WIPO Re:Search's members is also a strong indication of the Consortium's value. In 2019, Professor Fidelis Cho-Ngwa of the University of Buea, Cameroon, stated: "WIPO Re:Search is a game changer for neglected infectious disease drug development. Thanks to the Consortium and the partnerships that BVGH has facilitated over the last few years, my team at the University of Buea has been able to achieve what some of our predecessors could not accomplish in a decade." Reflecting on her company's nine-year involvement in WIPO Re:Search, Ms. Sharon Reiche, Senior Corporate Counsel for Pfizer, commented: "WIPO Re:Search's successes in advancing R&D for the world's neediest populations demonstrate that IP facilitates, rather than hinders, innovation. BVGH as an independent non-profit, and WIPO, as a prominent UN agency, are powerful and credible voices in the global dialogue on IP policy."

Databases for access to knowledge

Several PPPs have been established by making available intellectual assets in the form of publications and data in databases to which free (for LDCs) or low-cost (for middle-income developing countries) access is given.

Access to Research for Development and Innovation (ARDI)

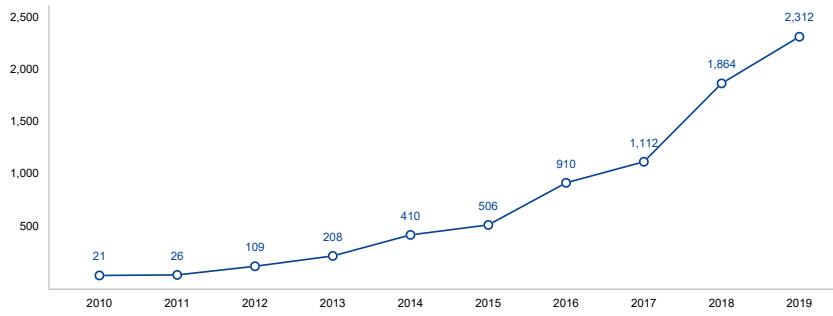
ARDI aims to increase the availability of scientific and technical literature in developing countries through a PPP with the publishing industry. Over 50 publishers currently provide free or low-cost access for 125 developing countries to academic and professional peer-reviewed journals and e-books through ARDI. The program is also a member of the Research4Life partnership, a joint initiative of several UN agencies, private sector enterprises, NGOs and academic institutions designed to enhance the scholarship, teaching, research and policy-making of the many thousands of students, faculty, scientists and medical specialists, focusing on health, agriculture, environment and other life, physical and social sciences in the developing world.

Since the program was launched in 2009, it has witnessed significant growth, not only in the number of registered institutions (from 21 institutions in 2009 to 2,312 in 2019), but also in the availability of content, which has far surpassed its initial goal of facilitating access to 100 scientific journals and now includes 42,000 journals, books and reference works.

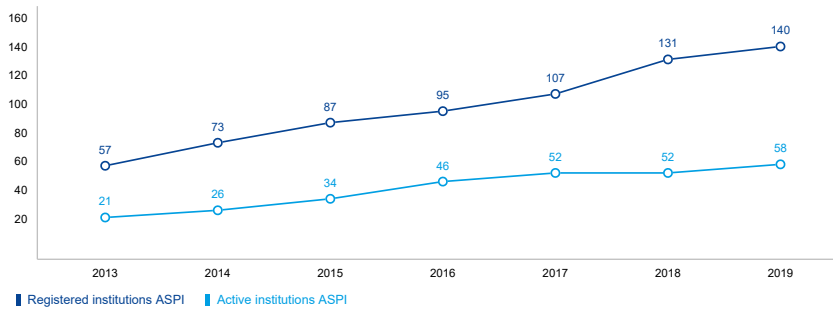
Access to Specialized Patent Information (ASPI)

The ASPI program enables institutions in developing countries to obtain free or low-cost access to commercial patent database services offering more sophisticated search

Number of active institutions in ARDI, 2010–2019



Number of registered and active institutions participating in ASPI, 2013–2019



and analysis functionalities. It is made possible through a unique public-private partnership with nine leading patent database providers. The steady increase in institutions registered and actively participating in ASPI over the years is reflected in practice by a rise in the number of TISCs providing value-added services. These services include advanced technology searches and patent landscape reports, and are often supported and reinforced by access to commercial patent database services, such as the ones provided through the ASPI program.

Patent Information Initiative for Medicines (Pat-INFORMED)

In the context of discussions on innovation, IP and access, a number of civil society organizations expressed the need for greater transparency in patent information on approved medicines. In response, WIPO established, together with the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) and 21 leading pharmaceutical companies, a database identifying the key patents on approved medicines in six therapeutic categories worldwide. Pat-INFORMED now includes over 16,000 patents linked to approved medicines.

WIPO GREEN

WIPO GREEN is an interactive marketplace that fosters green technology innovation and diffusion. Through its database and activities, WIPO GREEN connects potential users and providers to catalyze mutually beneficial commercial transactions that further the deployment and use of sustainable technology. WIPO GREEN has grown from a pilot project launched in 2012 to a multi-stakeholder, market-based platform for the diffusion and exchange of environmentally sound technologies.

At the time of its launch, WIPO GREEN had around 1,000 uploads from the pilot and testing phase, including those from WIPO GREEN's partnership with the Association of University Technology Managers (AUTM). The initiative began with 35 partners, including government institutions, intergovernmental organizations, academia and companies – from small enterprises to multinational companies. Corporations from Japan and the Japan Intellectual Property Association (JIPA) have been especially prominent in their support for WIPO GREEN.

WIPO GREEN now counts 115 partners, a more than three-fold increase. Today, the platform has more than tripled its listings, offering more than 3,200 climate-friendly technologies and over 250 needs for solutions from 60 countries worldwide addressing climate change, environmental and food-security challenges in seven green technology categories.

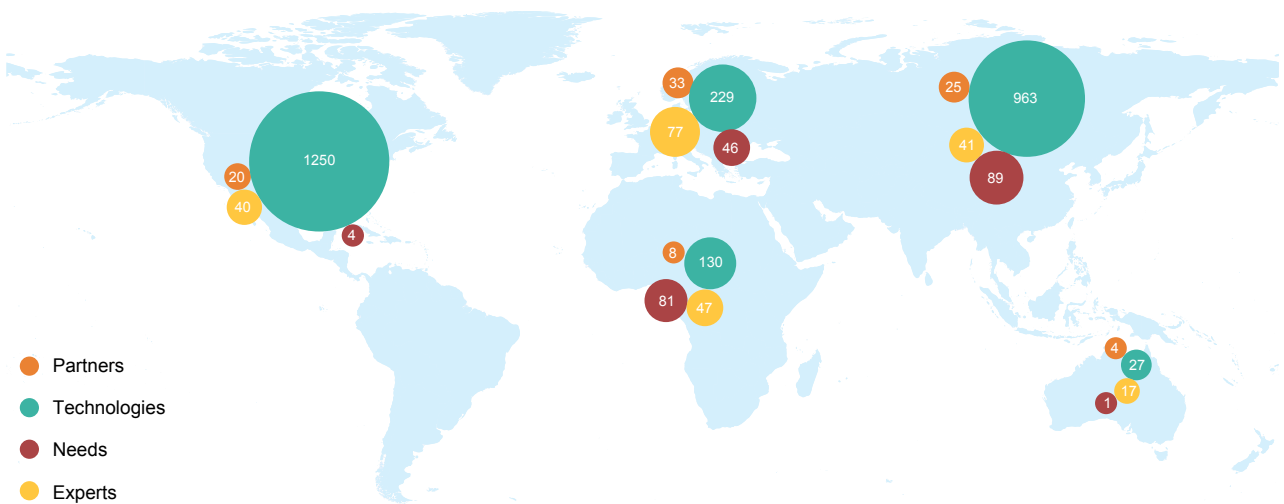
The online marketplace serves the general public and, in particular, more than 1,500 registered users from 63 countries, including SMEs, universities and research institutions, as well as multinational companies. The WIPO GREEN Network's monthly newsletter reaches over 7,000 subscribers.

In March 2019, WIPO GREEN adopted a new four-year Strategic Plan designed to scale up and increase its impact. During the first year of this new strategic period, WIPO GREEN gathered momentum and saw increased support internally among Member States and from global industry. Numerous new partners have joined in the past year, including Canon, Hitachi, Honda, IBM, Toyota Motor Corporation and Konica Minolta. Panasonic became the 100th partner in December 2019. These new participants join others, such as General Electric, Haier, Siemens, Qualcomm, China Technology Bank and national IP offices from around the globe, including those from Brazil, Canada, Chile, Denmark,

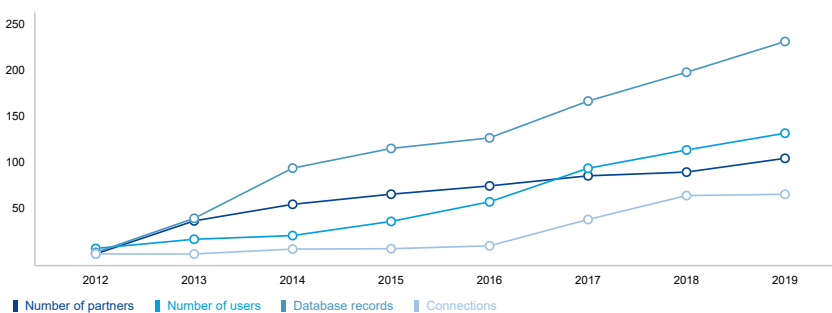
Green technology categories in the WIPO GREEN database



WIPO GREEN worldwide partnerships



Evolution of WIPO GREEN, 2012–2019



France, Japan, Lebanon, Morocco and Switzerland. WIPO GREEN partners also extend to UN entities and intergovernmental organizations that include the United Nations Industrial Development Organization (UNIDO), United Nations Environment Programme (UNEP), United Nations Global Compact (UNGC), United Nations Office for South-South Cooperation (UNOSSC), Climate Technology Centre and Network (CTCN), Asian Development Bank (ADB) and the League of Arab States, as well as associations of IP rights holders, such as International Trademark Association (INTA) and Japan Intellectual Property Association (JIPA), and innovation centers including Kenya Climate Innovation Center (KCIC).

Inventor Assistance Program (IAP)

The share of patents granted to local inventors rarely reflects the actual level of homegrown innovation, particularly in developing countries and LDCs. Many such inventors try to represent themselves before the local patent office rather than hiring a patent specialist, due to their limited financial means and, discouraged by the complexity of the patent grant procedure, give up in the early stages of the process: their inventions are thus never evaluated on their merits and so never become commercially viable.

To address this challenge, in 2016, together with the World Economic Forum, WIPO created the IAP to help level the playing field for these inventors. The program pairs under-resourced inventors with patent attorneys and agents in their home country, and in selected jurisdictions, at no

cost. Since the IAP's introduction, 69 inventors in Colombia, Ecuador, Morocco, the Philippines and South Africa have received expert guidance in navigating the patent system.

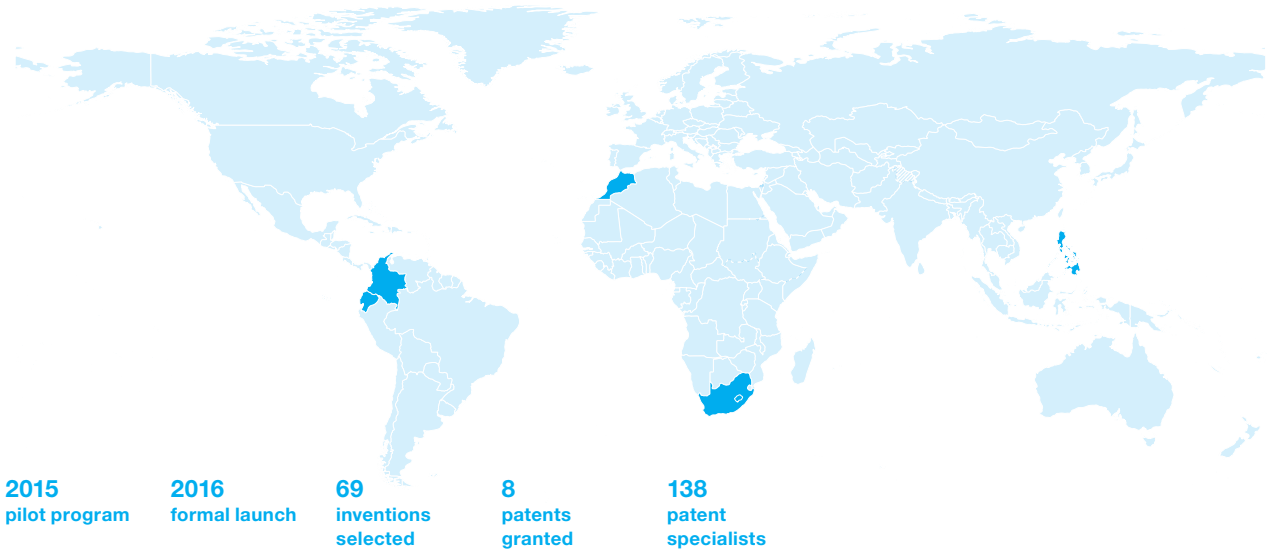
The supported inventions are wide ranging, from a new design for a wind turbine, to improved recycling methods, devices for cooking lasagna and improving tire traction. At least eight inventors have already secured patents through the program. Thanks to the initiative and its over 138 volunteers, IAP beneficiaries get support to file applications in their own country, and in selected jurisdictions worldwide. In addition to filings in participating countries, the IAP assists inventors in participating countries with filing and prosecuting their patents in Europe, Japan, and the United States.

Publishers Circle

This public-private partnership was launched in 2018 to fulfil one of the commitments made at the Regional High Level Conference on the Publishing Industry in Africa and its Role in Education and Economic Growth, organized by WIPO in cooperation with the Ministry of Arts and Culture of the Republic of Cameroon in November 2017.

The Publishers Circle aims at opening new forms of cooperation and joint projects with public and private partners who are committed to developing long-term partnerships, transferring practical knowledge and raising professional standards. The idea is to create the conditions for a viable publishing industry in the education and trade sectors in

Status of the IAP, 2020



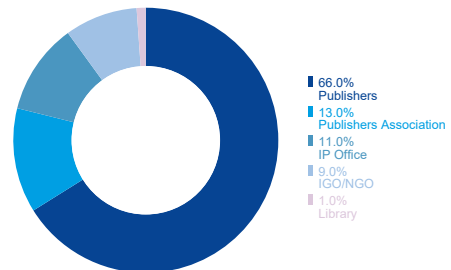
developing countries and LDCs, encompassing all the elements of the value chain, from authors to bookshops or other distribution platforms. The purpose is to achieve concrete results, with the common goal of helping to develop a globally connected and effective publishing sector in Africa and other developing countries and LDCs.

The Charter of the Publishers Circle has been signed by 100 publishers, governmental and non-governmental entities. Activities include mentorship programs, development of tools related to contracts, identifiers and standards in the publishing industry, as well as the facilitation of cross-border business contacts. Mentorship programs were organized in Ireland, Morocco, the Republic of Korea and the United Kingdom in 2019 and 2020.

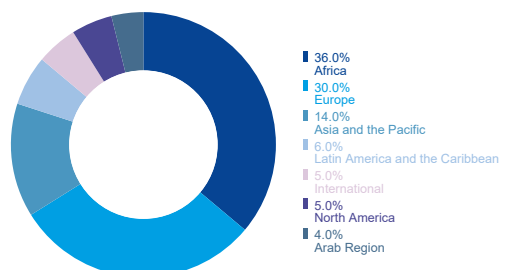
Music Rights Awareness Foundation

The newest partnership was created in recent months, when WIPO joined the Music Rights Awareness Foundation in establishing a non-profit consortium, registered in Sweden, to raise awareness and increase knowledge of music rights worldwide through education and support.

Charter of the Publishers Circle signatories by category



Charter of the Publishers Circle signatories by geographical region



Working with the Judiciary

Highlights

Establishment of WIPO Judicial Institute

Successful program of cooperation and exchange of information and experience amongst judges underway, with widespread participation

Working with the judiciary

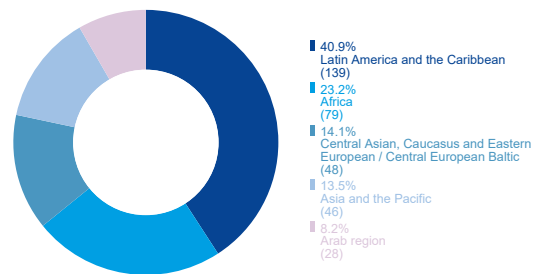
Since the launch of WIPO's new approach to the judicial administration of IP in 2018, and the establishment of the WIPO Judicial Institute in 2019, the Organization has taken great strides in meeting the ever-increasing demand from Member States for tailored support to enhance the human and institutional capacities of judiciaries for the balanced and effective adjudication of IP disputes.

Since its inception, the Institute has built visibility and credibility as the venue for support to Member State judiciaries and other stakeholders. A central element of this new role is the provision of a truly global platform for transnational dialogue, through activities that have become reputable features of the international IP judicial calendar. Two editions of the annual WIPO Intellectual Property Judges Forum took place in 2018 and 2019, with the most recent Forum attracting some 127 judges from 74 countries from across all regions. This has greatly advanced and fostered a global network of IP judges from Member States at diverse levels of IP adjudication development, with frequent positive feedback received on the value of the "community" created by these platforms of transnational dialogue. In the past months, this community of exchange has remained active in a virtual format, with a new series of WIPO Webinars for Judges attracting participation by 101 judges from 57 countries in its first session on virtual adjudication of IP disputes.

At the same time, the development of WIPO's capacity-building work during the past 12 years has matured, with the new mandate of the Institute to ensure a structured and cohesive approach for WIPO's engagement with judiciaries, including a refined vision of its objectives, principles and deliverables. One notable example is the addition of an annual Master Class on IP Adjudication, which provides an opportunity to partner with a national court to bring together small groups of experienced IP judges for applied discussions. In 2019, the second iteration of this initiative was organized in collaboration with the United States Court of Appeals for the Federal Circuit in Washington, D.C.

In 2019, WIPO implemented 22 judicial training activities, reaching a total of 340 judges from 56 countries (these figures exclude both the IP Judges Forum and the Master Class). A significant number of these activities were led by other sectors such as the Building Respect for IP Division and the Regional Bureaux, and owe their success to fruitful collaboration across WIPO.

Participants in judicial capacity-building activities 2019



During the past years, the Organization has also demonstrated its commitment to innovative programming designed to meet sustainable development objectives as they relate to judicial training. Following the successful implementation of a pilot CDIP project by the WIPO Academy, the Continuing Judicial Education (CJE) program on IP has been mainstreamed into WIPO's regular work led by the Institute, and serves as a vehicle for collaboration with national judicial authorities to shape long-term capacity-building outcomes on the basis of national needs and ownership. In 2019, new CJE projects were commenced in Morocco, Oman, Peru and Poland. The CJE program continues to benefit from support solutions from across the Organization, including the WIPO Academy's Distance Learning (DL) Course on IP for the Judiciary.

WIPO's continuing efforts to increase the availability of, and access to, free-of-charge public resources has resulted in the upcoming launch in 2020 of WIPO Lex Judgments, a new database that provides open and online access to leading judicial decisions in IP from around the world. Like the popular WIPO Lex database to which it is a companion, the new database provides a unique service to judiciaries worldwide. It captures the most important judicial decisions in IP as determined by Member State authorities, and opens up global access through bibliographic indexing, search capabilities, machine translation, country information and dynamic cross-referencing to relevant national and international legal instruments contained in WIPO Lex.

WIPO's established role as a global source of IP information has also been supplemented through the addition of practical publications for judicial audiences. In the past year, two authoritative resources were published: a guide for judges, *When Private International Law meets Intellectual Property Law*, was published in collaboration with the Hague Conference on Private International Law; and the first volume of a new series, the *WIPO Collection of Leading Judgments on Intellectual Property Rights* was published jointly with the Supreme People's Court of China, containing bilingual landmark judgment summaries from that jurisdiction.

Communications

Highlights

Greatly increased positive coverage of WIPO in media

Exponential growth in WIPO's visibility on social media

Reform of newsletter interface and offerings

Publications streamlined and focused on flagship publications in all official languages

Website usage grows significantly

World Intellectual Property Day expands to encompass 630 events in 136 countries

New logo for Organization introduced

The transformation in the way in which people communicate brought about by the Internet and the growth of social media has necessitated a new approach to communications with stakeholders and the general public on the part of the Organization. The Organization has embraced social media, while still working with all the traditional forms of communication, such as publications and the website.

News and media

Through a sustained effort to communicate the programs and services of the Organization, WIPO's profile and visibility in the global media has significantly increased over the past 12 years. Data provided by Cision (WIPO's media monitoring service) shows that media mentions for WIPO grew from 22,496 in 2014 (the first year for which Cision has full searchable statistics) to 57,980 in 2019.

Social media

WIPO's visibility on social media has grown exponentially over the years.

WIPO's **YouTube** channel was launched in April 2010 and reached the milestone of 1 million video views in February 2013. By March 2016 the channel had 10 million views. The 20 million views mark was reached in June 2020.

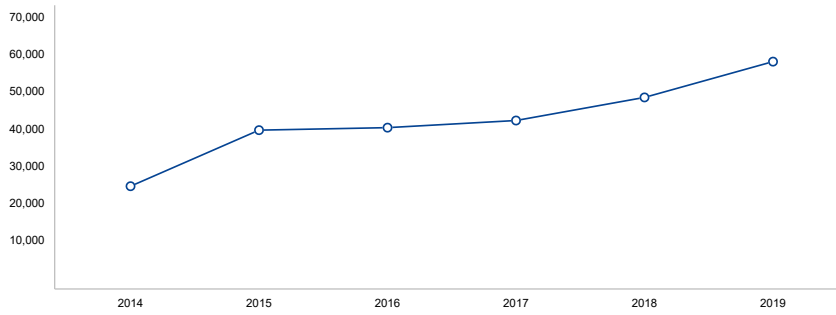
WIPO's **Facebook** presence was launched in February 2011 as a World Intellectual Property Day page. In 2013, the page had 10,000 fans, which had grown to 50,000 by March 2019. The Facebook presence was rebranded to WIPO in June 2019.

WIPO's **Twitter** account was launched in March 2012. The number of followers has grown from 1,000 in April 2012, to 25,000 in June 2015 and to over 90,000 in May 2020. By December 2019, there were more than 10 million annual content impressions on WIPO's Twitter account. On May 19, 2020, WIPO published its 10,000th tweet.

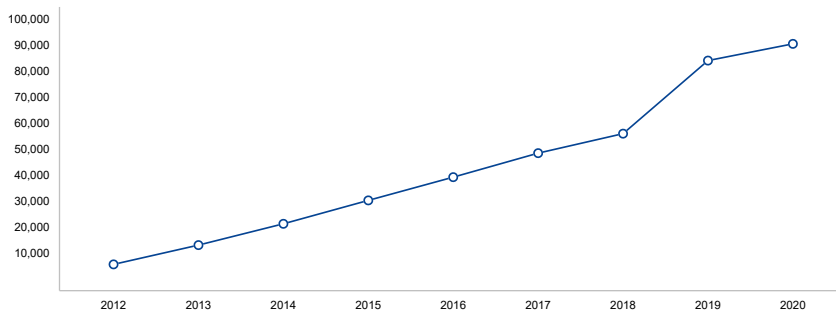
WIPO's **Flickr** account was launched in March 2012. By February 2014, there were 1 million photos views on Flickr, which had grown to 10 million photos views by October 2019. The 10,000th photo was published in September 2018.

WIPO launched its **LinkedIn** presence in November 2014 and exceeded 70,000 followers in April 2020. In March 2019, the WIPO Academy Community LinkedIn group was launched. In September 2019, a LinkedIn Life page was launched, featuring insights on WIPO's culture and employee experiences. In March 2020, the WIPO Arbitration and Mediation Center also launched a dedicated LinkedIn presence.

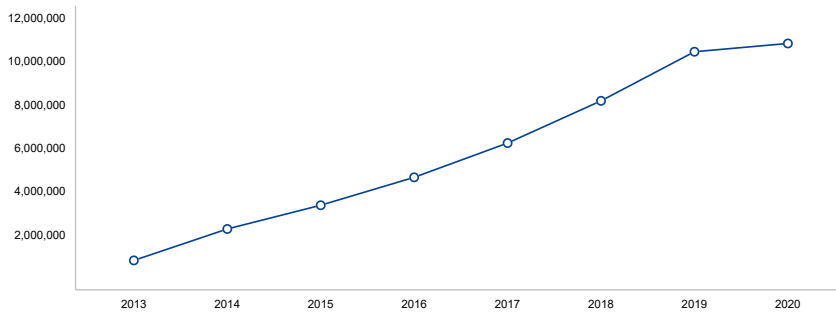
Media mentions of WIPO, 2014–2019



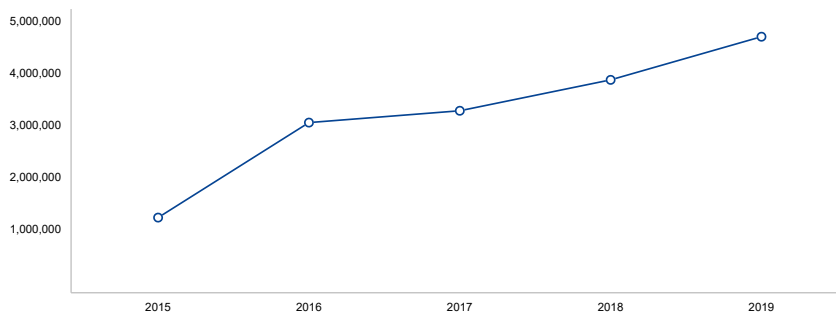
Twitter followers, 2012–2020



Flickr views, 2013–2020



WIPO newsletters, 2015–2019



Newsletters

WIPO consolidated its newsletter offerings in May 2015 by launching a new newsletter system with a one-stop preferences center where readers may choose from the available offerings.

By December 2015, WIPO had successfully delivered 1 million WIPO newsletter e-mails, which grew to reach the 10 million mark by August 2018.

The **WIPO Wire** newsletter was launched in June 2015 and soon became the most heavily subscribed WIPO newsletter.

Publications

In 2008, the publishing program was focused on information products that were disseminated in print and sold through commercial channels. Today, there are seven new flagship reports in the six official languages, including the *Global Innovation Index* and *WIPO Technology Trends*, each providing a wealth of analysis and insight into worldwide trends in all the main areas of IP. These titles are now free-of-charge and openly accessible across multiple channels, most of which are digital. In the last 12 months, 5,000 online information products were downloaded more than 3.2 million times.

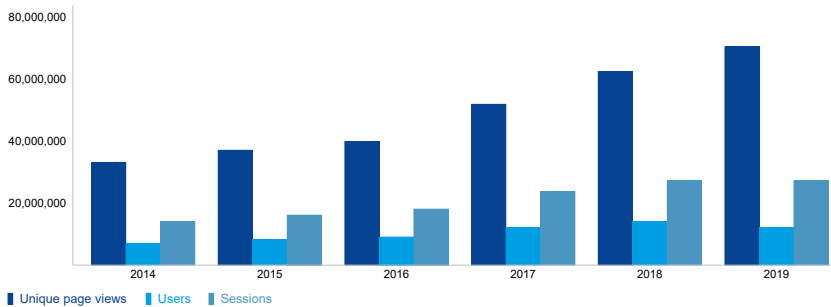
The **WIPO Magazine** explores the role of IP in encouraging creativity and innovation and offers accessible and engaging coverage of topical IP issues. In a highly competitive environment, the *WIPO Magazine* has grown in popularity and global reach since 2008. Redesigned in 2015, it is now available in print and digital formats in eight languages, has a subscription base of 24,000 readers and garners over 1.2 million unique page views annually.

WIPO led a group of like-minded intergovernmental organizations which worked with Creative Commons to draft a new suite of open licenses, the CC 3.0 IGO, and WIPO's Open Access Policy was adopted in 2015. Member States and other stakeholders have been given worldwide access to WIPO's knowledge without legal, financial or technical barriers, and can reuse, adapt, translate and republish WIPO content without further permission.

Website

In 2013, an overhaul of the website saw a major expansion in the availability of key content in six languages, a new user-experience strategy, a restructuring of the information architecture in line with the needs of different stakeholder groups and a cutting-edge, fully "responsive" web design that adjusts automatically to provide optimal display and navigation on desktop, tablet or smartphone. The WIPO website continues to be the Organization's largest and most important communications channel, as demonstrated by the continual increase in its use. Unique page views have more than doubled in the past five years, up from some 33 million in 2014 to almost 70.5 million in 2019.

Growth in usage of the WIPO website, 2014–2019



World Intellectual Property Day

Established in 2000, World IP Day was celebrated in 2008 in 60 countries. In 2011, the Organization introduced its annual outreach campaign to the world of social media and launched the World IP Day Facebook page, transforming World IP Day into an engaging social media campaign. In 2019, World IP Day was celebrated by a record 136 countries through 630 events.

WIPO logo and design

In 2010, the redesigned WIPO logo was launched, and a major branding exercise was undertaken between 2010 and 2014. The WIPO brand continues to be expressed through a strong and coherent visual identity. There has been increased experimentation with dynamic infographics, online data visualizations, interactive data maps, digital storytelling and short animations to communicate headline messages and data in an engaging and meaningful way to new audiences. Striking visuals have helped to grow engagement and brand recognition and to reinforce the Organization's reputation as a reliable reference and global forum for IP.

Library

In 2008, the WIPO library was a traditional physical resource of some 30,000 books and journals. An initiative was started in 2019 to create a virtual library to share the collection with our global stakeholders through a cloud-based digital platform. The collection currently stands at over 36,000 records and will continue to grow.

External Offices

Highlights

Five new External Offices created in Brazil, China, Russian Federation, Algeria and Nigeria, in addition to the existing External Offices in Japan and Singapore

External Offices fully integrated into the work planning and operations of the Organization

Dedicated IT system allows full access to the Organization's administrative and business processes

Communications, outreach and service orientation greatly enhanced

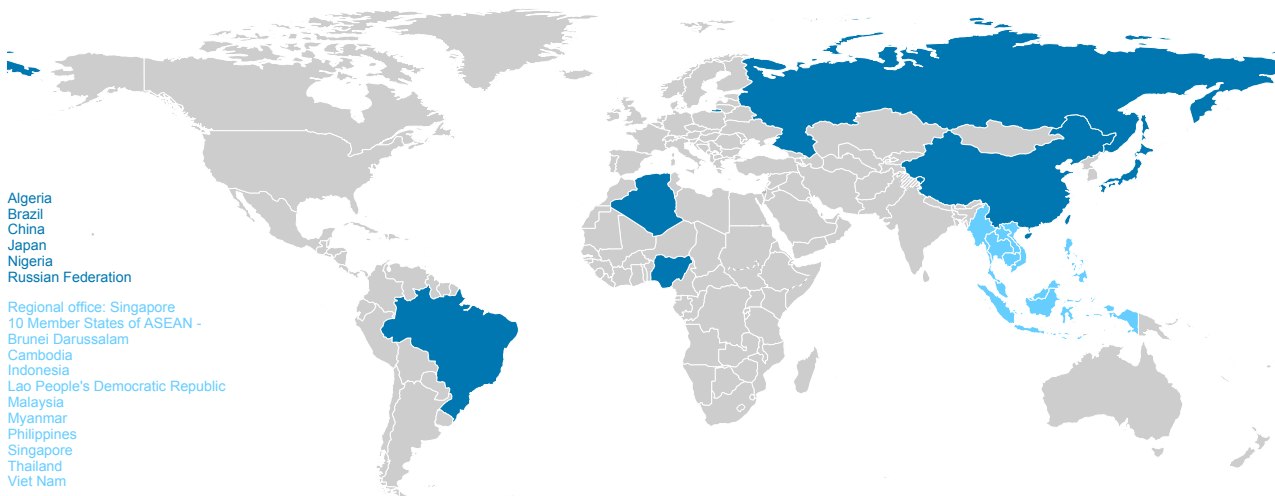
The physical presence of the Organization throughout the world, particularly in developing countries and countries in transition has been expanded through the establishment of five new external offices in Brazil (2009), China (2014), the Russian Federation (2014), Algeria (2019) and Nigeria (2020). These new offices were added to the two pre-existing external offices in Japan and Singapore. This expansion of the network was achieved through relocation of existing personnel and has been resource (personnel) neutral.

Integration into, and alignment with, the programs and services of the Organization has been the major orientation of work on the network of external offices. A rationalization process for External Offices was undertaken according to which the mandate and objectives of the External Offices were integrated into the nine Strategic Goals of WIPO and the focus of the Offices shifted from external coordination and better understanding of WIPO and IP issues to delivery of outcomes across the range of WIPO's programs. All External Offices now also support the promotion of WIPO's Global IP Services, tools and platforms. They also deliver capacity building and technical assistance based upon the needs in their areas of responsibility.

Integration into the programs of the Organization has been achieved through the alignment of the work plans of all External Offices with those of other programs so as to ensure that the External Offices do not duplicate work, but add value in a complementary way to the activities of Headquarters.

The internal management of the External Offices has been reformed through a two-tier management structure. The network of offices is overseen by an overall supervisor, the Assistant Director General and Chief of Staff, while the functioning of individual offices is supervised by various programs through a dedicated External Offices Coordination Unit.

Locations of WIPO external offices



Integration has been further advanced through a dedicated IT system – the Global Office Architecture (GOA) project – which ensures a seamless and secure IT interface between the External Offices and Headquarters. External Offices now operate as if they were in Headquarters, significantly improving their integration into administrative systems and work streams.

A dedicated human resources policy for External Offices has been introduced. A mobility policy for staff, in conjunction with a special salary increment, create incentives for staff to work at the External Offices.

In September 2012, a round-the-clock service was launched under which the External Office network fields calls to WIPO during the time every day that Headquarters is not operational.

The communications interface of External Offices with the local stakeholders and their host governments has been significantly strengthened. The webpages of the External Offices are continually updated in the relevant languages for each office, and this has further enhanced our ability to reach stakeholders and promote the Global IP Services, tools and platforms. Several of the Offices have started using social media to extend their outreach. A network-wide initiative has commenced to systematically engage with journalists in the areas of responsibility of the External Offices to explain WIPO's mandate and the importance of IP. From 2020, all External Offices will issue newsletters to local stakeholders on a regular basis.

Administration and Management

Highlights

Strategic Realignment Program (SRP) involving 19 initiatives leads reform of all administrative and businesses processes

Campus extended with construction of New Building for 500 staff and new Conference Hall for 900 persons

- Both major constructions delivered on time and on budget

New Multimedia Studio inaugurated in 2020

Digital transformation embraced in all administrative and business processes

Comprehensive integrated enterprise resource planning system deployed

Multilingualism embraced and language coverage of meetings and publications greatly expanded

Procurement transformed from administrative function to business partner of operational units

Conference services renewed and integrated conference services platform under development

Information security and governance placed on mature footing

Safety and security made a priority

Environmental responsibility embraced

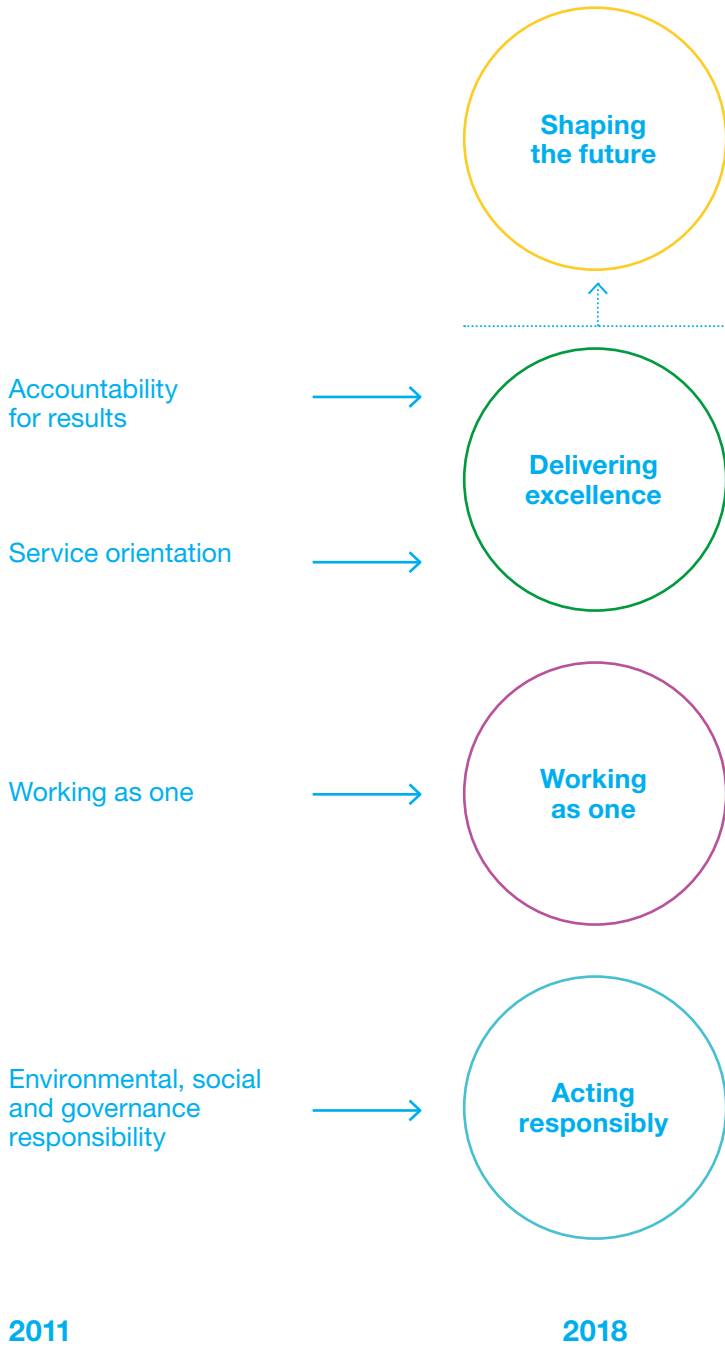
The results of the past 12 years have been achieved through a transformation of administrative support services and management that has enabled the Organization to operate in an integrated, results-oriented and digitally enabled manner. The transformation started in 2008 with the Strategic Realignment Program.

Strategic Realignment Program (SRP)

The SRP enhanced WIPO's responsiveness, efficiency and capacity, and formed the basis of the institutional change and continuous improvement that would characterize WIPO's transformation over successive biennia. The SRP comprised 19 initiatives, contributing to four Core Values. In 2018, the Core Values were fully integrated into the Organization's human resource processes and were reformulated as: Delivering Excellence; Working as One; Acting Responsibly; and Shaping the Future.

The SRP focused particularly on modernizing the Organization's management processes, digitalizing finance and program planning, introducing risk management, transforming human resource management, and contributing to Organizational resilience. The impact of the SRP reached across the entire Organization and many of the improvements in the services and results of the Organization were rooted in the SRP. On completion of each SRP initiative, the outputs were mainstreamed into the Organization's regular programs, providing a basis for continuous change and improvement.

Evolution of the Core Values



Renovation and extension of the campus

The period from 2008 to 2015 saw the completion of two major construction projects – the New Building, inaugurated in 2011, and the iconic WIPO Conference Hall, inaugurated in 2014. Both buildings were completed on time and on budget, and the debt incurred for the constructions has now been completely paid off. The management of the construction of the WIPO Conference Hall was a notable achievement for the Organization, with WIPO taking on the role of general contractor. During the same period, an extensive program of continuous maintenance and upgrading was carried out on the pre-existing buildings in order to avoid large and expensive one-off renovations in the future and to make the buildings compliant with the latest standards of safety and security.

The **New Building** solved a workspace problem for the Organization. It is now the largest office building of the campus, providing 40% of overall office capacity. It eliminated the need to rent premises from external landlords and enabled staff to be re-grouped on a single campus. The building design comprises cellular offices gathered around three generous glass-roofed atria and alongside the external facades. Social and sustainable design principles were incorporated, such as double-height internal gardens, thermally activated concrete slabs and daylight-optimized blinds to control heat and glare naturally.

The New Building also provides a cafeteria with seating for up to 300 staff, delegates and members of the public; as well as new meeting rooms for staff and delegates.

The opening of the **WIPO Conference Hall** complex in 2014 brought 5,900 square meters of much needed additional conference space to serve delegates to WIPO meetings. With a capacity of almost 900 seats, it provides one of the largest capacities amongst the UN agencies in Geneva. The range of smaller meeting rooms across the WIPO campus available for group, bilateral and other meetings was expanded from 12 in 2011 to the current 18 rooms.

Policies and procedures were introduced in 2015 for the use and rental of WIPO's conference facilities by other parties in order to share the facilities, where possible, with the international community in Geneva. WIPO has been proud to host a number of major meetings and events for Member States and for other international organizations.

In 2020, a new **Multimedia Studio** was opened, providing the capacity to increase the quality, diversity and output of video productions and photographs. It increases the speed with which video assets are available for distribution externally through all channels, such as live event transmissions, video-on-demand and social media. The basic infrastructure for the multimedia studio was built in 2014, and fitted with world-class audiovisual equipment. It became operational in 2020.

*WIPO New Building
inaugurated in 2011*



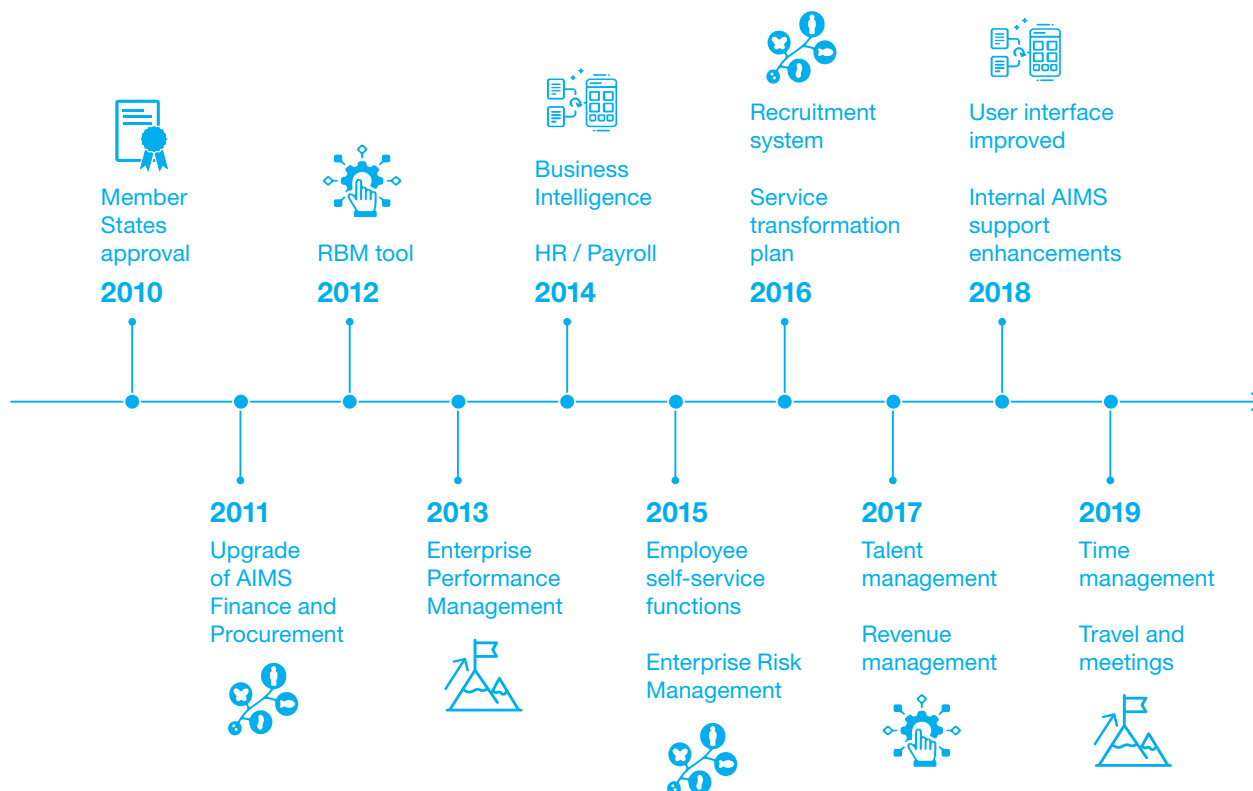
Photos: WIPO / Berrod

*The WIPO Conference Hall
began welcoming delegates
in 2014*



*WIPO's state-of-the-art
Multimedia Studio*

Evolution of enterprise solutions



Digital transformation

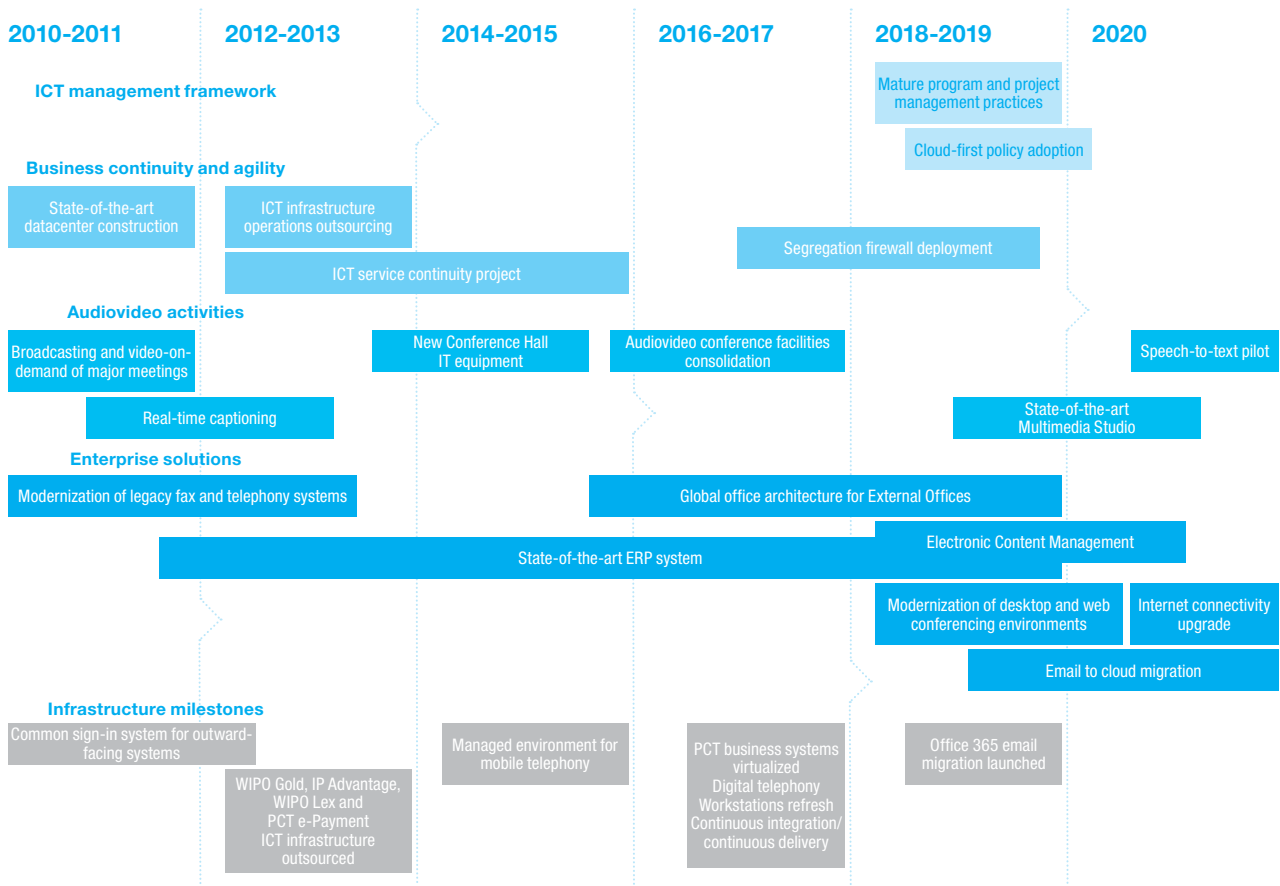
In 2009, ICT infrastructure and services were largely generic, including mainframe hosting for bibliographic operational systems with basic network, backup and office automation capabilities. As part of the SRP, the Organization established an ICT Board in 2010 in order to guide ICT strategy, investment priorities and risks. By 2014, ICT was serving two vital roles at WIPO: internally, it underpinned WIPO's daily operations, such as telecommunications, email and processing of payments; externally, it provided capabilities that operated high demand transactional applications for WIPO's clients globally, including patent and trademark filings.

Partnerships and stronger collaborations emerged and within four years an ever-increasing portfolio of the critical business system platforms of the Organization was using a common ICT operations and infrastructure service. A modern and agile sourcing strategy for ICT vendors was put in place, based on a number of long-term agreements.

By 2020, ICT delivery was broken down into programs comprising multiple projects. Key ICT programs in 2020 are the Enterprise Resource Planning portfolio, WIPO IP Portal, Microsoft O365 email migration and the Resilient and Secure Platform for PCT. All use the Managing Successful Programs and PRINCE2 governance frameworks, while service management aligns to the Information Technology Infrastructure Library (ITIL).

All administrative processes within the Organization have been digitalized. Designing a blueprint for a comprehensive integrated **Enterprise Resource Planning (ERP) System**, was identified as a key initiative of the SRP. Thanks to a multi-biennia initiative to implement an ERP portfolio, WIPO's enterprise solutions have transformed from a simple finance and budget reporting system in 2008 to a comprehensive integrated platform that supports finance, budget, planning, risk, human resource and procurement management needs in 2020.

Evolution of ICT



The management of WIPO’s records, archives and documents is also undergoing a comprehensive process of digital transformation. The digitization of the WIPO Archives, which began in 2010, has reduced the average time taken to find and retrieve an archived document from a minimum of 30 minutes to just a few seconds. And the Enterprise Content Management project will deliver sophisticated records and information management technologies to each WIPO desktop.

As it is progressively rolled out across the Organization, the **Enterprise Content Management (ECM)** platform will provide new tools for digitizing information workflows, for sharing documents, and for protecting valuable records and information throughout their lifecycle. Powerful search and retrieval capabilities will cut the unproductive time currently spent tracking down information, and will facilitate access to the knowledge contained in files in all parts of the Organization. The ECM project has already delivered a set of “early win” benefits, including a streamlined work-

flow for translation requests; a case management system for procurement contracts; a case management system for staff files; a shared repository to access knowledge from missions; a project documents repository; and structured filing plans for finance documents and for traditional knowledge content.

Multilingualism

Multilingualism is a natural consequence of WIPO's status as an international organization, but also a key competitive advantage in the delivery of services to an international user base. Historically, however, there have been different language combinations and regimes stemming from different treaties. Much progress has been made in the past 12 years in providing a more even spread in the availability of languages across WIPO's meetings, publications and services.

A **Policy on Languages at WIPO** was adopted by Member States after deliberations in the Assemblies of 2010 and 2011, which extended the coverage of the six UN languages to all meeting documentation, core publications and the landing pages of the website.

The Language Policy has helped foster trust among Member States and to facilitate informed and inclusive decision-making by enabling Member States to communicate and interact in the discussions and negotiations in WIPO bodies. It has also increased the benefit that Member States can derive from the Organization's publications and important website content in their home countries.

In consequence of the broader spread of language coverage envisaged by the Language Policy, the volume of demand for translation has increased significantly. In order to contain the increase in resources required to deal with the heavier translation workload, a number of measures were put in place, including (i) control and rationalization measures to reduce the length and number of documents; (ii) increased use of modern translation technologies, including terminology and machine translation tools; (iii) more reliance on outsourcing, combined with strengthened quality control work, so as to reduce cost without compromising quality; and (iv) a more flexible and professionalized workforce of translators and interpreters, working with external collaborators.

Through control and rationalization measures, meeting documents have become more concise, which has also helped to facilitate deliberations at meetings. The increased reliance on outsourcing and on modern translation tech-

nologies, notably the latest neural machine translation tools, has not only contributed to the effective handling of the ever-increasing translation workload, but also resulted in lowering the per-page cost of translation, as shown in the figures following the adoption of the Language Policy. In addition, thanks to the new computer-assisted translation tools, a multilingual terminology database has been developed, which now contains over 60,000 IP terms. As well as ensuring consistency in translations, this asset supports WIPO's goal of acting as the world reference source for IP information and analysis in all official languages.

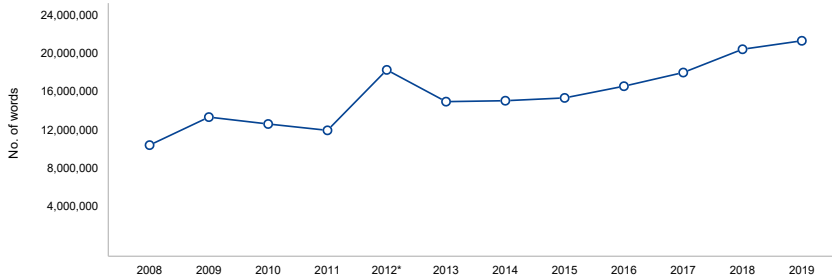
Procurement: from administrative function to business partner

The procurement function at WIPO was, in 2008, a transactional, reactive and administrative function. A plan was implemented to make the procurement function strategic and proactive in order to add value to the business requirements of the Organization.

With the Organization's shift from paper to digital, procurement practices evolved to include systematic market analysis, collaboration with experts, networking with other important companies and participation in specialized conferences to identify best-in-breed suppliers to support WIPO. The approach drew praise from the Joint Inspection Unit (JIU), which concluded, "As a best practice that should be replicated by all organizations, there is considerable merit in the approach of WIPO, which focuses on "right-sourcing", which is analyzing the service that it is expected to deliver and determining the best way to deliver it."

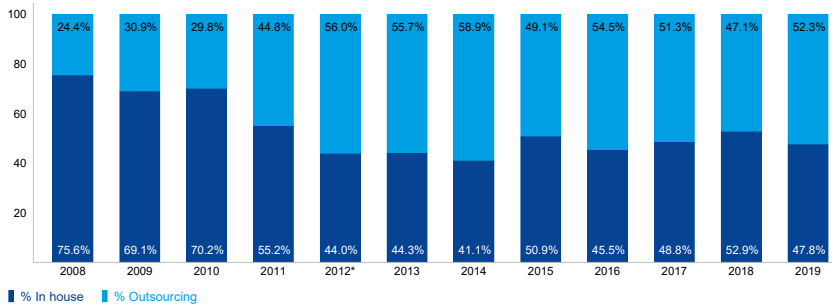
An annual procurement plan enables the Organization to have a more holistic approach towards its procurement needs and leverage buying power to negotiate better rates. This analysis has also enabled the implementation long-term agreements, which are key to reducing the Organization's time-to-procure: as a result, 61% of procurement expenditure resulted from long-term agreements in 2019.

Increasing translation volumes, 2008–2019

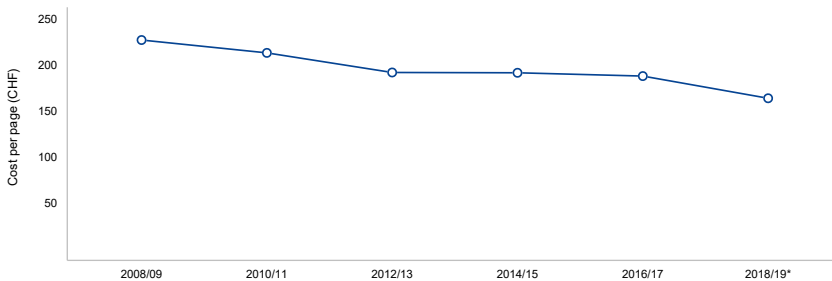


* Start of the implementation of the Language Policy

In-sourcing and outsourcing of translations



Per-page cost of translation



* Introduction of neural machine translation (NMT)

Procure-to-Pay: drive towards digitalization and automation

Automation of Procurement and Travel processes	
2008	2019
No ERP-based Procure-to-Pay process.	Full Procure-to-Pay process with budget check integrated in ERP.
No contract management repository.	ECM is a single data warehouse including approval workflows and audit trails.
No transaction automation.	50% of purchase orders are automatically generated
Limited reporting/controls.	Dashboard of KPIs: Procurement every 6 months; Travel on business intelligence analytics quarterly.
Tenders are managed by mail or email.	Fully auditable e-tendering portal integrated with UNGM, which is planned for further enhancement and migration to the cloud.
Purchase order financial closure is 100% manual.	Purchase order closure is 78% automated.
100% manual travel booking.	70% of air tickets are booked on line.
Obsolete travel and meeting tool.	New Travel and Meeting (TAM) tool integrated with ERP.

To maximize value for money, not only at the supplier selection stage, but also along the lifecycle of the contract, total cost of ownership is now analyzed and component costs regularly negotiated. Vendors are classified into three categories: critical, strategic and usual, with vendor performance reviews for the first two categories ensuring that corrective actions are taken whenever necessary.

Conference services

WIPO's conference services are essential to the Organization's capacity to provide a forum for multilateral dialogue between Member States. Participants' satisfaction rate with conference services climbed from 89%, when systematic surveying began in 2012, to the consistent recent highs, averaging 97%, which reflect the efforts of the Organization's highly motivated teams to deliver high-quality services and facilities to delegates.

WIPO has increasingly leveraged advances in conference technologies, not only for greater efficiency, but also to support the Organization's commitment to inclusiveness, accessibility and transparency. Trialing of live text-captioning began in 2010 for the benefit of people with hearing disabilities. The WIPO Assemblies were broadcast live over the Internet, via webcasting for the first time in 2010; and since 2012, the formal sessions of all major WIPO meetings, including the Beijing and Marrakesh Diplomatic Conferences, have been systematically webcast. The recorded video sessions are posted on the WIPO website as video-on-demand, enabling stakeholders everywhere to access the proceedings.

In 2019, a new enhanced webcasting and video-on-demand system was launched, which increased the value and usefulness of the video records of WIPO meetings. The new system provided for digital tagging of content so that users can navigate effortlessly by speaker or agenda item; directly access the documents under discussion; or share a video clip via email or social media. The videos are published on the website on the same day, including all six language interpretation channels.

This was the first deliverable of the Integrated Conference Services Platform (ICSP) project, funded by the 2018-2027 Capital Master Plan. The ICSP will enable automation of current paper workflows, transform the management of online registration, and will integrate with the Enterprise Content Management system for the management of Conference documents.

A further technological advance was made in 2019, with an initiative designed to leverage digital and AI-based technologies in order to transform the production of text and video records of WIPO Meetings. It was estimated that up to CHF 2.6 million could be saved in personnel time and translation costs by replacing the traditional, labor-intensive "verbatim" meeting reports with fully automated speech-to-text transcription, using the new WIPO Speech-to-Text tool, plus fully automated translations by WIPO Translate. Member States at the 2019 WIPO Assemblies warmly endorsed the proposal to pilot the new system initially in two Committees, CDIP and the SCP. WIPO Speech-to-Text transcripts of the Committee proceedings are posted on the website in all language versions within an hour of each morning/afternoon session, as compared to the many months needed to prepare the human-produced verbatim reports.

Efficiency and quality have driven not only conference services, but also general services operating behind the scenes. From 2017 to 2019, an action plan to review and rationalize printing and mailing services resulted in print operations being merged into a single, redesigned, future-facing print shop, freeing up 325 square meters of office space. The streamlining of processes and personnel within a multi-skilled team brought the average cost per printed page down by 22% in 2018-19 compared to the previous biennium. At the same time, a flexible resourcing model was established for mailing services to create more agility for future mailing trends.

Information governance

The SRP initially brought new focus to information security, which began focusing on enforcement of IT controls, together with the introduction of a training program to raise



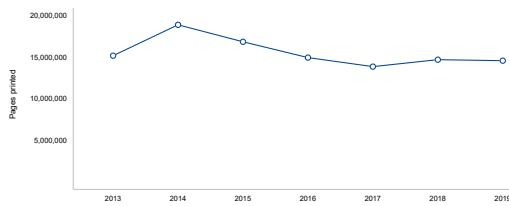
In 2019, the Conference team provided services to some 10,000 external participants, at 150 official meetings (325 meeting days) in Geneva.

Webcasting

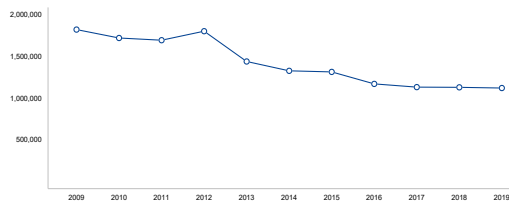


WIPO has led the way in webcasting all its major meetings since 2012. WIPO's openness drew accolades on Twitter from Observer organizations, such as the Knowledge Ecology International NGO, which declared WIPO to be "the gold standard for transparency in IPR negotiations."

Paper trends, 2013–2019



Items mailed, 2009–2019



- The WIPO print shop printed 14.57 million pages in 2019.
- While bulk-printing of black and white documents (for PCT, Madrid and Conferences) has fallen, demand for quality color production is rising, reflecting the popularity of WIPO's flagship publications and events-related/ promotional materials.
- Meanwhile, greater use of digital communications has resulted in a steady reduction in the number of items mailed, down to 1.1 million in 2019.

awareness of information security threats. The external environment has seen information risks evolve significantly in the past 12 years, with threat actors' motivation and tactics becoming increasingly complex and sophisticated. WIPO has kept pace with this rapid and constant change in the threat environment through a forward-looking Information Assurance (IA) Strategy to significantly mature capabilities in the areas of IA governance, people, process and technology, while maintaining a balance between business enablement and excessive control measures.

In 2013, WIPO revised its information security policies in line with the international standard for information security that led to the formal certification of the PCT system to the ISO/IEC 27001 standard by an independent accreditation body. This independent assurance was complemented by the capability to conduct periodic independent penetration tests of the ICT environment to proactively detect and remediate vulnerabilities. WIPO gradually extended the ISO/IEC 27001 certification to cover all Global IP Systems and has successfully maintained the certification for the past seven years.

In 2019, the re-accreditation auditors reported, "WIPO has gathered all the necessary ingredients to have an efficient Information Security Management System: top management commitment, very competent security core team, appropriate budget, provision of resources (Strategic Security Program, SABSA, iSOC, LogRhythm, CrowdStrike, TITUS, PenTesting). As a noticeable result, WIPO goes very often beyond the requirements of the standard."

Acknowledging that people are often the weakest link in security, a concerted and maturing effort began in 2016 to increase user-awareness. This included a mandatory information security course with over 96% completion, periodic phishing campaigns, tailored technical security trainings, and an annual information security awareness week, among other initiatives. WIPO staff are now acutely aware of information security threats and exhibit acceptable security behaviors.

In anticipation of the adoption of cloud-based services, a service-provider security assessment capability was established. To improve the consistent assessment, tracking, management and reporting of information security risks, several information risk management processes were implemented over the 2018/19 biennium through an information security governance, risk and compliance solution.

To combat the rapid increase in cybersecurity threats, from malware attacks to ransomware to denial of service attacks, WIPO implemented a 24/7 Information Security Operations Center in 2018 which proactively monitors, detects and responds to information security incidents, vastly reducing mean times to detect an incident. The existing vulnerability management capability was significantly enhanced in 2019 to periodically scan the WIPO on-premise and cloud ICT environments, enabling the identification and management of vulnerabilities early on in infrastructure, applications and code.

WIPO established a security architecture capability to support technical protection of WIPO's information assets in light of the adoption of a cloud first strategy in 2017. As part of this, several reference security architectures and patterns were defined to ensure the consistent application and reusability of security controls for the implementation of WIPO applications and services, including for the Hague IT Platform, WIPO IP Portal, PCT Resilient and Secure Platform (RSP), Inventors Assistance Program (IAP), WIPO GREEN, Physical Safety and Security network, and WIPO Proof.

Adopting the principle of continuous improvement, WIPO continues to implement several information assurance initiatives such as Identity and Access Management and Public Key Infrastructure (PKI) capabilities, to meet changing business needs and to mitigate emerging information risks.

Safety and security

In 2008, the safety and security environment at WIPO was representative of a relatively stable threat landscape and centered on an unarmed guard force deterrent operating in concert with traditional physical security apparatus.

WIPO has made strategic investments over time to ensure sustainable capacity and capabilities in the area of safety and security, resulting in measurable maturity to combat potential threats against WIPO's staff, delegates, visitors and assets.

In response to several large-scale terror attacks in European capitals and in preparation for an increasingly complex global security landscape, WIPO launched a multi-year (2016–2021) Strategic Security Plan (SSP) with the objective of creating a modernized, professionalized and strengthened global security risk management service

that is not only agile and fit-for-purpose, but also focused on meeting rapidly evolving business needs and enabling WIPO to deliver on its mandate globally. The SSP seeks to meet this objective by implementing a series of tactical, operational and strategic safety and security initiatives that directly and indirectly support HQ operations, External Offices, conferences and missions. A threat and risk analysis service was established in 2017, which is capable of proactively monitoring and analyzing all local and global safety and security related risks to WIPO personnel, physical assets, conferences and events, and of disseminating high-quality and timely reporting to a range of stakeholders across the Organization.

An international security operations service was also established following recommendations from the WIPO Working Group on Duty of Care related to safety and security, with a mandate to monitor and provide security advice and support to all WIPO travel, overseas events and External Offices. This service forms the backbone of a wider Travel Risk Management Service (TRMS) and enables WIPO to assess risk for all official travel and to provide incident support when required.

Headquarters Minimum Operating Security Standards (H-MOSS)

- H-MOSS resulted in significant safety and security improvements to the WIPO campus in Geneva, allowing an interoperable intelligent systems approach to building security.
- Major upgrades included a new WIPO Access Center with enhanced surveillance, screening and badging capabilities, reinforced perimeter security, and a 24/7 Security Operations Center.
- The deployment of an armed capability within the guard force in 2017 contributed to a safer and more secure workplace for WIPO personnel, delegates and visitors, in addition to meeting the needs of a substantially increased conference and event schedule.
- H-MOSS improvements have been further complemented by project delivering improved building security, fire safety, security ICT and the ongoing development of a Dynamic Incident Management (DIM) capability to handle quickly evolving threats.

Social responsibility

The establishment of an Ethics Office as part of the SRP in 2010 enhanced the Organization's capacity to deal with potential abuse of resources and other misconduct. Following wide consultation with staff, a WIPO Code of Ethics was promulgated to ensure that WIPO staff at all levels understood their ethical obligations to the Organization. During the biennia that followed, WIPO's Ethics Office became an integral part of the Organization's accountability system, providing standards, training and awareness on ethical conduct, as well as confidential advice and guidance.

Together with a carbon neutrality project, the SRP sharpened the focus on reducing WIPO's adverse impact on the environment. From 2011, incentives and awareness encouraged staff to use alternative means to get to work, for example, by electric bike. In the construction of the New Building and WIPO Conference Hall there was a special focus on premises infrastructure that protects the environment, such as natural ventilation. Since 2014, WIPO has been compensating the unavoidable carbon emissions caused by its operations (travel for 75% and buildings for 25%), through a mechanism established under UNFCCC.

Dramatic reductions have been achieved in the amount of paper consumed across printing, mailing and document distribution services. Email distribution of conference documents was introduced from 2009. Over ten years a 90% reduction has been achieved in the total number of printed pages of meeting-related documentation – down from over 10.9 million pages in 2009 to less than 1.16 million in 2019.

Physical accessibility for all, and more specifically mobility for persons with disabilities, have been at the center of WIPO's approach. They have been integrated as a specific criteria in the assessment and project definition of all construction and renovation of premises.

WIPO and UNOG have agreed to engage in a joint initiative for childcare facilities, with the support of the Host Country and the City of Geneva. Still in its pilot phase, the goal is to offer places in a crèche for UNOG, WIPO, and for a share to be managed by the City of Geneva for other children.

Human Resources

Highlights

Human resource management responds to digital transformation, changing geographical composition of demand and the need for more flexible employment arrangements

New performance management system introduced

Contractual reform and elimination of the lingering problem of long-term short-termers

Recruitment times reduced

Human Resource Strategy introduced

Human resource regulatory framework completely revised

Gender and geographical diversity promoted

The management of human resources (HR) has undergone major adaptation in the face of a changing landscape. Four challenges, in particular, stand out. The first has been digital transformation, which has required re-skilling or the upgrading of skills of existing staff, as well as a change in the profiles and attributes of staff sought for recruitment. The second has been the changing geography of the demand for WIPO's services, which has seen PCT applications filed in Chinese, Korean and Japanese rise to about 50% of total applications. This has changed the language profiles needed for PCT and Madrid System examiners and translators. The third challenge has been the complete overhaul of the HR regulatory framework and operations, which has called for greater agility on the part of staff in general. Finally, the greater use of outsourced resources to create a more flexible workforce has demanded new management skills across the Organization.

Strategic Realignment Program (SRP)

As part of the SRP, between 2009 and 2013, WIPO comprehensively reviewed the Staff Regulations and Rules (SRR) for the first time since 1982, with a view to streamlining the provisions, aligning, where appropriate, with best practices in the UN common system, and ensuring greater fairness, flexibility and efficiency in the management of HR resources.

The entire HR policy framework was also reviewed to align it with the revised SRR. The result was a clearer, modernized framework, in which HR information was made more easily accessible to staff.

Following the end of the SRP, in 2013, an organization-wide HR Strategy was developed, to enable the Organization to balance the efficient management of staff with a supportive and enabling work environment that helps achieve program objectives in all areas of WIPO.

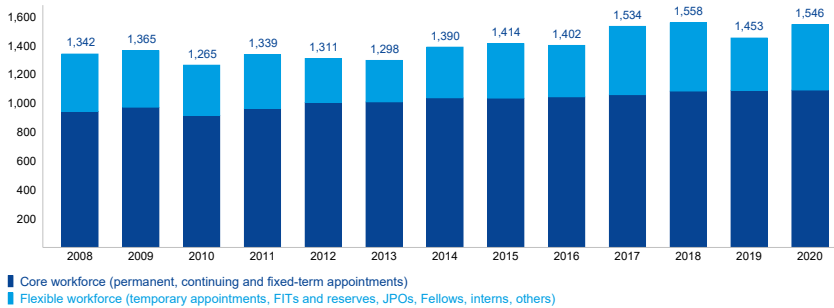
Performance management

In 2009, WIPO began a staged implementation of a new Performance Management and Staff Development System – a key initiative of the SRP – which linked staff objectives to those of the Organization and provided for detailed evaluations, while emphasizing continuous staff development and regular discussions between staff and managers on performance.

Enterprise resource planning (ERP)

One of the major successes of the SRP was the implementation of an ERP system, which brought together many disparate systems into one integrated solution. The integration of WIPO's planning, financial and HR management systems consisted of several phases implemented over a

Evolution of WIPO's workforce since 2008



number of years. Policy developments were aligned with and supported new online processes for all areas of HR, contributing to a paperless environment and optimizing service delivery.

Regularization of long-term short-termers

In the past, WIPO had increasingly relied on a variety of short-term contracts to cater for the high growth of the Organization and its workload, notably in the PCT System, but without the ability to create fixed-term posts to regularize these functions. This led to a large population of short-term employees with more than five years of continuous service, which created inequalities in conditions of service between short-term employees and staff performing similar functions, and exposed the Organization to a significant legal risk. In 2010, Member States approved a regularization strategy in which 156 regular posts were created over a five-year period. Through a number of initiatives, including enhanced workforce planning, the development of a clear regulatory framework and the use of appropriate contractual instruments to reflect business needs, the Organization had resolved the issue of the long-term short-termers by 2017.

Reform of the contractual framework, recruitment and selection

In 2012, the Organization implemented the new contractual framework established by the International Civil Service Commission (ICSC). The framework covered both short-term and longer-term staff needs through three types of staff appointment (temporary, fixed-term and continuing/permanent), all of which were henceforth subject to WIPO's Staff Regulations and Rules and standards of conduct.

Notably, the framework introduced temporary appointments, to accommodate clearly defined short-term needs (up to two years) while giving their holders the status of "staff" and providing them with enhanced benefits. Time-limited temporary appointments ensured that a long-term population of short-term employees would not be recreated.

Between 2012 and 2013, a clearly defined contractual framework for non-staff resources was also developed, including for interns, fellows and individual contractors.

A number of amendments were also made to the procedures and rules governing recruitment and selection over this period, to generate more efficient and timely recruitment of staff and to encourage geographical diversity and gender balance. New procedures were developed for the recruitment and selection of temporary staff members.

Internal justice system and staff relations

The internal justice system was overhauled in 2014, to strengthen formal and informal conflict resolution, eliminate overlaps between different authorities, and offer greater due process guarantees.

Staff consultation was key to all the major HR reform initiatives that took place during this period. In addition to the consultations with the Staff Council on all questions relating to staff welfare and personnel administration, new mechanisms were implemented to involve staff in the change processes and obtain their feedback.

The Joint Advisory Group (JAG) (a staff-management group) was established in 2014 to advise the Director General on staff matters. New provisions allowed staff petitions to

be reviewed by the JAG, providing a new mechanism to receive staff feedback on HR matters. In response to JAG recommendations on the first staff petition, the Director General confirmed the right of all staff to vote in elections for staff representatives.

Staff–management working groups were also established for a number of major policy initiatives, including on the revision of the Staff Regulations and Rules, the new internal justice system and the time management system reform.

Refinements to the HR regulatory framework

Over this period, the Staff Regulations and Rules, as well as related administrative issuances and procedures, have been reviewed systematically on an ongoing basis, to maintain a sound regulatory framework and efficient procedures that adapt to, and support, the changing needs and priorities of the Organization, while ensuring alignment with best practices in the United Nations common system.

Among the major changes implemented were:

- a new policy on time management and flexible working arrangements aimed at allowing staff to meet their work objectives in the most efficient, effective and productive manner, while enhancing the work–life balance;
- a rewards and recognition program aimed at acknowledging excellent performance by individual staff members and by teams through a combination of monetary and non-monetary incentives;
- a new compensation package for staff in the Professional and higher categories, as recommended by the ICSC and approved by the UN General Assembly, introducing a unified salary scale, a new dependency scheme, new or revised relocation-related entitlements and field allowances, as well as a revised education grant scheme;
- enhanced policies on maternity, paternity and adoption leave, introducing more flexibility in the exercise of parental leave benefits, as well as enhanced benefits for temporary staff members;
- a new policy on classification and reclassification of posts, which is now an integral part of HR planning and budgeting;
- National Professional Officers were introduced as a new category of local staff, who can be recruited at non-Headquarters duty stations to perform professional functions requiring local expertise;
- A change to the mandatory age of separation from 62 to 65 years, first for new staff appointed as of January 1, 2014, and since January 1, 2020, for all staff;
- strengthened formal and informal mechanisms to prevent and address workplace-related conflicts and grievances – harassment in particular – accessible to all members of personnel (staff and non-staff);
- campaign on promoting a respectful and harmonious workplace, including producing a Guide for all personnel on WIPO’s values, principles, rules and policies and training for all managers and personnel;
- a new policy on preventing and addressing sexual exploitation and sexual abuse, which provides all members of personnel with clear standards to which they are expected to adhere;
- a new policy on learning and development to address staff skills gaps and facilitate the continual development of skills;
- new policies to clarify conditions for mobility to offices away from Headquarters and field benefits and allowances;
- increased career development opportunities for staff (through internal transfer opportunities, assignment of Professional staff to offices away from Headquarters, a pilot on voluntary job swapping, temporary assignments for WIPO staff with external companies for training purposes, and temporary assignments for staff on fixed-term, continuing and permanent appointments to temporary positions and fixed-term project posts);
- recognition of spouses – an expanded definition of “spouse” to facilitate the recognition of a marriage, domestic, or same-sex partnership in certain cases;
- a probationary period evaluation process for all staff and also a performance evaluation system for temporary staff;
- an HR Handbook on the Intranet, providing staff with key information and resources on a variety of HR topics. In addition, regular all-staff briefings were held, and regular messages were sent to staff on HR initiatives, to enhance staff understanding of the rationale and main changes introduced by the initiatives.

Performance and staff development

In 2009, WIPO launched a new performance management system called the Performance Management and Staff Development System (PMSDS). The PMSDS enables the Organization to track individual staff performance and to manage staff development needs. The System ensures that individual work objectives are aligned to the Organization's Expected Results, helping each staff member understand how they contributed to the Organization's mandate and results. Over the years, the PMSDS has been continuously improved, and in 2018 a new ePerformance tool was integrated into WIPO's ERP solution, linking individual objectives directly with the Program and Workplan activities in the Enterprise Performance Management system.

In 2018, WIPO implemented the Enterprise Learning Management (ELM) system as a single platform to manage all training activities of WIPO personnel. Administered and used by different learning teams of the Organization (e.g. HRMD, IT, AIMS, Patent and Technology, Brands and Design), it facilitated the retirement of multiple IT solutions previously used by those teams. The ELM system has greatly increased the transparency and comprehensiveness of training data, while facilitating the administration of in-person training and improving access to digital learning content for WIPO personnel.

WIPO's mentoring program was introduced in early 2018, using internal talent as a means of enhancing learning and career support and of strengthening staff satisfaction, productivity and knowledge sharing. The program was highly appreciated by both mentors and mentees. Together with ten other UN entities, WIPO also co-created EMERGE, a nine-month program to prepare female staff at the P3 grade for leadership positions. The program is now in its fourth year.

Organizational design and workforce planning

The Organizational Design initiative within the SRP enabled effective utilization of human resources, supported by robust job design with clearly defined reporting relationships and workload distribution. In 2009, the entire Organization was restructured into seven sectors, regrouping related functions and improving alignment across WIPO's Strategic Goals. A top-down review in 2012–2013 refined the structure and resources of each organizational unit to optimize productivity.

Workforce planning has been progressively integrated into the biennial Program and Budget planning process. Managers at all levels have engaged in workshops and regular biennial workforce planning meetings dedicated to introducing a more strategic approach to workforce management that identifies short, medium and longer-term workforce gaps and risks. WIPO has also strengthened its competencies in the collection and responsible use of staff data. Insights from analysis of these data furnish key elements for formulating effective workforce planning strategies.

Talent acquisition

Recruitment at WIPO has been professionalized. Revised SRRs on Appointment Boards were approved by Member States and introduced in January 2012. A new state-of-the-art, cloud-based electronic recruitment system was deployed in 2016, simplifying the application process for candidates and facilitating data gathering and analysis for the Organization. The positive impact of these changes is reflected in the reduction in the average annual recruitment lead-time, which stood at 30 weeks in 2011 and now stands at 19.2 weeks.

The Organization has strengthened its employer branding and outreach through outreach recruitment missions, enhancements to WIPO's career website and use of social media. Additionally, in October 2016, the WIPO Coordination Committee approved an expansion of outreach activities, whereby Member States unrepresented among WIPO staff were requested to designate a focal person to partner with the Secretariat, to assist with branding and outreach in their respective geographical areas. Today, 33 out of 81 unrepresented Member States have designated focal points, compared to 13 out of 84 in November 2018.

WIPO has also improved its training opportunities for young professionals. Significant improvements have been made to the conditions of the WIPO internship program, making it a flagship program among UN internship programs; and an increase in the demand for fellowship programs at WIPO has triggered a decision to enhance the terms and conditions for WIPO fellows to ensure greater consistency across programs.

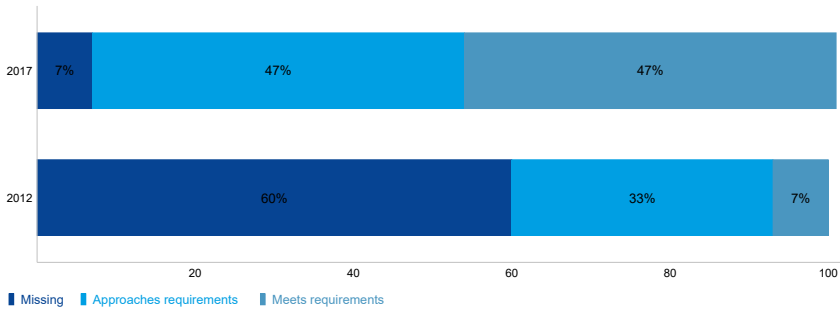
Gender and diversity

In August 2014, WIPO launched its first Policy on Gender Equality, in alignment with the commitments of the Economic and Social Council Agreed Conclusions 1997/2 (A/52/3) and of the UN System-Wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2). The policy provides an overarching framework to integrate a gender perspective into organizational functions, policies and programmatic work, as well as in the management of human resources. Guided by the policy, WIPO simultaneously implements gender-specific initiatives and mainstreams gender equality considerations in the remaining ones. The Department of Human Resources Management coordinates an extensive staff network of Gender Focal Points from each program, whose capacities are constantly developed and updated.

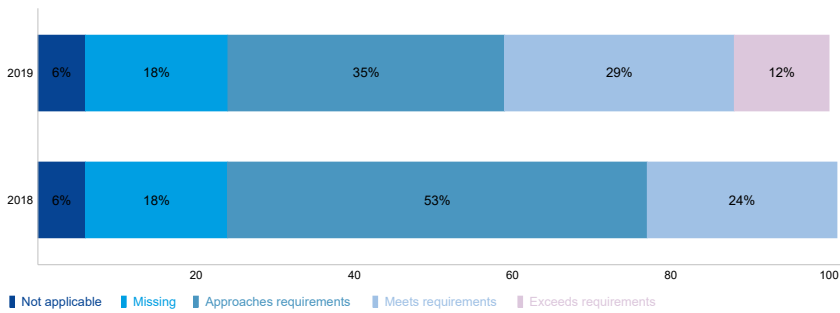
Since 2012, WIPO has participated in the implementation of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), an accountability mechanism approved by the UN System Chief Executives Board for Coordination (CEB). The first UN-SWAP cycle was implemented between 2012 and 2017. WIPO increased its compliance rate by 40 percentage points in five years, from 7% in 2012 to 47% in 2017. The second UN-SWAP cycle started in 2018 and introduced an expansion in the number of indicators and higher compliance thresholds. Capitalizing on the progress achieved during the first cycle, WIPO started the new one with a 24% compliance rate. Between 2018 and 2019, WIPO's compliance rate improved by a further 17 percentage points. As a result, in 2019, WIPO is meeting or exceeding requirements for 41 percent of ratings. Furthermore, in 2019, for the first time, WIPO exceeded requirements for two UN-SWAP indicators.

In terms of geographical representation, the consistent efforts made have brought the Organization from a position in which, in 2008, 102 nationalities were represented on the staff to one in which 120 nationalities are now represented.

Comparative analysis of compliance with UN-SWAP 1, 2012 and 2017



Comparative analysis of compliance with UN-SWAP 2, 2018 and 2019



WIPO and the UN System

WIPO has been an active member of the United Nations (UN) system in a variety of ways.

The Organization has supported, within its mandate, the Sustainable Development Goals (SDGs). Linkages to the SDGs are integrated into both planning and reporting.

The Organization hosted the Spring meeting of the Chief Executives Board in 2018 and the Secretariat has participated with leadership roles in many inter-agency committees, including chairing the UN's High Level Committee on Management (HLCM), the HLCM Procurement Network, the HLCM Finance and Budget Network, the HLCM Risk Management Task Force and the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP)/Language Group.

The Organization has actively participated in and contributed to several key UN processes, including the UN Summit in 2015 where UN Member States adopted the Summit Outcome Document, Transforming our World: the 2030 Agenda for Sustainable Development; the UN High-Level Political Forum (HLPF) on Sustainable Development; the United Nations Technology Facilitation Mechanism; the UN Inter-Agency Task Team on Financing for Development; and the World Summit on the Information Society (WSIS) and the Internet Governance Forum. WIPO has also significantly expanded its scope of cooperation and partnership activities with different IGOs, in particular with our close Trilateral Cooperation partners (WHO and WTO), as well as with other external intergovernmental organizations.

The UN Joint Inspection Unit looks at crosscutting issues and acts as an agent for change across 28 participating UN organizations. WIPO has performed well consistently, and it was noted by the Program and Budget Committee in 2017 that "WIPO welcomes the recognition of its sustained efforts over the past years to strengthen its follow-up processes in the report. The ranking achieved among the participating UN organizations reflects that WIPO has been ranked number one, jointly with the International Civil Aviation Organization (ICAO)."

