

**Report of the Director General to the 2016 WIPO Assemblies
The year in numbers**

- 20th** ratification brings Marrakesh Treaty into force
- 42** accessions to WIPO treaties
- 82%** of WIPO Academy distance-learning participants said it improved their performance
- 77** IP Offices use WIPO's IPAS digital business solutions
- 450** TISCs (Technology and Innovation Support Centers) in operation
- 62** countries have national IP strategies
- 300** more institutions using ARDI to access research for development and innovation
- 319,000** accessible books for visually impaired readers available via the ABC
- 100th** research collaboration agreed through WIPO Re:Search
- 218,000** PCT applications
- Hague System filings grew **40%**
- Madrid System celebrated **125** years
- 2,750** domain name disputes referred to the Arbitration and Mediation Center
- 24** Offices shared information through WIPO CASE
- 14** languages searchable in PATENTSCOPE
- 100 million** data records in WIPO's free global databases
- CHF 70.3 million** budget surplus at end 2015
- Income **8.7%** higher than budgeted target (2014/15)
- 120** nationalities make up WIPO staff
- 128** economies analyzed in the Global Innovation Index
- 200** years of breakthrough innovations in the World IP Report
- 451** World IP Day events in **121** countries
- 11.4 million** total video views on YouTube
- 155.7 million** impressions of WIPO Tweets
- WIPO e-newsletters opened **2 million** times since platform launched

Good progress has been achieved across the Organization in the year that has passed since the last WIPO Assemblies in October 2015. The Organization ended the 2014-2015 biennium with very positive financial results and we have been able to continue on that basis during the first nine months of the current 2016-2017 biennium; the Global IP Systems continued to expand, both in their geographical coverage and in the use of the Systems; the Marrakesh Treaty to Facilitate Access to Published Works for Persons who are Blind, Visually Impaired or Otherwise Print Disabled (“the Marrakesh Treaty”) entered into force and there was continued growth in the numbers of contracting parties in the other treaties administered by the Organization; the global databases and other IT systems and platforms managed by the Organization enriched their offerings and attracted increasing numbers of participating Offices and users; the capacity-building programs of the Organization continued to experience high demand; and numerous other results, which are set out in more detail below, were able to be achieved.

Financial Situation

1. The Organization’s financial condition continues to be sound. We ended the 2014-2015 biennium with the outstanding result of an overall surplus of CHF 70.3 million. Income for that biennium was CHF 775.7 million, an increase of 14% over the previous biennium and 8.7% higher than the budgeted target, driven by solid growth in revenues from the Patent Cooperation Treaty (PCT) and the Madrid System for the International Registration of Marks (the Madrid System). Expenditure for the 2014-2015 biennium was CHF 642.6 million, which was 4.7% below the budgeted target, reflecting careful attention to the containment of staff costs and the management of external resources and program implementation. These results were achieved with constant fee levels, there having been no increases of fees in the PCT, Madrid System and the Hague System for the International Registration of Designs (the Hague System) now for the past eight years.
2. The net assets of the Organization stood at CHF 279.1 million at the end of 2015.
3. We are tracking well in the current, 2016-2017 biennium. It is still too early in both the year and the biennium to give estimates of likely results. However, we expect the results of the first year of the biennium, 2016, to be positive and to yield an overall surplus.
4. There is, however, little room for complacency in regard to finances. The outlook for the world economy remains risk-prone and uncertain. The Organization’s budget is in Swiss francs, with the consequence that negative interest rates remain a challenge for treasury management, and exchange rates are a constant risk factor that needs to be managed. These last two factors – negative interest rates and exchange rate exposure – have been the subject of careful and continuing attention. In addition, the immediate horizon sees the likelihood of increasing expenditure in information technology (IT) and in safety and security, including cyber security. The Organization’s revenue is derived principally from the global IP systems of the PCT and the Madrid and the Hague Systems. To remain competitive, these systems require constant improvement and state-of-the-art security. In addition, a large part of the Organization’s development cooperation is delivered through IT systems and platforms and the Organization’s administrative and management systems are IT-based, all of which similarly require continuing improvement and a secure operating environment.
5. The current biennium will see a major change in the financial management of reserves and treasury, which has been discussed in detail in the Program and Budget Committee. The Organization will move from the management of reserves and treasury largely through deposits with the Swiss Federal authorities, an arrangement that has served the Organization well and for which the Organization is thankful to the Swiss authorities, to management in accordance with the investment policy approved by the Member States.

This transition is in the process of implementation. It will lead to a situation in which the reserves and treasury will be more directly exposed to market forces and, thus, more likely to be impacted in the short term by market fluctuations.

Global IP Systems

6. The Global IP Systems remain at the heart of WIPO's program, services and finances. They constitute the greatest source of revenue of the Organization and are great examples of successful international cooperation, enjoying growing Member State participation and growing user bases. With the increasing membership and use of the Systems, the Organization moves consistently closer to achieving the strategic objective of making the Systems truly global.

7. **The PCT System.** In the course of the past year, the number of Contracting States to the Patent Cooperation Treaty (PCT) passed 150, with the accessions of Djibouti, Kuwait and Cambodia bringing the current coverage of the system to 151 countries. With the accession of Kuwait, all six Member States of the Gulf Cooperation Council are now PCT Contracting States.

8. Growth in international applications under the PCT was 1.7% in 2015, bringing the total number of applications for the year to 218,000. We expect a higher growth rate in 2016.

9. The geographical composition of PCT applications continues to evolve in favor of Asia, with 43.5% of all applications in 2015 coming from Asia, compared to 27.6% from North America and 27% from Europe. The United States of America is the largest individual filing country, followed by Japan, China, Germany and the Republic of Korea.

10. One of the International Bureau's outstanding successes in recent years has been the ePCT system, a comprehensive electronic environment for the filing, processing and management of international applications by applicants, national and regional IP Offices and the International Bureau. Over 50 national and regional Offices have access to ePCT, improving the services that they offer to applicants, including the filing of international applications at 43 of these Offices. Fully electronic filing for applicants has, through ePCT, been extended to 18 new Offices, including Azerbaijan, Brunei Darussalam, Colombia, Cuba, Iran (Islamic Republic of) and Oman. As of July 2016, applicants can communicate with the International Bureau through ePCT in all 10 languages of PCT publication. The next major step in the development of ePCT will be a thorough re-design of its look and feel, to make the environment more attractive and user-friendly. It is expected that the new design will go live towards the end of this year. It should also be mentioned in the context of the IT environment, as noted above, that cyber security and resilience are major issues being addressed by the International Bureau in order to ensure that security and the capacity to continue business operations, so vital to the PCT System, continue to be at the top of our policy priorities.

11. The number of International Searching and Preliminary Examining Authorities operating has risen to 21 with the commencement of operations by the Ukrainian Institute of Intellectual Property and the Visegrad Patent Institute in the course of this year. The PCT Assembly will consider, during this year's Assemblies, a proposal to appoint the Turkish Patent Institute as the twenty-second international authority.

12. The International Bureau continues to respond to the needs of existing and potential applicants through outreach, training and customer service activities. A comprehensive survey of PCT users was conducted in 2015 to measure satisfaction with the services provided by the International Bureau, receiving offices and international authorities. It followed on from a similar exercise undertaken in 2009. More than 1,000 users responded to the survey. The overall satisfaction indicator for PCT services provided by the International

Bureau was 89%, with a marked improvement across all areas compared to 2009. Over the next year, we shall examine possible improvements to WIPO services suggested by users and we have communicated specific issues raised by respondents relating to PCT services provided by other offices.

13. **The Madrid System.** Membership of the Madrid System has continued to grow, although at a reduced pace. Since the 2015 Assemblies, the Lao People's Democratic Republic has joined the System, taking the number of Contracting Parties to 97, covering (by virtue of the membership of regional trademark systems) 113 countries. All regions of the world are now represented in the System and the International Bureau is working actively with a range of prospective members. It is expected that the coming year will see a number of new members.

14. Use of the Madrid System continues to expand, reflecting both the growing attractiveness and value of the System as its geographical coverage increases, and expanding use of the System in newer member countries as the System becomes more broadly known. International trademark applications filed under the Madrid System grew by 0.9% in 2015, reaching a record of 48,910 applications. Australia, France and the United States of America accounted for the bulk of the total growth. It is expected that the growth rate of Madrid applications in 2016 will be higher than in 2015.

15. Among the top 10 countries of origin of filings in 2015, Australia (+24.7%) and the United States of America (+11.2%) saw double-digit growth, with France (+8.8%) and Japan (+6.8%) also recording strong growth. For the second consecutive year, the United States of America was the largest user of the System, followed by Germany. At the level of individual filers, the Swiss pharmaceutical company Novartis AG was the top filer, with 193 applications in 2015, followed by the German retailer LIDL (142) and L'Oréal of France (130). The largest individual filer from outside Europe was Apple, ranking seventh with 86 applications. The top five markets in which protection was sought were the same in 2015 as in 2014, namely China, the European Union, the United States of America, the Russian Federation and Japan.

16. Work on the modernization of the legal framework of the Madrid System continued in the Working Group on the Legal Development of the Madrid System, which adopted, in June of this year, a Roadmap, aimed at ensuring that the System evolves to meet the needs of all its members, while not calling into question the fundamental principles of the System. The Roadmap sets out the issues that need to be addressed over the coming years, including dependency on the basic mark, classification practices, and the use of marks in different scripts.

17. Last year's Report announced the commencement of an ambitious plan for improving the efficiency and quality of the International Bureau's services under the Madrid System. The plan yielded more tangible results in 2015. The unit cost of an application (the cost to process and to maintain an international registration) dropped significantly, and a marked improvement in examination productivity was observed. In addition, the pendency in all but one of the transaction categories fell below the average of the last five years.

18. Progress on productivity and efficiency has slowed in 2016 with the deployment of the Madrid International Registrations Information System (MIRIS), a new IT platform designed to support the ongoing operational needs of the Madrid System and to reinforce online services for users. Although it was anticipated that the transition to the new system would only marginally impact operational performance, the transition period was longer than expected. The MIRIS system has now been fully implemented and we expect a return to productivity growth, as well as improved services to users.

19. The IT environment for the Madrid System is a major focus for the International Bureau, with the aim of developing a comprehensive and integrated environment for internal processing and interactions with the IP Offices of Contracting Parties and users. A major step towards integration of services was taken with the deployment of the Madrid Monitor, which integrates in one application the functionalities and information accessible through ROMARIN, the WIPO Gazette of International Marks, Madrid E-Alert and Real-Time Status. In coming months, a second new feature will become available, the Madrid Member Profile database. This new service will provide a sophisticated search system to enable customers to access a wide range of information on procedures in Madrid Member IP Offices related to the international registration of marks. The database is in its final stages of development and will be released to the public once populated with information provided by Madrid Members.

20. The Madrid System is celebrating its 125th Anniversary in 2016 through a series of promotional events. The key message promoted through the events is that thousands of individual entrepreneurs, SMEs and multinationals from a wide range of industries across the globe have used the Madrid System to protect their marks in key export markets. Since the System's inception, well over a million marks have been registered, with almost 625,000 international registrations currently in force, including numerous famous marks, which have become household names internationally. This impressive growth is a testament to the convenience, cost-effectiveness and growing geographic coverage of the Madrid System.

21. **The Hague System.** Membership of the Hague System continued to expand at a gradual pace. Since the 2015 Assemblies, Turkmenistan and the Democratic People's Republic of Korea have acceded to the Geneva (1999) Act, the latest expression of the Hague System, bringing the number of Contracting Parties to that Act to 51. As with the Madrid System, there is an active pipeline of countries that have expressed interest in joining the Hague System, including Canada, China, the Russian Federation and those countries of ASEAN that are not already members of the System.

22. The recent accessions of three major users of design protection, the Republic of Korea, Japan and the United States of America, in chronological order, is transforming the Hague System, which now has the potential to become a major feature of the international intellectual property architecture. Applications increased in 2015 by 40.6%, and on the basis of filings received to date in 2016, an increase of similar magnitude is foreseen for this year. The increased demand comes not only from the newly acceding countries, but also from users in countries that have been long-standing members of the System, reflecting the greater interest that the System now presents because of its enlarged geographical coverage.

23. The top countries of origin of applications in 2015 were Switzerland, Germany, the Republic of Korea, France and Italy. The top individual filers were Samsung Electronics, Swatch, Fonkel Meubelmarketing, Volkswagen and Procter & Gamble.

24. A foreseen consequence of new accessions from countries with systems that substantively examine design applications is greater complexity in the operation of the Hague System. The development of IT processes and tools can to some extent mitigate the effects of greater complexity, both for the Secretariat, in its administration of the System, and for users. WIPO's digital services continue to evolve in order to provide an integrated, interactive and user-friendly environment for all users of the Hague System for the filing and maintenance of international applications and registrations. A major development in this regard was the launch in March 2016 of a new interface allowing users to check online the status of their applications and to submit corrections to their formal defects. As the Hague System continues to expand, an important project will be to develop a comprehensive and

integrated IT environment for the processing of applications by the International Bureau and for interactions with users and Offices of Contracting States.

25. As the Hague System has developed over the course of 90 years, work remains to be done to reach a single System and to eliminate the complications arising from the application of multiple Acts of the Hague Agreement. There has been great progress towards this goal since the last Assemblies. Consents for termination of the London (1934) Act received from the last two countries, Suriname and Egypt, will allow effect to be given to the decision of the Hague Union to terminate that Act. Furthermore, following the Democratic People's Republic of Korea's accession to the Geneva Act, just three countries, Belize, Morocco and Suriname, remain party only to the Hague (1960) Act. The objective is to reach the position where all members of the Hague Union are party to the Geneva (1999) Act.

26. **The Lisbon System.** The number of Contracting Parties to the Lisbon Agreement for the Protection of Appellations of Origin and their International Registration stands at 28. Since the last Assemblies, 50 new international applications have been received under the Lisbon System, 34 from Italy and 16 from the Islamic Republic of Iran, bringing the total number of international registrations under the Lisbon System to 1,060, of which 955 are in force. Issues relating to the Geneva Act of the Lisbon Agreement are treated below.

27. Four additional States have signed the Geneva Act of the Lisbon Agreement since the end of the Diplomatic Conference in 2015, bringing the total number of signatories to 15. The new Act will enter into force upon ratification or accession by five Contracting Parties.

28. At the 2015 meeting of the WIPO Assemblies, the Lisbon Union Assembly established a Working Group for the Preparation of Common Regulations under the Lisbon Agreement and the Geneva Act of the Lisbon Agreement. The Working Group held a first meeting in June 2016, during which delegations considered a first draft of the Common Regulations and further discussed measures to eliminate the projected biennial deficit of the Lisbon Union and options concerning the financial sustainability of the Lisbon Union.

29. **WIPO Arbitration and Mediation Center.** The Arbitration and Mediation Center provides time- and cost-efficient alternatives to court litigation of IP disputes. The Center administers cases and provides policy expertise in alternative dispute resolution (ADR).

30. **Domain Names.** As brand owners face the possibility of further abuse of their trademarks in domains – both old and new – they continue to rely on WIPO's anti-cybersquatting dispute resolution procedures. By combating opportunistic domain name registration practices, WIPO's services help consumers to find authentic web content and enhance the reliability of the global Domain Name System.

31. Since the Center administered the first case under the WIPO-initiated Uniform Domain Name Dispute Resolution Policy (UDRP) in 1999, total WIPO case filings have passed the 35,000 mark, encompassing some 65,000 domain names.

32. Total WIPO cybersquatting case filings in 2015 increased by 4.6% over 2014, with 2,754 cases lodged by trademark owners alleging abuse of their mark. The number of such cases received by WIPO up to August 31, 2016 was 2,021, an increase of 11.9% compared to the same period in 2015.

33. WIPO UDRP cases in 2015 involved parties from 177 countries, underlining the global nature of the Internet and global participation in the procedure administered by WIPO. The top three sectors of complainant activity were fashion (10% of all cases), banking and finance (9%) and Internet and information technology (9%). Cases were decided by 313 WIPO panelists from 45 countries, with 15 unique languages of proceedings.

34. Country code Top-Level Domains (ccTLDs) accounted for 14% of all filings in 2015, with 75 such registries now using this WIPO service.
35. Domain name registrations in newly opened generic Top-Level Domains (gTLDs) now routinely figure in UDRP cases. With over 1,000 out of a projected 1,400 new gTLDs operational, cases involving these domains represent some 15% of WIPO's 2016 caseload to date.
36. WIPO is closely monitoring a process initiated by the Internet Corporation for Assigned Names and Numbers (ICANN) to review the UDRP and other rights protection mechanisms.
37. **IP Disputes.** The procedures offered under the WIPO Arbitration, Mediation and Expert Determination Rules aim to facilitate the use of IP without the undue disruption caused by prolonged and costly litigation.
38. Cases have been filed in the areas of patents, trademarks, software, R&D, film and media, and franchising. The Center has now administered over 460 arbitration, mediation and expert determination cases since the first case in 1999, with values in dispute ranging from USD 20,000 to USD 1 billion.
39. In collaboration with interested IP and Copyright Offices, WIPO makes available resources that can help parties resolve their rights disputes pending before such Offices. Collaboration is ongoing with the Offices of Brazil, Colombia, Indonesia, Mexico, the Philippines and Singapore, as well as with IP agencies in the Republic of Korea. The Center has brought together relevant experience in the WIPO Guide on Alternative Dispute Resolution Options for Intellectual Property Offices and Courts, which was published in 2015. Since January 2016, the Center is also listed as one of the available dispute resolution service providers for proceedings before the Trademark Trial and Appeal Board (TTAB) and the Patent Trial and Appeal Board (PTAB) of the United States Patent and Trademark Office (USPTO).

The International Legal Framework

40. **Existing Treaties.** The past year was marked by a remarkably high rate of accessions to WIPO-administered treaties, with 42 accessions received since September 2015, almost twice the number of the previous year. For the second consecutive year, the majority of these were accessions from developing countries. Four treaties now count well over 100 Contracting States. On the basis of rates of accessions over the last five years, at least five more treaties are within reach of 100 Contracting States by 2020.
41. A major milestone was reached in June this year with the deposit of the twentieth instrument of accession to the Marrakesh Treaty to Facilitate Access to Published Works for Persons who are Blind, Visually Impaired, or Otherwise Print Disabled, bringing the Treaty into force on September 30, 2016. The first Assembly of the Marrakesh Treaty will be held during the current 2016 Assemblies.
42. The 2012 Beijing Treaty on Audiovisual Performances has also advanced promisingly toward entry into force, with 13 accessions to date. We are hopeful that the threshold of 30 accessions required for its entry into force will be reached in the coming two years.
43. Work in the various Standing Committees progressed at a slow pace throughout the past year. Separate reports from each Committee are being presented to the Assemblies and their detail need not be repeated here. Several items are, nevertheless, approaching the stage where decisions on future action will be required. The proposed Design Law Treaty (DLT) was the subject of a decision at the 2015 Assemblies, which made the convening of a diplomatic conference for the adoption of the treaty contingent upon agreement being

reached on two outstanding issues. The Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications came very close to reaching agreement on the two issues. The current Assemblies offer the opportunity for Member States to bridge the remaining differences and to pave the way for the diplomatic conference in 2017. The intensive work program adopted for the current biennium by the 2016 Assemblies for the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore is well underway. The coming year will be extremely important for the IGC in order for it to be able to report positive outcomes to the 2017 Assemblies. Lastly, the issue of broadcasting has been on the normative agenda of the Organization for 20 years now. Some good progress has been made by the Member States in the Standing Committee on Copyright and Related Rights, but the time is approaching quickly for the Member States to decide in a definite manner whether and how to proceed with this item.

44. WIPO hosted an international conference on the Global Digital Content Market in April 2016, intended to explore the impact of digital transformation on the creative world. We are living through an extraordinary transformation of the ways in which our culture, and the creative works that define it, are expressed and communicated. Technology, notably digital technology and the Internet, lies at the basis of that transformation, through enabling ease of storage, ease of reproduction and ease of distribution of creative works, and so creating the possibility of access to unprecedented repertoires of works, the possibility of a worldwide audience and vastly reduced prices for access to creative works. However, this profound transformation has produced extensive disruption, not only in the ways in which creative works are stored and distributed, but also in the business architecture that enables or accompanies the production, distribution and consumption of creative works. The conference brought together a range of practitioners and experts, from across WIPO's membership, to debate and to discuss both the enormous opportunities that digital technologies offer for the sale and distribution of content and the challenges created by disruption. Over 1,000 participants took part in the conference, demonstrating the timeliness of such an international discussion.

Global Databases, Tools and Platforms

45. **Global Databases, Search Tools and International Classifications.** WIPO is the leading source of global IP-related information through a number of global databases and associated technical and linguistic search and retrieval tools. These services allow policy-makers, innovation stakeholders and academia to use the economic and business intelligence generated from the IP system for better policy analysis and business decisions, access to technology and knowledge, and the establishment of systems to facilitate innovation. In the past year, the Organization has made remarkable progress in the development of these global databases and associated tools.

46. Five global databases provide access to both historical and current IP information, making tens of millions of data records available as knowledge and intelligence for the benefit of policy-makers, IP stakeholders, researchers and the general public. The total number of data records contained in the global databases of WIPO approached 100 million. They provide unique "IP Big Data", enabling WIPO and its stakeholders to use, and benefit from, powerful networked and machine-learning technologies such as machine translation and image recognition.

47. **PATENTSCOPE.** Patentscope recently became a truly global and valuable patent database with an increasing number of national IPOs contributing their patent data (36 national IPOs in addition to three regional IPOs – EPO, EAPO and ARIPO). The coverage continues to expand, and since last year, the patent collection of Tunisia and the utility model collection of China (representing four million records) were added to the database, as well as the descriptions and claims of the patent collections of the Republic of

Korea and the United Kingdom, adding more than five million searchable full-text documents to the database.

48. **Global Brand Database and Global Design Database.** The Global Brand Database holds trademark data from the Madrid System, appellations of origin data from the Lisbon System and emblems protected under Article 6ter of the Paris Convention, as well as 30 national data collections of registered trademarks. The innovative image-based search function of the Global Brand Database, which allows users to search for visually similar images and figurative elements of trademarks around the world, is highly appreciated by IPOs and users, and refinement of the function continues. The Global Design Database was launched in January 2015 and now contains some 1.6 million records of national design collections and the Hague System. The trademark collections of Georgia, Germany, Jordan, Malaysia, Moldova, Papua New Guinea and the Republic of Korea were added to the Global Brand Database, and the collections of Japan, Spain and the United States of America were added to the Global Design Database. Reports in the Global Brand Database were enriched with embedded images of the corresponding trademarks.

49. **WIPO Lex.** WIPO Lex is a collective undertaking of Member States and the Secretariat that offers free access to the most comprehensive global collection of IP laws and treaties. WIPO Lex features 12,935 records of national laws and regulations of some 200 countries, and 770 international IP-related treaties. About 40% of the records were added to the database during the last five years. The WIPO Lex audience continues to grow worldwide. This year WIPO Lex exceeded the impressive threshold of 20 million page views per year. Altogether, since its launch in 2010, more than seven million users have accessed WIPO Lex, and have viewed more than 21 million pages. Users come from a wide variety of countries, as indicated in the chart of the top 25 countries of origin of users.

50. **Multilingual Technologies and Search Tools.** WIPO continues to refine its unique tools to enhance the value of searching, retrieving and analyzing IP Big Data. In the past year, WIPO's own machine translation tool, WIPO Translate, which is integrated within PATENTSCOPE, continued to expand its capabilities to support the translation of abstracts and titles from or to English and seven other languages. The speed of the translation engine was also improved to allow for the translation of full-length descriptions and claims from Chinese to English and English to Chinese. Its performance in translating patents constantly exceeds the other most commonly available machine translation tools, and its quality has been recognized by sister organizations. We have deployed customized variants of WIPO Translate at the Headquarters of the United Nations in New York and several Specialized Agencies of the UN, at their request. Those organizations actively use WIPO Translate to facilitate their translation work.

51. The multilingual search functionality of PATENTSCOPE has been enhanced in several ways. Danish and Polish were added to PATENTSCOPE's Cross-Lingual Search feature (CLIR), giving a total of 14 languages supported by multilingual queries. An innovative new functionality (ChemiSearch) that allows users to search chemical formulae by name and, notably, International Non-proprietary Names (INNs) has been launched for published PCT applications and for patent applications and grants from the United States of America. Chemical formulae can be searched within titles, abstracts, descriptions and claims, whether they are represented by a name or formula, or by an embedded drawing.

52. **WIPO Standards.** In order to be searchable by machine-assisted search tools, IP data must be recorded in accordance with common technical standards for format and structure, which are recommended as WIPO Standards. Member States resumed work on WIPO Standards in March 2016 and adopted several new or revised standards. Among them, of particular relevance and importance to search tools, are WIPO Standards on nucleotide and amino acid sequence listings such as DNA, on the data format of sound marks, on electronic

citation of references such as scientific journal articles in patent documents, and on the processing of all types of industrial property information in a machine-readable format and structure, also known as XML.

53. **International Classifications.** WIPO administers four international classifications established by WIPO treaties: the International Patent Classification (IPC), the Nice Classification of Goods and Services for the Purposes of the Registration of Marks, the Vienna Classification of the Figurative Elements of Marks, and the Locarno Classification for Industrial Designs. The pace of updates and revisions of the IPC and Nice Classifications has been significantly increased to keep abreast of the acceleration of the development of new technologies and of product life-cycles. The number of new subdivisions of the IPC has also increased, from 480 in 2015 to 684 in 2016. Its evolution indicates that technological developments intensified, in particular, in the field of electricity (Section H). The early publication of the 2017.01 version of the IPC was effected for the first time on a new IPC Revision management solution (IPCRMS), which improved cost- and time-efficiency in publication. The IPCRMS has been in use since its official release on October 13, 2015, and it was opened to IPC Union members and IP Offices actively contributing to or participating in the IPC revision.

54. Member States of the Nice Classification (classifying goods and services for the purpose of the registration of trademarks) adopted 300 new entries, 469 changes and seven amendments for improvement and clarification of the list of Goods and Services. Work on the revision of Class Headings, which started in 2015, was extended and is expected to simplify the classification work by giving clearer guidance to users.

55. Member States of the Locarno Classification (for the purposes of the registration of industrial designs) adopted 141 new entries and 82 amendments in 2016; these will be included in the 11th edition of the Classification, which enters into force on January 1, 2017.

56. **Global IP Platforms – WIPO DAS and WIPO CASE.** WIPO provides global IP platforms to facilitate selected business processes in which IP Offices need to coordinate or to share information and documentation to support the filing and processing of IP applications internationally. The platforms are designed with the various specific needs of IP Offices in mind and utilize WIPO standards to ensure that Offices can easily integrate the platforms into their own IP business systems.

57. **WIPO DAS (Digital Access Service)** is now used by 11 participating IPOs, as well as by the International Bureau, for secure exchange of patent priority documents. After a period of stability in the number of participants in the last biennium, there is now growing interest from IP Offices to join the system, as well as to extend its use to priority document exchange for industrial design applications.

58. The **WIPO CASE** platform provides a simple “one stop” solution for patent examiners to share search and examination results with a view to enhancing quality and productivity. The platform now has 24 participating Offices, including 10 “providing Offices,” which make their patent search and examination documentation available to other Offices. All of the IP5 Offices now participate as providing Offices, and several new providing Offices are expected to start operation very soon.

Development Cooperation and Capacity-Building

59. **National IP Strategies/Plans.** The Organization continued to provide support and assistance to transition, developing and least-developed countries (LDCs) in the design, development and implementation of national IP strategies that are both consistent with their overall development plans and have the ability to foster innovation and creativity. By the end of 2015, national IP strategies had been adopted or were under implementation in a total of

62 countries (26 in Africa, two in the Arab region, eight in Asia and the Pacific, eight in Latin America and the Caribbean and 18 in transition countries), of which 19 were LDCs.

60. **Technical Infrastructure.** WIPO has provided technical assistance to IP Offices for many years to help them to provide higher-quality services to their users, especially applicants and owners of IP rights. The foundation of this assistance, the Industrial Property Administration System (IPAS), is now in use in 77 countries worldwide. The IPAS system is now complemented by modules that enable paperless processing (WIPO Scan and EDMS), online publication and dissemination of IP information (WIPO Publish) and online submission of applications and subsequent transactions (WIPO File). Together, these systems now provide a complete solution for IP Offices to operate in a fully digital online business environment. In order to support IP Offices in using these systems, WIPO has increased activities to assist with business process analysis and workflow design, digitization of IP records, training and knowledge transfer, and continuous support and follow-up.

61. In the area of copyright and collective rights management, WIPO has completed the development of the first phase of the WIPO Connect system. WIPO Connect is an interconnected solution for Collective Management Organizations (CMOs) to manage rights and royalties effectively in the fast-moving business environment. The two-year project was completed successfully in mid-2016 and the system will now be deployed in a pilot phase in two CMOs in developing countries. Starting in 2017, the system will be deployed more widely and will begin to replace the previous WIPOCOS system. A second phase of the project will be started shortly to add support for performers' rights in addition to the current support for musical copyright.

62. Technology Innovation and Support Centers (TISCs) have become one of the Organization's most popular programs and now constitute an expanding global and national network of institutions supporting innovation. Through international and national collaboration, the program strengthens capacity by training staff and assisting local users at academic, research and business institutions to search and exploit the technological information in various databases of patent information, and scientific and technical literature. National TISC projects are ongoing in 52 Member States, where over 450 Centers have been established, with at least another 20 requests from Member States under implementation by WIPO and national partner institutions. Over the last year, 35 onsite training events were organized. Additional resources were also offered online via e-tutorials and webinars to further reinforce the impact and long-term sustainability of national TISC projects. Through a newly established TISC Clinics service, which links to the Inventor Assistance Program (IAP) offering pro-bono assistance to inventors in eligible developing countries, TISCs will tap new demand for technology searches and broaden their service offering. According to the annual online TISC survey, TISCs received over 400,000 inquiries last year relating to access to patent and non-patent databases, support in carrying out patent searches, assistance in intellectual property management and training.

63. The Organization's partnerships with TISCs were strengthened by its knowledge of creating value from patent information. Two patent analytics projects drew strong support from Member States, the WIPO Patent Landscape Reports (PLRs) and the Patent Registers Portal (PRP). Two PLRs were produced in the past year, one on Technologies Related to Palm Oil Production, Waste Treatment and Exploitation, and the other on Technologies Related to Microalgae. Both reports were prepared and published in response to specific requests and needs of developing and least developed countries working with these technologies. These reports join eleven other PLRs produced to date by WIPO in the areas of public health, agriculture and the environment, and a collection of over 170 PLRs published by other organizations and made available through WIPO's website. With the aim of transferring knowledge on patent analysis and further supporting long-term TISC sustainability, Guidelines on Preparing PLRs were published, and a Manual on Using

Free-of-Charge and Open Source Tools for Drafting PLRs will be published shortly. These publications will serve as a basis for TISC training on patent analytics in order to increase capacity to produce PLRs.

64. **Development Agenda.** WIPO's development work is mainstreamed and embedded across the Organization's programs, in line with the recommendations of the Development Agenda. The Committee on Development and Intellectual Property (CDIP) approved three new projects in the past twelve months, namely, a project on Strengthening and Development of the Audiovisual Sector in Burkina Faso and Certain African Countries, a project on the Use of Information in the Public Domain for Economic Development and a project on Cooperation on Intellectual Property Rights Education and Professional Training with Judicial Training Institutions in Developing and Least Developed Countries. Implementation of these new projects started in July 2016.

65. As a result of Member States' positive evaluation of the concrete outcomes of Phase I of the project, Phase II of the project on strengthening the audiovisual industry in Burkina Faso and certain African countries was also approved by the CDIP in April 2016. The project now covers five beneficiary countries: Burkina Faso, Côte d'Ivoire, Kenya, Morocco and Senegal. It provides film professionals with practical tools to better utilize the copyright framework for raising production financing and generating revenue opportunities through improved contractual practices, better management of audiovisual rights and transactions, secure distribution, and revenue flows through the development of documented legal value chains. It assists countries in building a sustainable infrastructure for the audiovisual industry to thrive and make a significant contribution to growth, creativity and job creation in developing countries.

66. WIPO also initiated two new projects for the protection and commercialization of origin-linked products, in Cambodia (rice) and Viet Nam (tea). In the same vein, WIPO provided assistance to CARICOM countries in the implementation of the IP chapter of their Economic Partnership Agreement with the European Union for products such as black pineapple (Antigua and Barbuda), rum (Barbados), nutmeg/spices (Grenada), jerk sauce (Jamaica) and fine cocoa (Trinidad and Tobago). These projects should support members in deploying IP as a tool for sustainable development, allowing communities of producers to benefit commercially from their niche products.

67. The Organization hosted an International Conference on IP and Development on April 7 and 8, 2016, bringing together 400 participants to discuss the role of IP in development at national, regional and international levels, with a further 600 participants following via webcast. This conference was the first event of its kind to be hosted by WIPO and provided an environment to share experiences and explore the connections between the ubiquity of IP in the world economy and the imperative of development. The International Conference will inform the future work of the CDIP. The report of the conference will be considered in the next session of the CDIP, commencing in October 2016.

68. A major conference, the African Ministerial Conference, was also held in Dakar, Senegal, in November 2015 on the relevance of intellectual property in an emerging Africa. The Ministerial Conference provided an important opportunity to enhance policy dialogue and coordination. As one element of the follow-up from the conference, WIPO will seek to strengthen our existing relationships in Africa and enhance our cooperation with the intergovernmental and regional bodies on the continent, including through study visits.

69. A dedicated focal point on South-South cooperation (SSC) activities has been created within the Development Sector. The purpose of this focal point is to acknowledge the importance and role of SSC in the field of IP and to strengthen and coordinate efforts,

resources and reporting within the Secretariat. An SSC mapping exercise, published at the last CDIP, showed 109 SSC activities involving WIPO during the 2014-2015 biennium.

70. **Copyright.** Special efforts have been made to respond to the growing and changing needs of developing countries, LDCs and transition countries for capacity-building in the field of copyright and related rights. In the past year, around 40 different technical and capacity-building projects and programs at the national, regional and inter-regional levels were implemented, reaching over 100 countries and one regional intergovernmental organization.

71. These technical assistance and capacity-building programs and projects were focused mainly on national copyright offices, and contributed to: (i) enhanced human resources capacity and knowledge to formulate and implement national copyright policies and strategic frameworks for coherent and effective use of IP for development; (ii) strengthened institutional capacity to deliver better services to creators and other related stakeholders; and (iii) improved understanding of the role of copyright and related rights in promoting and protecting national creativity.

72. **WIPO Academy.** The WIPO Academy has had another successful year, with an extensive program of training through distance learning courses, summer schools and collaboration with universities in the conduct of masters programs. The Academy's distance learning platform remains the world's most linguistically diverse and financially affordable platform, offering 17 IP modules in 11 different languages. In the past year, participation in our general and advanced courses has increased by more than 20% and 45% respectively, with 82% of participants reporting a direct improvement in their performance at work or in their studies as a result of following the distance learning courses. The Academy is preparing to launch four new modules during the 2016-17 biennium in response to requests from students, covering IP and Public Health, Collective Management of Copyright, Open Source Licensing and Copyright in the Film Industry.

73. In order to encourage further participation, WIPO has introduced a fee reduction of 50% for participants from developing and transition countries and of 20% from developed countries. The Academy also launched in April 2016 a new accessible and responsive version of its comprehensive General Course on Intellectual Property, designed for participants with visual impairments. It also continues to customize and translate courses for different audiences, including, in 2016, those in Argentina, Cambodia, Egypt, Ethiopia, Tunisia and Viet Nam.

Public-Private Partnerships

74. The Organization manages several partnerships that successfully leverage the intellectual and financial assets of the private sector to address some significant global challenges.

75. **WIPO Re:Search**, which catalyzes the development of medical products for neglected tropical diseases, malaria and tuberculosis through innovative research partnerships and knowledge-sharing, is celebrating its fifth anniversary this year. Since its inception in 2011, the program has facilitated over 100 collaborations. WIPO Re:Search now has 105 members, of which 23 are African organizations and 38 are from developing countries. WIPO Re:Search also builds capacity in health research, including through fellowships thanks to generous funding from the Government of Australia. To date, six African scientists have held residencies at company laboratories and universities of up to one year, in order to advance their research and to gain exposure to research with new technologies.

76. **WIPO GREEN**, which provides an online marketplace and platform for sustainable technology, has made sound progress since its launch in 2013. Thanks to its database of

over 2,200 offers of green technologies and services, and working with its 69 partners, WIPO GREEN plays an important role in bringing together those seeking solutions and potential technology providers. In the past year, and thanks to generous funding from the Government of Japan, a seminar and matchmaking events on wastewater treatment technologies were organized in Southeast Asia and East Africa. Both initiatives yielded a number of new partnerships on mutually beneficial and agreed terms, illustrating WIPO GREEN's contribution to the creation of an effective ecosystem for technology innovation and diffusion.

77. **Accessible Books Consortium.** Two years after its launch on June 30, 2014, the Accessible Books Consortium (ABC) is celebrating positive results in all three of its main areas of activity, aimed at increasing the availability worldwide of books in accessible formats for people who are blind, have low vision or are otherwise print disabled.

78. The ABC Book Service, a global online catalogue of books in accessible formats hosted by WIPO, has so far facilitated loans of accessible books to 100,000 people through its 19 participating libraries in 16 countries. It currently contains 319,000 titles in more than 76 languages. Participating libraries saved USD 11 million in production costs (for a book read aloud by a person) by being able to download 5,500 electronic books into their collections.

79. Capacity-building activities in Bangladesh, India, Nepal and Sri Lanka in 2015 benefited over 23,500 students who are visually impaired. The second phase of capacity-building projects started in July 2016 with funding provided by the Governments of Australia and the Republic of Korea, the Skoll Foundation and the United Nations Foundation, and aims to benefit some 88,500 visually impaired students in these four countries.

80. Inclusive publishing activities have been implemented to promote accessible book production techniques within the commercial publishing industry so that e-books are usable at the time of initial release by both sighted people and those with visual impairments. Two guides on inclusive publishing were produced in 2016: the Accessibility Guidelines for Self-Publishing Authors and the "Books For All" Starter Kit for Accessible Publishing. The ABC International Excellence Award for Accessible Publishing was set up in 2015 to promote the accessibility of commercial e-books or other digital publications for persons who are visually impaired. This year's winners were Elsevier, the DK Braille Development Team at Penguin Random House and a Nepalese NGO, ADRAD.

81. **The Access to Research for Development and Innovation (ARDI)** program offers access for institutions and individuals in developing countries and LDCs to scientific and technical journals. It is one of four programs of the United Nations Public-Private Partnership "Research for Life." It continues to grow significantly, with over 800 institutions registered and actively using the program as compared to around 500 last year. Available content has also grown rapidly, reaching 27,500 subscription-based journals and e-books, representing an increase of 25% over the previous year. The majority of institutions registered with ARDI are academic (currently 50%), followed by research institutions (16%) and government agencies (15%), and are principally located in Africa (50%), Asia (27%), the Americas (4%) and Europe (3%). **The Access to Specialized Patent Information (ASPI)** program also continues to grow, with over 50 institutions (compared to 40 last year) using the value-added features and advanced functionalities of commercial patent databases offered by the program. The number of available databases increased to seven this year.

Economic Analysis and Statistics

82. **Statistics.** IP statistics inform a large variety of decisions. They are an important input for operational planning in patent and trademark offices. Moreover, as policy-makers strive to monitor the performance of national innovation systems, IP statistics have emerged as one of the few metrics available to track innovative activity across economies and over time. WIPO continues to be the sole provider of IP statistics at the global level. As in previous years, we updated the WIPO Statistics Database in 2015, relying on a statistical survey of IP Offices worldwide and statistical data drawn from PCT, Madrid, and Hague operations. We are grateful for the active cooperation of Member States in reporting their statistics to WIPO, which has led to continuous expansion in our statistical coverage.

83. The WIPO Statistics Database is a public good which can be freely accessed through the WIPO website. To serve the needs of different users – including IP professionals, academic researchers, policy-makers, and journalists – we also present and discuss the latest trends in IP use in a variety of statistical reports. These include our annual World Intellectual Property Indicators, and our shorter IP Facts and Figures, which provide an overview of the key global developments for the main forms of registered IP – patents, trademarks, industrial designs, and plant varieties. The special theme in the 2015 World IP Indicators explored the patent filing behavior of the top 100 patent applicants since the early 1980s. Finally, the Yearly Reviews of the PCT, Madrid and Hague Systems spotlighted the main developments in the rapid evolution of these filing systems. WIPO's statistical reports rank among the most downloaded publications from the WIPO website.

84. Mindful that IP statistics promote evidence-based decision-making and inform stakeholders of the evolution of the global IP system, WIPO will continue to invest in ensuring the timely collection and reporting of accurate statistical information worldwide.

85. **Economic Analysis.** In 2015, WIPO published its third World Intellectual Property Report on the theme of Breakthrough Innovation and Economic Growth. Through our series of biennial World IP Reports, we aim to explain, clarify and offer fresh insights into the role that the IP system plays in market economies. Against the background of weak economic growth since the global financial crisis of 2008, the 2015 report documents how major breakthrough innovations have driven growth over the past 200 years and asks whether the breakthroughs of today can continue to do so in the future. It focuses on selected areas of technological innovation that currently appear to hold breakthrough potential, notably 3D printing, nanotechnology and robotics. The report discusses their contributions to economic growth, the ecosystems in which they are flourishing, and the role that the IP system plays within those ecosystems. It also maps global patent families covering the selected areas of breakthrough innovation, offering insight into the geographical and institutional origin of innovative activity.

86. The launch of the 2015 World IP Report saw substantial press coverage, with over 200 articles appearing in the week following the launch. Since its publication, the report has also been cited in numerous policy documents around the world and has informed policy discussions in key IP and innovation fora. Work is underway on the next edition in this series, which will be published in 2017.

87. **Global Innovation Index.** As in previous years, WIPO co-published the Global Innovation Index (GII) in 2016 in partnership with Cornell University and INSEAD. The GII has evolved into a valuable benchmarking tool for identifying strengths and weaknesses in the performance of national innovation systems. It seeks to respond to the need for comprehensive metrics that enable policy-makers to evaluate how best to nurture a vibrant knowledge economy. The 2016 edition covers 128 economies and relies on 82 innovation input and output indicators. Its development was supported by Knowledge Partners AT

Kearney, telecommunications operator Du, and the Confederation of Indian Industry, with the input of an Advisory Board composed of recognized innovation experts from around the world. Following the global launch of the 2016 GII in Geneva, the media reported extensively on the global rankings.

Communications

88. We communicate with our Member States and other stakeholders through a wide variety of channels, media and platforms. The past year has seen further improvements in our communications tools, systems and products.

89. **Media.** Our social media presence has continued to grow. On Twitter, our 37,200 followers show notably high levels of engagement (approximately 21,400 retweets, 11,700 likes and 155.7 million impressions since September 2015). Lifetime views of WIPO videos on our YouTube channel passed the 11 million mark, with around 140 new videos added since the last WIPO Assemblies, covering news, events and profiles of IP use by innovators and creators worldwide. Total views of WIPO photos on Flickr exceeded 4 million, including over a million new views in the past year.

90. WIPO also continues to reach out to stakeholders via the press. The launches of the World Intellectual Property Report 2015 and the WIPO Services Reports saw extensive worldwide press coverage, notably from East Asia, while the release of the Global Innovation Index 2016 proved our most successful media event to date. Traditional press liaison is an important part of this work, including tailored pitches to specific countries. But we also increasingly use video and motion graphics to disseminate news, such as the short animation accompanying the World Intellectual Property Indicators 2015 which attracted wide interest.

91. A new WIPO video, designed to appeal to a broad audience, is planned for release during the Assemblies. This will offer an engaging overview of WIPO's work, and of its role in supporting innovation and creativity, in just three minutes. The new video builds on previous work to strengthen brand recognition of WIPO.

92. **World IP Day.** A particular hit this year – both online and off – was World IP Day, WIPO's annual awareness-raising campaign. Focusing on the theme Digital Creativity: Culture Reimagined, and building on the topics of the WIPO Conference on the Global Digital Content Market, this year's campaign encouraged participants to explore the many ways in which digital technologies are transforming the production and consumption of IP. The topic lent itself especially well to social media, generating record levels of interactivity across WIPO's platforms: 32,400 World IP Day Facebook fans, 11,430 YouTube and video views, and 10.8 million impressions on Twitter – more than double the previous year's total. Engagement was also strong in the "real" world, with a record 451 World IP Day events reported in 121 countries, including an extensive program of events in each of WIPO's external offices. Some 9,900 articles relating to World IP Day in the six UN languages were identified through our media monitoring service, with the heaviest coverage by far in China.

93. **Newsletters.** Following the launch of our new e-newsletter mailing platform in June 2015, WIPO now makes available a selection of 23 topic-specific newsletters to subscribers in multiple languages, covering everything from traditional knowledge to PCT developments. Subscribers have opened newsletter content more than 2 million times, generating some 580,000 clicks through to further content on the WIPO website.

94. Our most popular newsletter is the WIPO Wire, a selection of WIPO news, features, video clips and resource tips published every two weeks in all six official UN languages. Launched in mid-2015, the WIPO Wire now boasts some 12,000 subscribers from more than 170 countries, and continues to achieve "open rates" above the industry average.

95. **Digital publications.** In February, we launched a new platform on the WIPO website to make it easier for users to search and use the knowledge contained in more than 1,100 WIPO publications and information products. We now make all WIPO publications online available for download free of charge (including those formerly for sale), with an option to purchase hard copies through a print-on-demand service.

96. Following the adoption of an Open Access Policy, WIPO publications online will henceforth be released under one of the Creative Commons (CC) IGO Licenses that the Organization helped develop, meaning that users can reproduce, distribute or adapt WIPO content without needing to seek permission.

97. As one of the first signatories of the Charter for Accessible Publishing, WIPO is committed to making its content available to all readers, including persons with visual impairments or other print disabilities. A project is underway to train staff, with the aim of starting to produce “born accessible” digital publications in 2017.

98. **Improved customer service management.** In 2016, a high-level Customer Service Board was established to oversee and improve customer service delivery across the Organization. The Board serves as the senior group responsible for all decisions on strategic, management and operational aspects of customer service at the Organization level. Initial discussions have focused on WIPO’s overall approach to customer service at various levels – technologies, practices, procedures, training, customer service-related strategic goals and performance measurement – and identified priorities to unify and improve the customer experience across WIPO global IP services.

Building Respect for IP

99. WIPO’s approach to building respect for IP supports the creation of an enabling environment that promotes respect for IP in a sustainable manner and strengthens capacity in Member States for the effective enforcement of IP rights, taking into account socio-economic interests and development-oriented concerns.

100. The Organization has continued to develop tools to assist Member States in raising awareness of IP among both the general public and specialized audiences such as law enforcement personnel. The WIPO Training Manual on IP Crime Prosecution, launched in an English-language version in 2015, has now been produced in Arabic, French and Spanish. The Manual provides Member States with a practical training tool for all those involved in enforcing national legislation on IP crime. For the younger generation, the Organization has, with the support of Funds-in-Trust provided by the Republic of Korea, created an interactive educational website on respect for copyright aimed at children between 10 and 15 years of age. The site comprises five modules for students, designed in an engaging and thought-provoking style, together with guidance notes for teachers. Plans are underway to produce a companion site on respect for trademarks and designs which will be launched in 2017.

101. The Organization’s work in developing a balanced concept of building respect for IP, its diverse activities in capacity-building, technical assistance and knowledge-sharing, and the increasing relevance of WIPO’s Advisory Committee on Enforcement were recognized through the award to WIPO of the 2016 Global Anti-Counterfeiting (GAC) International Public Body Award.

WIPO Campus

102. The WIPO campus is now complete. The plantations and other exterior urban features were installed on the WIPO campus between autumn 2015 and early summer 2016, bringing the last touches to the exterior landscaping. The meadow on the rooftop of the New Building

has been qualified as remarkable by local specialists as it has grown to display an extremely rare variety of plants in an urban context. It is becoming a landmark in this part of the Geneva Canton. Overall, the WIPO campus fosters an important balance between constructed elements, flora and fauna, the well-being and comfort of employees and delegates, and a pleasant environment for neighbors, who can walk freely through the grounds. We have continued to evolve our conference room facilities in line with the requirements of our users, such as upgrading wifi connectivity to support several parallel meetings.

103. Where possible, we have sought to share our campus facilities, including our new Conference Hall, with the Geneva international community. WIPO has been a venue of choice in past year for several meetings organized by other international organizations and by Member States, including seven national day receptions. The rental of the facilities optimizes the use of the Organization's assets, while also helping to meet the high demand for state-of-the-art meeting rooms for intergovernmental events.

104. **Carbon Neutrality.** WIPO has now implemented the necessary measures to achieve carbon neutrality by 2020, in line with the call by the UN Secretary General in 2014. In addition to taking steps to reduce energy waste across the campus, we have continued to invest in new technologies and to undertake refurbishment where appropriate to reduce energy consumption. WIPO purchases offset certificates from UNFCCC for the compensation of "unavoidable" emissions, such as those caused by air travel.

105. **Security.** WIPO senior management continues to place a strong emphasis on the security of our people, information and physical assets. In 2015, we completed our Headquarters Minimum Operating Security Standards (H-MOSS) project, resulting in enhancements that strengthened safety and security management throughout the WIPO campus. This was supported by the selection and successful transition to a new guard services company under a performance-based contract. We have now achieved international certification for our information security practices related to the PCT, Madrid and Hague Systems, which have been complemented by a number of information security awareness campaigns. We have established and tested business continuity plans in the event of an incident in Geneva affecting the Organization.

External Offices

106. It has been another busy year for WIPO's External Offices in Moscow (covering the Russian Federation), in Beijing (covering China), in Rio de Janeiro (covering Brazil), in Tokyo (covering Japan) and in Singapore (covering ASEAN). Responding to the needs of their host countries and regions, the External Offices contributed to the advancement of a wide range of programs. For example, the WIPO Office in China devoted considerable effort to establishing and strengthening contacts with government at various levels, with local media organizations and with business associations, both in Beijing and in locations throughout the country, greatly assisting it in promoting WIPO's Global IP Services and platforms. The WIPO Office in the Russian Federation conducted numerous activities that bolstered the local innovation ecosystem and local innovators, especially through support for the 135 TISCs established in the country. The WIPO Japan Office undertook targeted outreach to private sector users of WIPO's global services, providing real-time feedback in Japanese to specific requests and thereby enhancing the Organization's response time in this critical respect. The WIPO Singapore Office, working with relevant areas in Headquarters, actively promoted WIPO's copyright and related treaties through the organization of regional events, as well as facilitating expert missions to countries. The WIPO Brazil Office, also working closely with relevant areas in Headquarters, conducted several training programs and workshops focused on IP commercialization and IP licensing supporting local capacity to take advantage of IP assets.

107. These efforts in the field were supported in Geneva through a series of dedicated initiatives which commenced at the beginning of 2015 and have continued since the last Assemblies: regular video conferences between Headquarters and the External Offices; constantly updated webpages; bi-monthly reports to inform colleagues across the Organization about developments in External Offices and their area of responsibility; and analysis through dedicated working groups on the impact and evolution of Organizational policy with respect to External Offices.

108. One important aspect of this enhanced functioning has been the establishment of seamless IT connectivity between the External Offices and Headquarters through the Global Office Architecture project. This project ensures that all External Offices are able to take advantage of the administrative and program implementation tools available to colleagues in Geneva in a secure IT environment and with the necessary technical support. Intensive project management and implementation resulted in the Global Office Architecture being completed within budget in May with its roll-out in the WIPO Brazil Office.

109. These developments need to be seen within the broader context of the evolution of External Offices in WIPO. It will be recalled that the WIPO General Assembly at its session in October 2015 decided to open up to three new WIPO External Offices, respectively, in the 2016-2017 and 2018-2019 biennia. The Secretariat's efforts to enhance the effectiveness of existing External Offices augur well for such expansion. With the technical infrastructure in place, policy settings being fine-tuned, and two-way communications between Headquarters and External Offices enhanced, the Secretariat is on a firm footing to absorb any new External Offices that may be decided by the Member States.

Human Resources

110. Sustainable organizational performance has been made possible through the hard work and engagement of staff, whose dedicated delivery of all aspects of WIPO's work serves as the bridge between the Organization and its various stakeholders.

111. Diversity, agility, flexibility and work-life balance are the principal themes which underpin the initiatives and programs carried out since the establishment of the HR Strategy in 2013.

112. The Organization has never been more diverse, with nearly 120 Member States represented in our staffing as at June 2016. Active scouting for diverse talent animates the Organization's recruitment strategy. The use of multi-media and online social platforms to advertise jobs, direct information-dissemination of work opportunities in the Organization through outreach missions in the past year, including visits to universities in partnership with unrepresented Member States, targeted campaigns to increase awareness of WIPO's talent needs, and enhanced recruitment procedures and improved IT systems are all starting to pay off as the number and diversity of candidatures for job vacancies continue to increase.

113. Gender balance is a key goal to which I have personally made a commitment as a member of the Geneva Gender Champions network. Towards this end, the Organization has stepped up efforts in training managers to promote a diverse and inclusive workplace. Further, a pilot program dedicated to providing career and professional support to women managers at mid-level was launched in 2015. It has been expanded following positive evaluation from participants. Equally important is gender mainstreaming in WIPO's work. Baselines were established in April 2016 to clearly capture and monitor progress during the implementation of the 2017 work plans. For the first time, the 2015 Global Innovation Index included a gender-related indicator to improve understanding of the role and contribution of women in innovation.

114. In sum, milestones have been achieved in the two principal benchmarks of organizational diversity – geographical representation and gender balance. Further milestones are in the pipeline to further enrich the Organization's base of cultural intelligence.

115. Investments in staff training substantially increased in 2015, resulting in the delivery of a record number of staff development activities, surpassing the UN average of five days of training per staff member per year. Training is part of the foundation for continued talent development to ensure an agile and fit-for-purpose workforce. Languages, communication skills and effective management (of people, performance, risks and projects), driven by business needs, are some of the key staff training programs.

116. The Rewards and Recognition Program has just completed its third year. During this period, performance awards to a total of nine teams and over 50 individuals testify to the staff's capabilities and commitment.

117. Flexibility in hiring allows constant refreshing of the Organization's skills-base to assure prompt and efficient delivery of services in the context of a fast-changing external environment. Changes in the volume and geography of demand for IP registration services are some of the key challenges confronting the Organization. A healthy balance between the core workforce (staff) and flexible workforce (non-staff) must reflect this reality. As at June 2016 the ratio was 3:1. In parallel, optimal use of the existing categories of staff has resulted in the Organization's recruitment, in 2015, of its first National Professional Officer (NPOs) at one of its External Offices. Since then, additional NPOs in other External Offices have been hired. NPOs perform very similar roles to those in the Professional and higher categories, but are locally recruited as their functions require specific knowledge of and experience in the national environment, thereby enhancing program delivery by the External Offices.

118. A harmonious work-life balance enhances organizational productivity. Staff welfare falls under this optic, and the staff themselves play a key role in helping shape policies on these matters. Participatory policy-making is robust within WIPO. Staff were at the origin of the issuance in March 2016 of a consolidated reference guide on promoting a harmonious and respectful workplace at WIPO. The Occupational Health and Safety Committee (OHSC), which brings together representatives from the staff and the Administration with in-house experts in health, social welfare and security and safety, is into the second year of its mandate to promote and protect physical and mental health and safety in the workplace. Very recently, a working group made up of staff volunteers and representatives from the Administration completed its review of time management-related policies and systems at WIPO. It presented recommendations that took into account feedback received from a staff survey in which an unprecedented level of over 50 per cent of staff participated.

119. The continuing downward trend in staff absenteeism since 2013 is a very welcome development and indicates the positive impact of these initiatives. Between 2014 and 2015, total absences decreased by over 1,000 days.

120. I am proud of, and extremely grateful for, these achievements by the Organization's staff and for the attainment of our shared organizational goals.

[Annex II follows]