

Report of the Director General to the WIPO Assemblies 2015

1. I am pleased to report on the state of the Organization and on developments that have occurred and progress that has been achieved since the last meeting of the WIPO Assemblies in September 2014. In general, the picture presented by the state of the Organization is very positive, with good progress in a large number of areas, as detailed below in this Report. The normative area stands in contrast to this generally positive picture. Agreement amongst the Member States remains elusive in relation to several issues that have been on the agenda for a considerable number of years. Member States are also finding it difficult to reach agreement on a clear path forward for a future agenda for the multilateral legal framework that has been constructed over the course of more than one hundred years now.

2. Let me commence with the financial condition of the Organization.

Financial Situation

3. The financial condition of the Organization is sound, driven by healthy demand for the services of the Organization's Global IP Systems (the Patent Cooperation Treaty (PCT), the Madrid System for the international registration of marks and the Hague System for the international registration of designs). The growth of demand in the Global IP Systems has seen the biennial revenue of the Organization rise 287% over the past 25 years, from 184.2 million Swiss francs in the 1990-1991 biennium to budgeted revenue of 713.3 million Swiss francs in the current 2014-2015 biennium (actual revenue for the biennium will be higher). This growth in revenue from the Global IP Systems has seen the share of contributions from Member States in the total revenue of the Organization diminish. In the current biennium, it is estimated that Member State contributions, which have remained static in nominal value for many years now, will account for 6% of total revenue, as against 94% of total revenue for fee income from the Global IP Systems. The predominant part of fee income is derived from the PCT, which it is estimated will account for 77% of the total revenue of the Organization in the current biennium.

4. We ended the first year of the current biennium, 2014, with an overall surplus of 37 million Swiss francs, after having taken into account adjustments from the application of International Public Sector Accounting Standards (IPSAS) to revenue and expenditure, and expenditure related to projects financed from reserves. Income in 2014 rose 5.3% compared to the preceding year, driven mainly by an increase of 8.2% in income from fees under the PCT. Expenditure in 2014 declined by 1% compared to the preceding year. The largest single item of expenditure continues to be personnel costs, which accounted for 64.9% of total expenditure. The second biggest item of expenditure was contractual services, which amounted to 19.1% of total expenditure, reflecting greater and more flexible use of outside expertise. The breakdown of sources of income and areas of expenditure for the year is given in the following chart:

5. The year 2015, until the end of August, shows a somewhat similar trend to 2014, although with variations related to currency fluctuations and the exceptionally high, one-off rise in the use of the PCT in 2014 by applicants from the United States of America as a consequence of new legislation. We expect to end the year and the 2014-2015 biennium with a healthy surplus, which will contribute to a desired increase in the level of reserves as well as the level of liquidity in the reserves.

6. The draft Program and Budget for the next, 2016-2017, biennium is before the Member States for approval at the 2015 Assemblies. It has already been extensively considered by two sessions of the Program and Budget Committee. Compared to the current biennium, it is estimated that revenue will rise in the 2016-2017 biennium by 6% to 756.3 million Swiss francs. It is foreseen that there will be a slight decrease in the nominal amount of Member State contributions, which are expected to constitute 5% of total revenue (as against 6% in the current biennium). An increase of 4.9% in expenditure to 707 million Swiss francs is proposed for the next biennium. Within that amount, the increase in personnel costs has been limited to 2.1% compared to the current biennium, whereas the increase in non-personnel costs is proposed to be 10%. The overall objective is an operating surplus of 20.8 million Swiss francs.

7. The steady growth in the revenue of the Organization over the years, as well as the specificities of the current economic environment, with a continuing lack of visibility in the global economic outlook and negative interest rates prevailing in Switzerland, require careful consideration of, in particular, two longer-term questions of financial management. Both of these have been thoroughly considered by the Member States in the meetings of the Program and Budget Committee this year. The first question is a prudent and appropriate policy for investments, which, following the deliberations and positive recommendation of the Program and Budget Committee, is now submitted to the 2015 Assemblies for approval. The second is the policy with respect to reserves, which are intended to cover unforeseen falls in income and which stood, at the end of 2014, at 246 million Swiss francs. Again, following the consideration and positive recommendation of the Program and Budget Committee, the Assemblies are asked to approve a path towards increasing the level and liquidity of reserves.

Global IP Systems

8. The PCT, the Madrid System and the Hague System continue to enjoy growth in demand and an expanding geographical coverage. The Member States are engaged, within the constraints of the relevant parent treaties, in the continuous modernization and updating of each of the Systems through Working Groups, whose results come before the respective Assemblies in the form of proposed amendments to the regulations under the parent treaties. The work of the Secretariat is focused on the smooth operation of the Global IP Systems, more accessible and useful information technology (IT) support systems, and improved productivity. We continue our record of not increasing fees under the Systems and of maintaining fees at a constant level in nominal value.

9. **Patent Cooperation Treaty (PCT)**. The PCT is an outstanding example of international cooperation in the field of intellectual property. It enjoys widespread geographical participation with 148 Member States. In 2014, 214,500 international applications were filed under the PCT from 124 countries. More than 55% of non-resident patent applications filed worldwide are filed through the PCT.

10. The PCT has been in operation for 37 years now. The number of applications filed under it has grown every year, except for one – in 2009, at the height of the Global Economic Crisis. In 2014, PCT applications grew by 4.5%. Asia continued to be the largest geographical source of PCT applications, accounting for 40.6% of all applications, compared to 30.1% from North America and 27.4% from Europe. In terms of individual countries, the United States of America is the top source of applications, followed by Japan, China, Germany and the Republic of Korea.

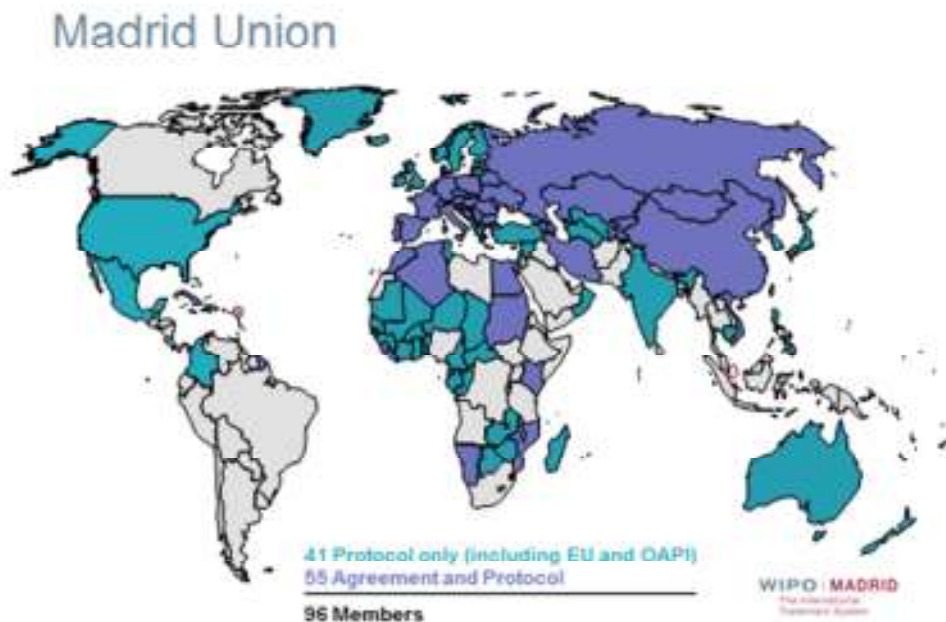
11. Applications in 2014 were received from 49,621 applicants. The sectoral source of applications was businesses for 85.1%, individuals for 7.8%, universities for 4.8%, and government or research institutions for 2.3%. To respond to the ongoing information and training needs of these and other potential applicants, the Organization conducts very considerable outreach, training and customer service activities that are specific to the PCT, and regularly surveys PCT stakeholders (both applicants and the patent offices of PCT Contracting States) to gauge satisfaction with the services provided.

12. One of the achievements of the Organization in recent years has been the development of ePCT, which seeks to provide a comprehensive electronic environment for the filing, processing and management of PCT applications by the Organization, national and regional IP Offices, and applicants. Over 50 national and regional IP Offices now have access to the system and use it in a variety of ways to improve the services that they offer to applicants. The system allows a large number of offices to offer online filing for the first time. This facility is expected to become available to more offices in the near future.

13. The impact of ePCT and other IT platforms, as well as a focus on management, has enabled the Secretariat to make steady improvements in productivity, reflected in lower staff numbers in operations and increased output per person, as indicated in the charts above.

14. Amongst the other developments in the PCT System is the prospective addition of a further International Searching and Preliminary Examining Authority. The PCT Assembly will consider at the 2015 Assemblies the proposal to appoint the Visegrad Patent Institute (an intergovernmental organization for cooperation in the field of patents established by the Czech Republic, Hungary, Poland and Slovakia) as an International Searching and Preliminary Examining Authority, the first such Authority in the Central Europe and Baltic States region.

15. **The Madrid System.** Membership of the Madrid System continues to grow at a steady pace. Since the 2014 Assemblies, Cambodia, Gambia, Zimbabwe and the African Intellectual Property Organization (OAPI) have joined the System, bringing the number of members to 96, covering (by virtue of the membership of regional trademark systems) 112 countries.

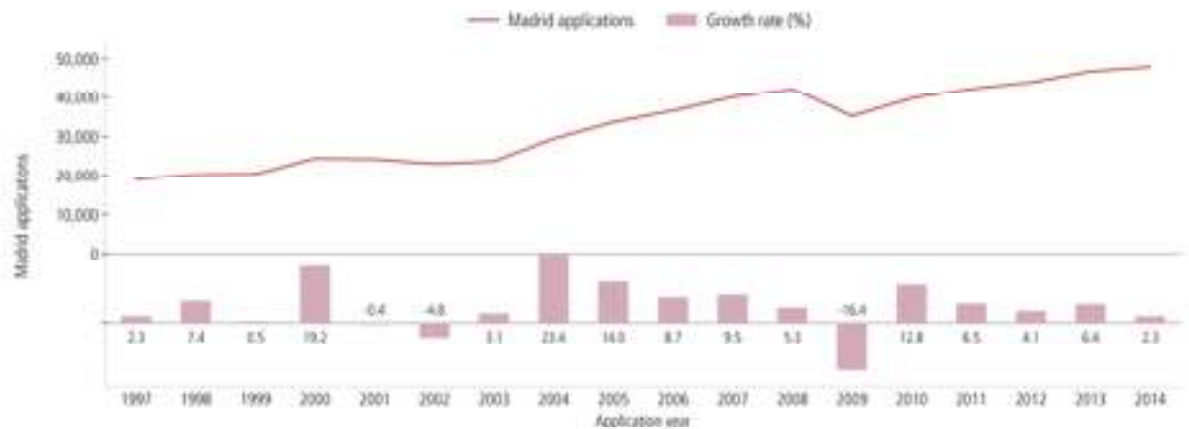


A notable development was the accession of Algeria-which had been party only to the Madrid Agreement-to the Madrid Protocol. Algeria was the last country that was party only to the Madrid Agreement. In consequence of its accession to the Madrid Protocol, the Madrid System will be able to operate as a single system in the future.

16. A significant number of future accessions to the Madrid System are in the pipeline, notably those States that are members of the Association of South East Asian Nations (ASEAN) that have not already joined the System; Canada; and several African and Caribbean States. The region of the world that remains poorly represented in the Madrid System is Latin America, with the notable exceptions of Colombia, Cuba and Mexico.

17. The increase in demand under the Madrid System in 2014 was relatively modest, with the number of international applications rising by 2.3%.

Figure A.1.1 Trend in international applications

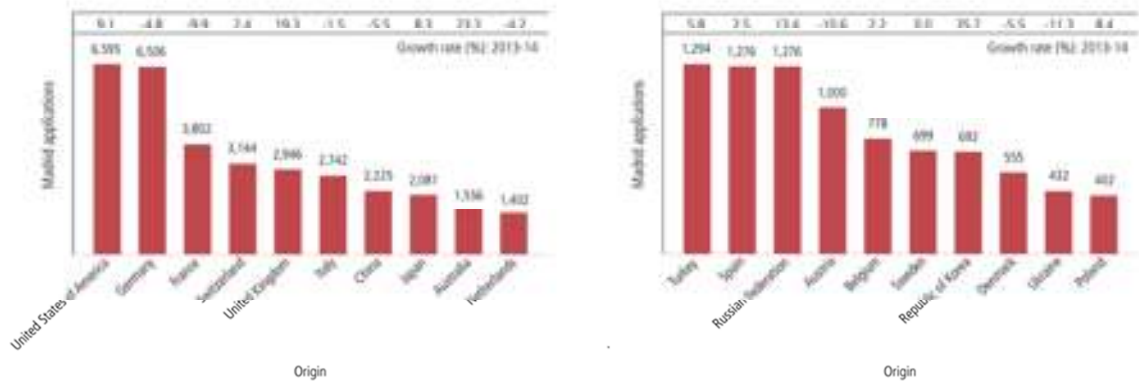


Source: WIPO Statistics Database, March 2015.

In 2015, it is expected that the increase will again be modest. The continuing fragility of the global economy and, in particular, the rise in the value of the Swiss franc, which has made the Madrid System more expensive to use for many applicants, would seem to be the principal explanations for the relatively low growth rate.

18. The United States of America accounted for more than half of the total growth in 2014, replacing Germany as the largest user of the System. The top five markets in which protection through designations was sought were China, the European Union, the United States of America, the Russian Federation and Japan.

Figure A.1.3.2 International applications for the top 20 origins, 2014



Note: Origin data are based on the country of the applicant's address.

Source: WIPO Statistics Database, March 2015.

Figure A.2.4.1 Designations in registrations for the top 20 designated Madrid members, 2014



Source: WIPO Statistics Database, March 2015.

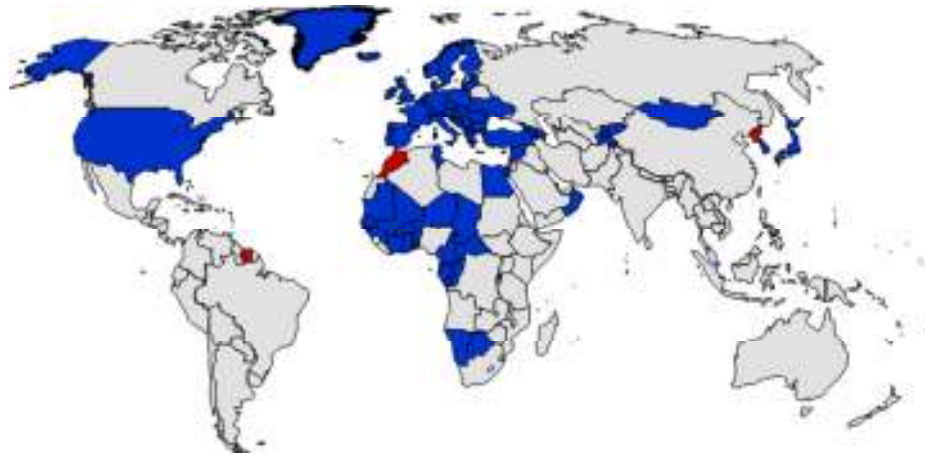
19. In last year's Report, the Secretariat's program to improve the efficiency and quality of its Madrid services was outlined. The progress made in 2014 on workload and resource planning, improvement in customer services, and staff training has been consolidated in 2015. One visible expression of these improvements is the reduction in pendency rates across all Madrid transactions. These rates are now published each month on the Madrid website. Current work-planning projections suggest that a pendency rate of no more than 30 days for all Madrid transactions would be possible in the next biennium. During the same period, there will be a focus on improving the Secretariat's responsiveness to customer queries or complaints, reviewing classification practices to better meet the needs of users and Offices, and enhancing WIPO's digital services ("e-Madrid").

20. E-Madrid digital services have continued to evolve. The services are made available through a single entry point, with functions organized according to the trademark life cycle processes of search, filing, monitoring, managing and consulting. E-Madrid provides an integrated, interactive, user-friendly and attractive environment for all Madrid System users, for all actions necessary for the filing and maintenance of international applications and registrations.

21. In 2016, the Madrid Agreement will have been in existence for 125 years, and the Madrid Protocol for 20 years. The Secretariat intends to mark this historic milestone with appropriate celebratory events.

22. **The Hague System.** The Hague System is on the brink of a major expansion, which is likely to transform it into a more important component of the international intellectual property architecture and, eventually, a system of truly global reach. Since the 2014 Assemblies, Japan and the United States of America have acceded to the Geneva Act, the latest expression of the Hague System, bringing the number of Contracting Parties to the Geneva Act to 49. 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.

Membership of the Hague System



49 Geneva Act (1999) (including the European Union and OAPI)

64 Hague Union

82 Jurisdictions covered

23. The impact of the accessions of Japan and the United States of America on the use of the Hague System has started to be felt. There has been a sharp increase in the number of applications in 2015. Filings received to date in 2015 have already surpassed in number the total received in the whole year 2014. The increased demand comes, at this early stage (the Hague System entered into force with respect to Japan and the United States of America in May 2015), 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.

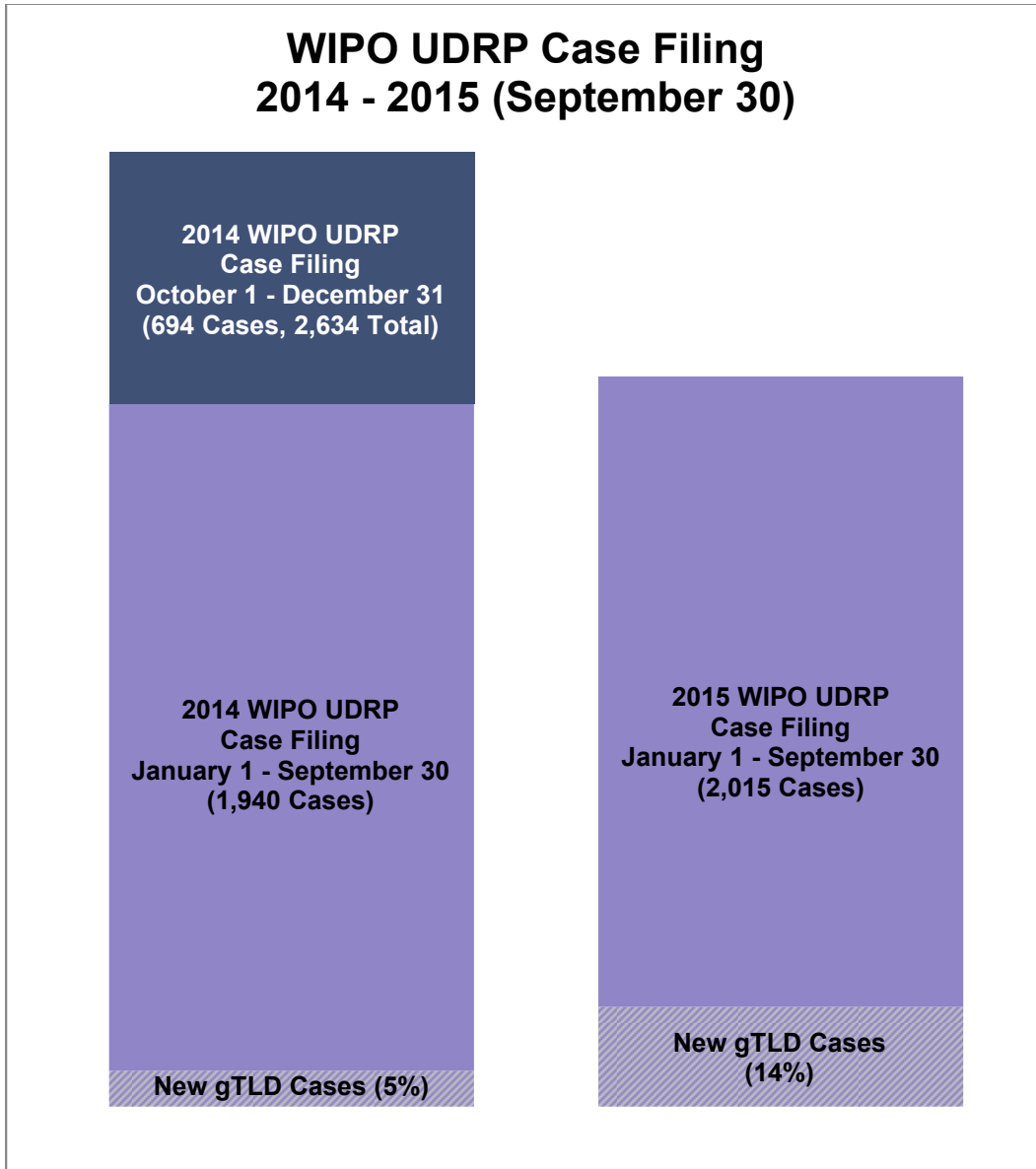
24. A foreseen consequence of new accessions from countries with systems that substantively examine design applications is greater complexity in the operation of the Hague System. The development of IT processes and tools can to some extent mitigate the effects of greater complexity, both for the Secretariat, in its administration of the System, and for users. The 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.

25. As the Hague System has been developed over the course of 90 years now, 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. Ideally, we will reach the point where all members of the Hague Union are party to the Geneva Act.

26. **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).

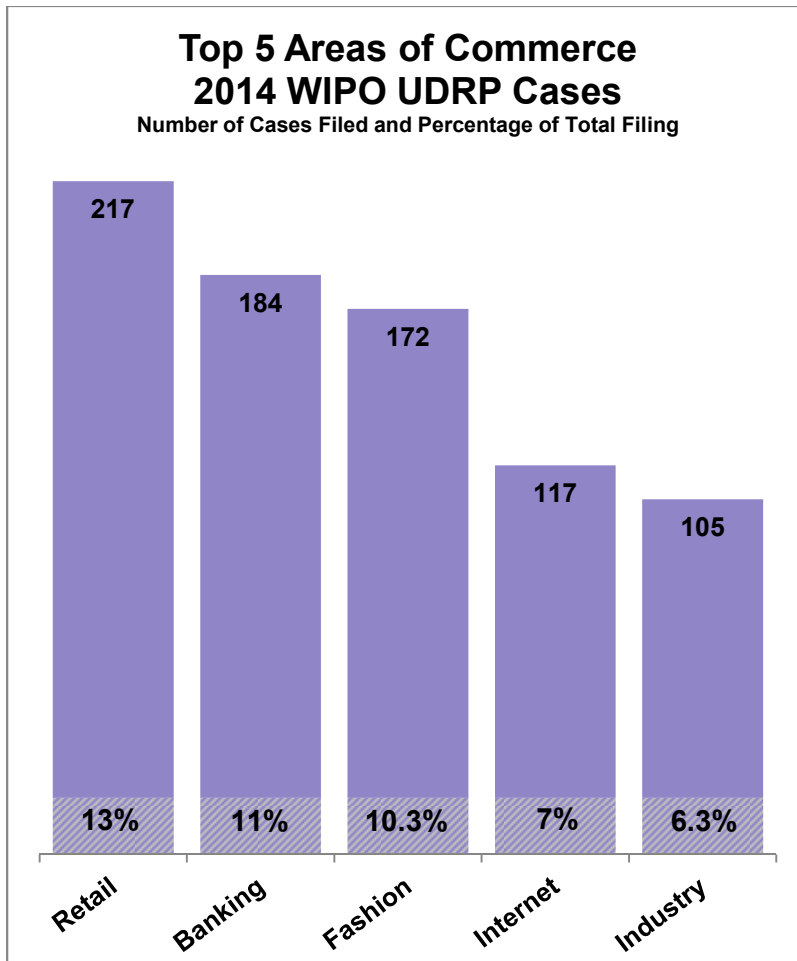
Domain Names

27. Since WIPO administered the first Uniform Domain Name Dispute Resolution Policy (UDRP) case in 1999, total WIPO case filings have passed the 32,000 mark, encompassing over 60,000 domain names.



The 2,015 domain name cases received by WIPO in 2015 so far are 3.9% above the number of cases received in the same period in 2014. Total WIPO cybersquatting case filings in 2014 increased by 2%, with 2,634 cases lodged by trademark owners alleging abuse of their mark.

28. WIPO UDRP cases in 2014 involved parties from 108 countries. The top three sectors of complainant activity were retail (13% of all cases), banking and finance (11%), and fashion (10%). Cases were decided by 297 WIPO panelists from 43 countries, with 16 different languages of proceedings. Country code Top-Level Domains (ccTLDs) accounted for 13% of all filings, with 71 national domain registries now designating this WIPO service.



29. Registrations in the new generic Top-Level Domains (gTLDs) that are being introduced have started to trigger UDRP cases. With nearly 800 new gTLDs operational out of the 1,400 that have been applied-for, cases involving these domains represent some 14% of WIPO's 2015 caseload to date.

IP Disputes

30. Cases were filed under the WIPO Mediation and Arbitration Rules in relation to patents, trademarks, software, R&D, and franchising. These cases were submitted by parties incorporating WIPO clauses in their IP transactions, but WIPO ADR is also increasingly integrated in more public IP contexts. In collaboration with interested IP and Copyright Offices, WIPO offers cost-effective options for parties to resolve their rights disputes before such Offices. For example, in 2015, the IP Office of the Philippines (IPOP HL) designated the Center

at the option of parties as administrator of mediation cases submitted with IPOPHL involving one or more parties domiciled outside the Philippines. Also in 2015, the Korea Copyright Commission and the Korea Creative Content Agency began offering a WIPO mediation option in cases involving an international party. Collaboration is also in progress with the Offices of Brazil, Colombia, Indonesia, Mexico and Singapore. Based on early experiences, the Center has just published a guide offering a practical primer for Offices considering the establishment of ADR programs.

31. In 2015 the Center developed the WIPO Fast-Track Intellectual Property Dispute Resolution Procedure for Palexpo Trade Fairs. This new mechanism, which aims to protect exhibitors' and non-exhibitors' IP rights against infringement of their copyright, trademarks or design rights, was used for the first time at the 2015 Geneva International Motor Show.

32. Having previously partnered with the Franchising and Licensing Association (Singapore) and the Spanish Association of Franchisors, the Center in 2015 concluded an agreement with the Swiss Franchise Association to raise awareness of ADR options for stakeholders.

33. Some of the top filers under the PCT are involved in standards-related disputes involving telecom patents in multiple jurisdictions. National courts and competition authorities in some jurisdictions have recently been encouraging parties to resolve such disputes through mediation and arbitration. In 2015, the WIPO Center collaborated with standard-setting organizations in the promotion of WIPO ADR options for disputes concerning fair, reasonable and non-discriminatory (FRAND) terms.

International Legal Framework

34. **Existing Treaties.** Since September 2014, there have been 20 new accessions to the 26 treaties administered by WIPO, the majority of which were accessions from developing countries. Four treaties (including the WIPO Convention) now have over 100 States party to them, and, guided by rates of accessions over the last five years, at least five more treaties are within reach of 100 Contracting Parties by 2020.

35. The Organization also expects that two of the last three international agreements concluded, namely the *Beijing Treaty on Audiovisual Performances* of 2012 and the *Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled* of 2013, which have nine and ten accessions respectively, will enter into force in the next biennium. Notably, these treaties have received the highest number of signatures of any WIPO treaty within the first year of their adoption: 74 and 80 signatories respectively, underscoring a broad commitment by WIPO Member States to their accession. To assist progress towards the entry into force of these treaties, we have worked to support Member States in preparing for their ratification or accession and implementation. Various regional and interregional meetings have been organized over the past year to provide Member States with practical information to facilitate ratification or accession and implementation of the treaties. Successful seminars and workshops were held, among others, for Portuguese-speaking countries (Praia, Cabo Verde), for Arabic-speaking countries (Muscat, Oman), for countries of the Asia and Pacific region (Singapore) and for Caucasian, Central Asian and Eastern European countries (Tbilisi, Georgia). In addition, in 2014 the Accessible Books Consortium (ABC) was launched with a view to supporting Member States in developing the tools and capacities that will enable beneficiaries to act immediately to create and distribute in accessible format books, textbooks and educational materials when the Marrakesh Treaty enters into force.

36. **Adoption of the Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications.** On May 20, 2015, the *Geneva Act of the Lisbon Agreement on Appellations of Origin and Geographical Indications* was adopted at a diplomatic conference held in Geneva. The new Act modernizes the existing 1958 Lisbon Agreement and, in doing so, opens an avenue for producers of origin-based products—such as coffee, tea, fruits, wine, pottery, glass and cloth—to register and protect the geographical indications (GIs) of their goods internationally. Until now, the Lisbon System only provided for registration and protection of the narrower category of appellations of origin (AOs), qualification for which usually involves compliance with more stringent requirements at the national level.

37. Both GIs and AOs are signs on products that have a specific geographical origin and a qualitative link between the product that they designate and that place of origin. In the case of a GI, a product must possess at least one quality or characteristic, or a reputation, that is attributable to that place of origin; while AOs are a particular kind of GI that have a stronger link, requiring the quality or characteristics of the product to result exclusively or essentially from the geographical origin.

38. In seeking to expand and further develop the legal framework, the treaty also accommodates the requirements of countries that use different legal systems to protect GIs. This will allow countries to implement the protection provided by the Geneva Act either through a *sui generis* AO or GI system, or through a trademark system using collective marks and certification marks. The new Act also modernizes the definition of the scope of protection, and provides several safeguard measures, including participatory procedures for challenging or invalidating the effect of a registration in a particular jurisdiction, or protecting prior trademark rights, personal names used in business, and rights based on a plant variety or animal breed denomination.

39. Twelve States have signed the Geneva Act, which will remain open for signature for twelve months from the date of its adoption, and will enter into force upon ratification or accession by five Contracting Parties.

40. **Copyright and Related Rights.** One of the major items discussed in the Standing Committee on Copyright and Related Rights (SCCR) for many years now has been the updating of the international legal framework for broadcasting. Existing international rules for broadcasting date from the Rome Convention of 1961, well before the Internet had been conceived and commercial activity on it permitted. The long-standing discussions within the SCCR gained a new momentum this year in two constructive meetings in which delegates were able to move the discussions forward on some key basic principles. Discussions were assisted by a day-long information session focused on current technological trends and developments in the rapidly changing broadcasting sector. Although the SCCR was unable to agree on a road map for a diplomatic conference to be held in 2016, Member States will have another opportunity in the coming year to agree on tangible outcomes.

41. In the SCCR, Member States also continued to discuss exceptions and limitations – for libraries and archives; educational, teaching and research institutions; and persons with disabilities other than visual impairment. The SCCR agreed to pursue an evidence-based discussion of the subject matter, and repeatedly expressed support for more sources of information. A study on limitations and exceptions for libraries and archives prepared by Professor Kenneth Crews, which covers the current situation in all 188 WIPO Member States, was welcomed by the SCCR, and several other studies are under preparation.

42. **Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT)**. The SCT continued its work on a draft Design Law Treaty (DLT) at its thirty-second and thirty-third sessions in November 2014 and May 2015. The draft DLT and the draft Regulations now comprise 32 articles and 17 rules, of which only a few are the subject of alternative options or proposals.

43. The SCT's work on the DLT aims to create a simpler and more efficient support for innovation in design industries by enabling easier access to the design protection system through the simplification of registration formalities. This work is particularly important since designs are of special significance to domestic or resident creators. Among all industrial property titles, industrial designs are the most overwhelmingly applied for by domestic users. According to the 2014 *World Intellectual Property Indicators*, 85.4% of the 1.24 million designs filed worldwide in 2013 were by resident applicants, who also accounted for the majority of filings at 15 of the top 20 filing offices.

44. **Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC)**. The 2014 General Assembly failed to make a decision on the work program of the IGC for 2015. The IGC has thus not met since 2014. The 2015 General Assembly is expected to discuss and agree on the renewal of the mandate of the IGC for the 2016-2017 biennium. Many Member States have great expectations of the IGC's negotiations, which have been long and arduous. Outcomes in this area, with implications for intellectual property policy, law and practice, are intended to benefit indigenous peoples, local communities and other stakeholders.

45. In 2015, the Secretariat continued to undertake, upon request, capacity-building and technical assistance activities aimed at equipping Member States and other stakeholders with a full understanding of the issues and options so as to enable them to make informed policy decisions in any future IGC meetings and at the regional and national levels. A new distance learning course was launched and, with financial contributions from the Australian Government and the Swiss Federal Institute of Intellectual Property, two international seminars were organized in Geneva to share practices, experiences and case studies regarding genetic resources, traditional knowledge and traditional cultural expressions. The seminars were widely welcomed.

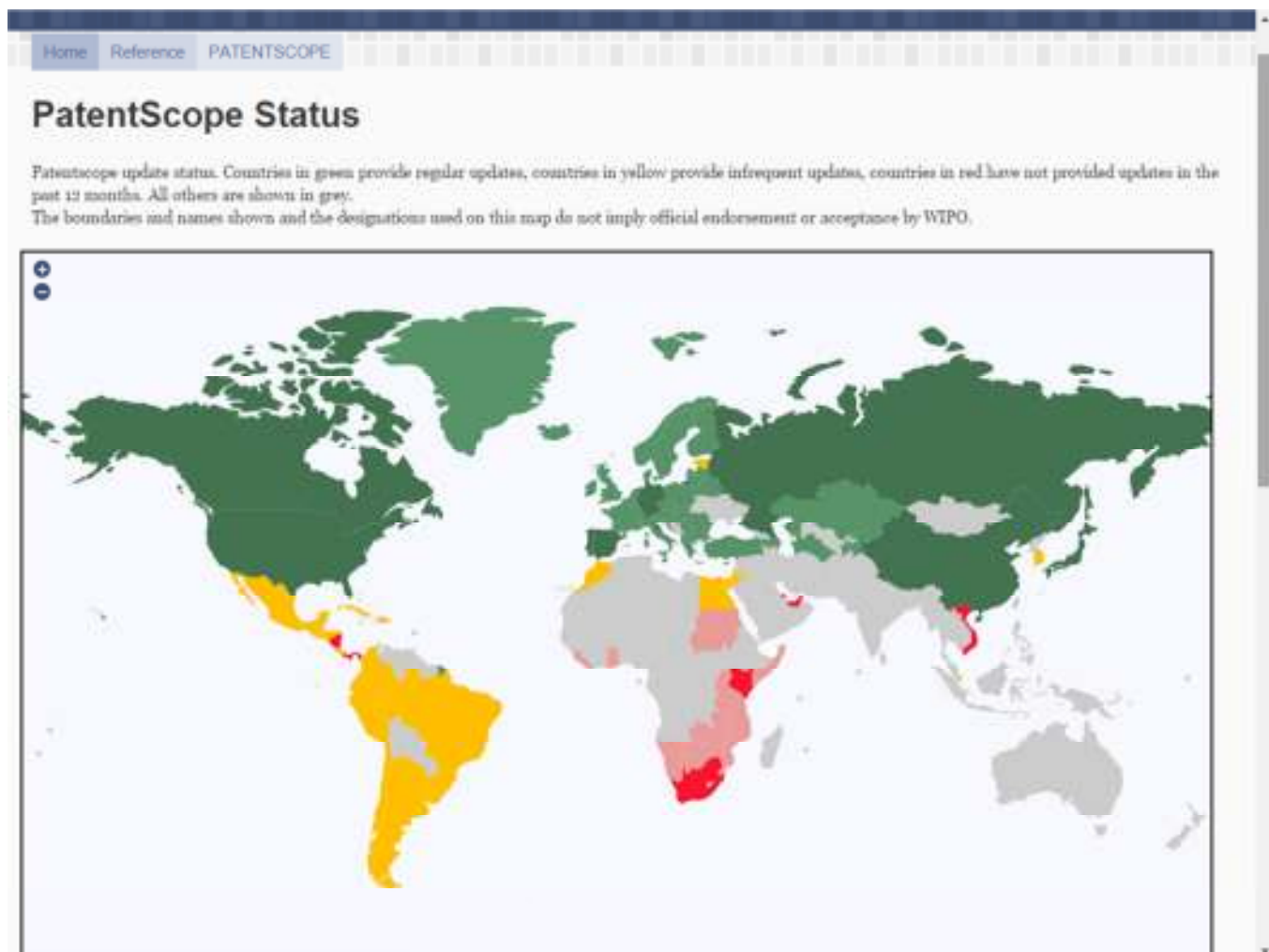
Global Databases, IT Tools and Platforms

46. Enormous progress had been made in the development and deployment of critical elements of the soft infrastructure that underlies the operation of the intellectual property system worldwide.

47. **Global Databases and Search Tools**. The Organization has five global databases that cover: the disclosures made through the filing and registration of all types of registered IP rights; national, regional and international laws and treaties in the field of IP; and IP statistics. These databases allow policy-makers, enterprises and academia to use the economic and business intelligence generated by the IP system. They provide an empirical basis for better policy analysis and business decisions, as well as access to technology and knowledge.

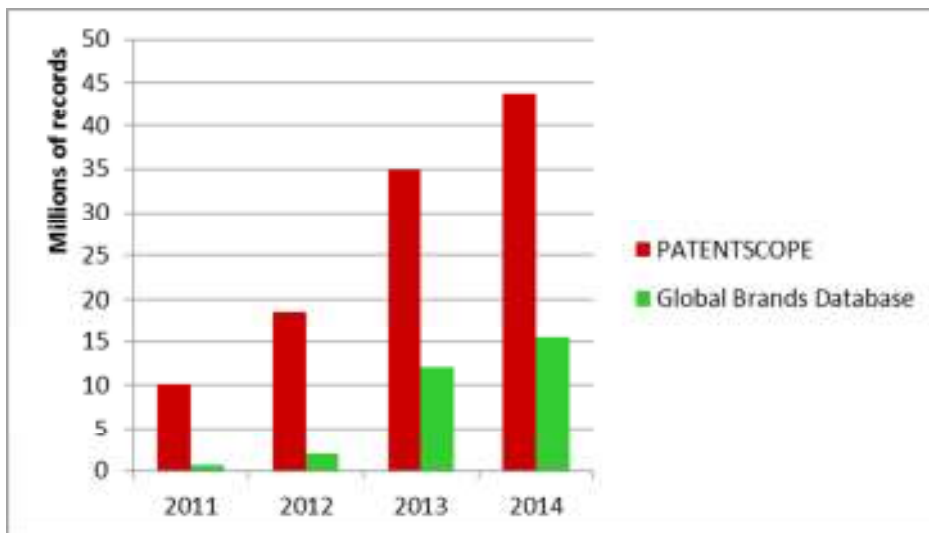
PATENTSCOPE

48. The Organization's patent database, PATENTSCOPE, has become a valuable and truly global patent database, with an increasing number of national IP Offices contributing their patent data (36 national IP Offices and three regional IP Offices (the African Regional Intellectual Property Organization (ARIPO), the Eurasian Patent Organization (EAPO) and the European Patent Office (EPO)), as indicated in the map below). WIPO has improved the usability, security and training with regard to PATENTSCOPE. By switching to https, for example, PATENTSCOPE traffic is now encrypted, ensuring that users' activity is not monitored. A new export function can transfer up to 10,000 search results to a spreadsheet for an enhanced visual and analytical presentation. In addition, access to patent legal status information was augmented by a new global portal, the Patent Register Portal, which was established in PATENTSCOPE by linking to the web sites of over 150 IP Offices around the world to obtain the legal status of national patents.



Global Brand Database and Global Design Database

49. The Global Brand Database holds trademark data from the Madrid System; appellations of origin data from the Lisbon System; emblems protected under Article 6ter of the Paris Convention; and national data on registered trademarks from 22 countries. 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, has been highly appreciated by both IP Offices and users, and work continues on further refining this function.

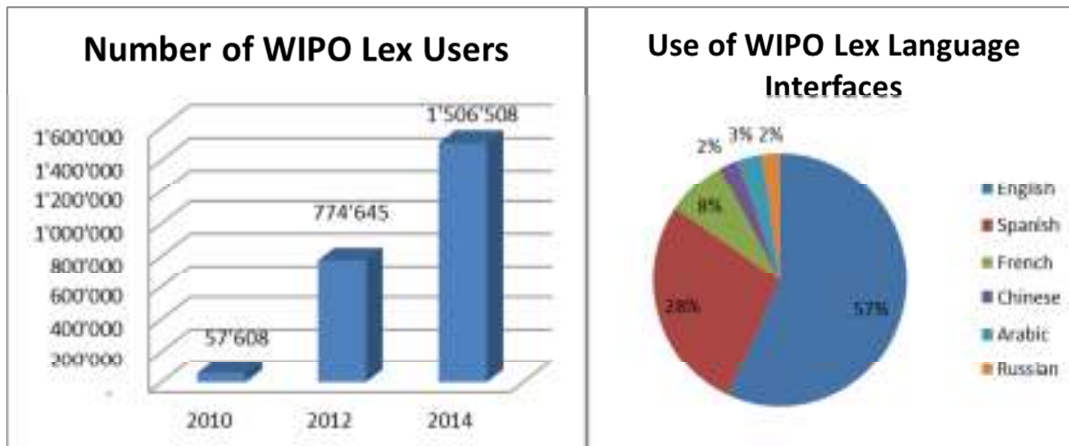


Evolution of the Content of PATENTSCOPE and the Global Brand Database

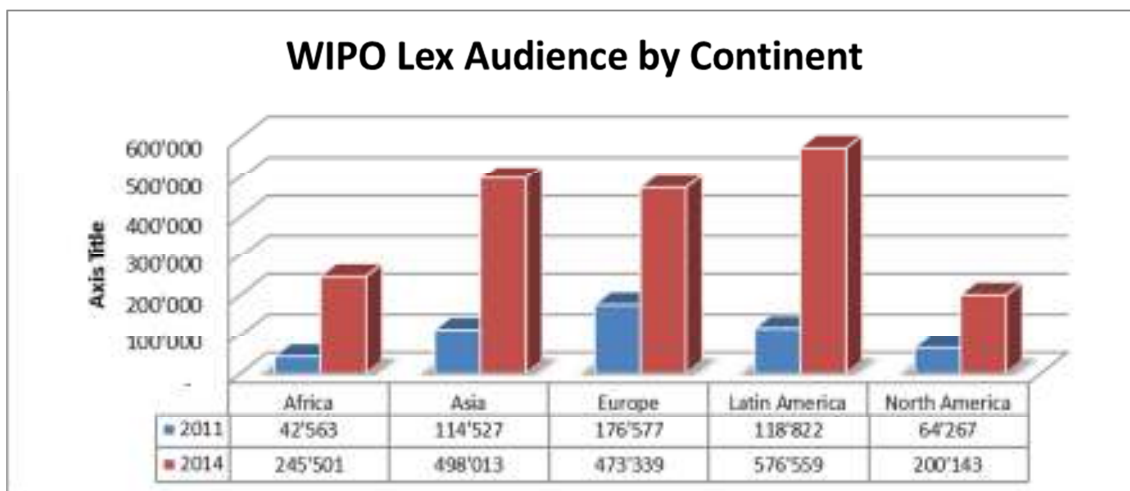
50. The Global Design Database was launched in January 2015 and offers design data from the Hague System and, at this stage, five collections of national data, namely from Canada, Japan, New Zealand, Spain and the United States of America. Further national collections will be uploaded in the coming months.

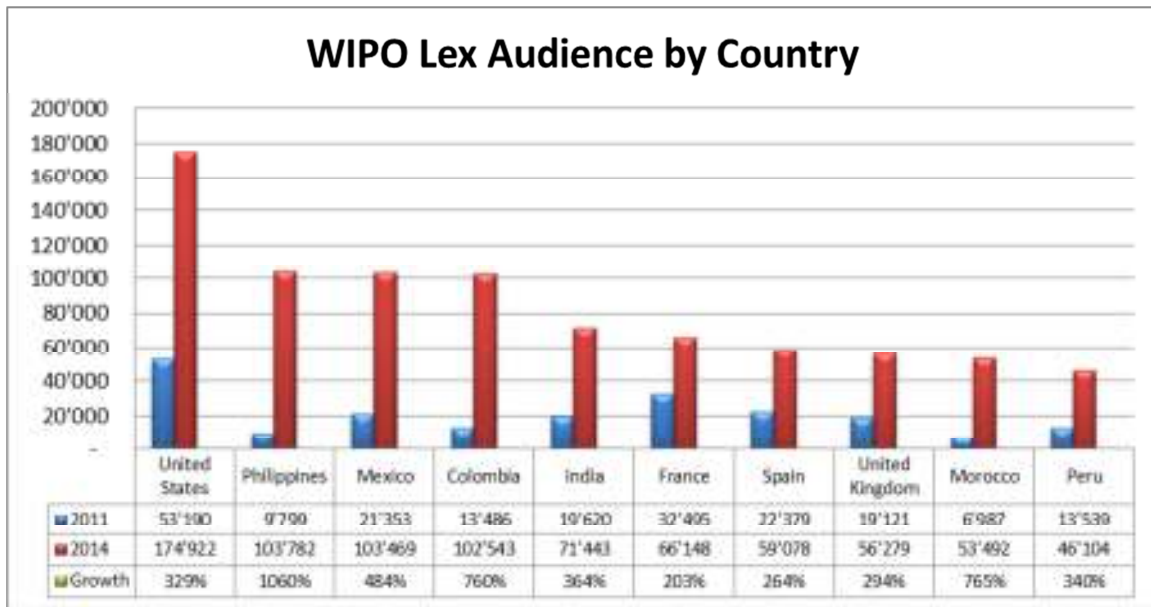
WIPO Lex

51. This year marks the fifth anniversary of the launch of WIPO Lex, the Organization's global database of IP laws and treaties. WIPO Lex is the most comprehensive, authoritative and reliable collection of IP laws, regulations and treaties of 196 countries. It contains over 13,000 legal documents, which are accessible through an interface in six languages. Although most of the documents are held in their original language, we endeavor to provide translations in all official UN languages wherever possible.



52. In 2014, WIPO Lex reached more than 1.5 million users, with several developing countries ranking among the top ten most active national audiences. In fact, Africa, Asia and Latin America have experienced a rapid increase in users of WIPO Lex, outperforming Europe and North America, where the audiences also continue to increase at a steady pace. For example, the Philippines climbed from 26th position in 2010 to become the second largest audience of WIPO Lex in both 2013 and 2014. The popularity of the newly added language interfaces (Arabic, Chinese and Russian) has grown substantially and has contributed to the increasing number of users of WIPO Lex.





Statistics

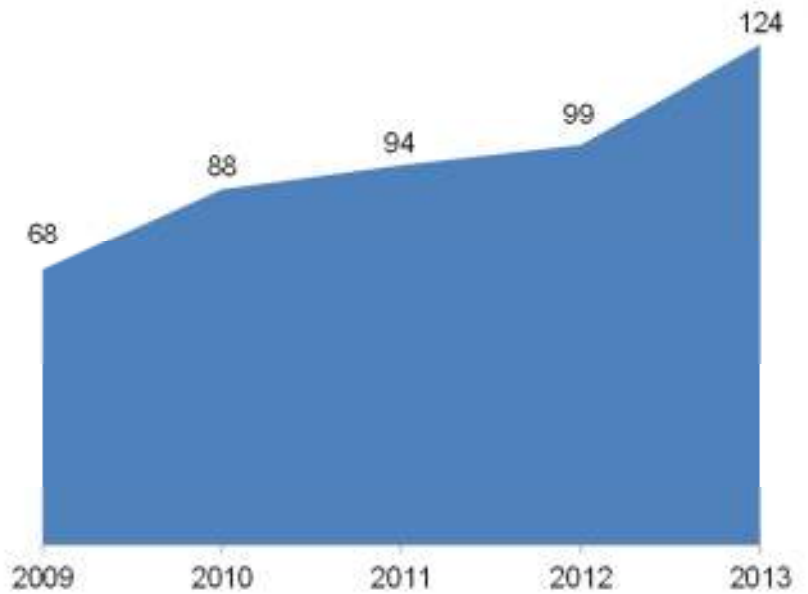
53. IP statistics have become an important metric informing a large variety of decision-makers. Patent and trademark offices worldwide rely on IP statistics to manage and plan their operations. As one of a few indicators available to track innovative activity across countries and over time, IP statistics also play a central role in monitoring the performance of innovation systems. WIPO's statistics resources therefore provide the resources for shaping views on the global IP system and innovation performance across the world.



WIPO's Statistics Products

54. We have collected and reported IP statistics going back to the late 19th century and today offer rich statistical information covering most global IP activity. Recognizing that different users have different statistical needs, WIPO provides access to this data through several freely available statistics products, from tailored downloads of raw data extracts through the IP Statistics Data Center, to overviews of the main global trends in our annual *World Intellectual Property Indicators* publication, and to summaries provided in the *IP Facts & Figures* booklet or

the Statistical Country Profiles. Finally, the Yearly Reviews of the PCT, Madrid, and Hague Systems offer statistical analysis of the evolution of these filing systems.



Coverage of WIPO's Statistical Data: Number of IP Offices Responding to Statistics Survey

55. We are grateful to national and regional patent Offices for sharing their annual statistics. We shall continuously strive to expand the coverage of our statistical data and are ready to assist those Offices that have not yet been able to report on their statistics.

Search Tools and International Classifications

56. WIPO administers four international classification systems (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), which were established by four treaties more than 40 years ago. The reporting period of 2014-15 marks a significant milestone in the on-going renovation of these systems. The two major systems are now updated more frequently, systematically, and extensively in response to advances in technology, the shortening life cycle of new goods and services, and the expansion of the global and cyber market places.

57. The IPC accelerated its pace of revision and updating, as shown by the number of new subdivisions adopted and introduced into the IPC, which increased from 340 in 2014 to 480 in 2015. The modification of the web-based platform for IPC publication, which introduced a new search tool and a new viewer for comparing the leading patent classification systems, greatly enhanced the usability of IPC publication, as evidenced by the sharp increase of 61% over the previous year in the number of visitors to the IPC online publication.

58. The Nice Classification successfully completed its first new revision cycle since the introduction of annual revision and publication in 2013 (previously revisions occurred every five years). The change in frequency of revision was needed to respond to a number of recent trends, such as the shorter life-cycle of products, more diversified and customized products and the greater variety of new services in cyber markets. Member States adopted some 490 new

entries and 760 changes for improvement and clarification in the list of goods and services. Class Headings started to be substantially revised for the first time in 25 years. The changes are expected to greatly simplify classification work when they are implemented in 2016. A new official language version in Spanish was launched, incorporating changes suggested by Member States.

Multilingual Tools

59. The Organization is firmly committed to improving access to IP data by lowering language barriers. The tools that have been developed internally in this area are unique and innovative.

60. We have developed a unique patent search query tool WIPO CLIR (Cross Lingual Information Retrieval), and enhanced its performance and coverage. It now allows users to automatically convert a simple monolingual search query into an expanded query in 12 languages, significantly improving the search return of patent information.

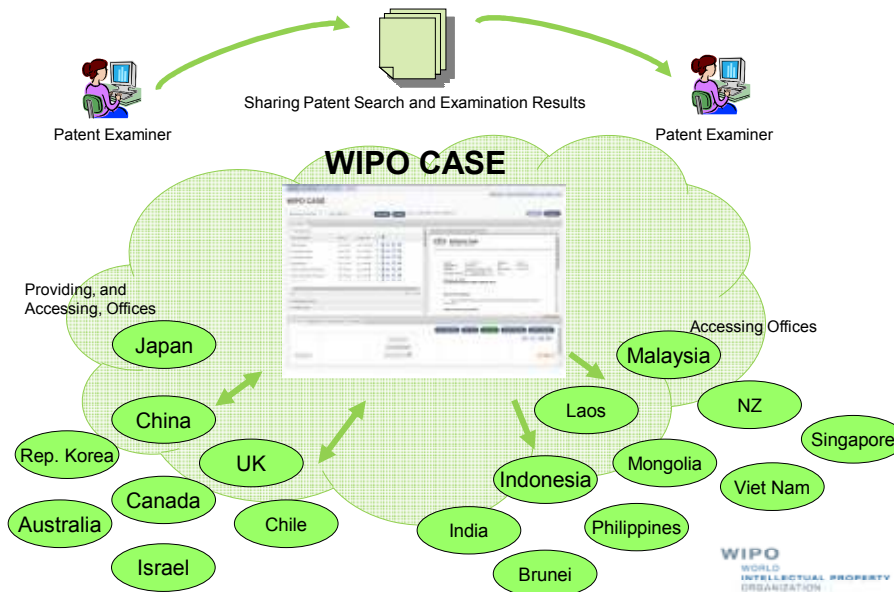
61. Our machine translation tool WIPO Translate, which is integrated in PATENTSCOPE, expanded its coverage to eight languages, allowing users to read the full text of patent documents in those languages. Its performance in translating patents consistently surpasses that of most common machine translation tools. Its excellence has been appreciated by sister organizations within the UN System. At the request of the Headquarters of the United Nations in New York and several Specialized Agencies of the UN, we have deployed customized variants of WIPO Translate in those organizations, which are actively using them to facilitate their translation work.

62. We launched WIPO Pearl, a multilingual terminology portal, to give access to scientific and technical terms derived from patent documents. Its linguistic search and concept map search greatly help promote accurate and consistent use of terminology across different languages (currently 10 languages, with 100,000 terms and 15,000 concepts), and make it easier to search and share scientific and technical knowledge.

63. **Global IP Platforms.** In an interconnected IP world, where IP behavior is also increasingly global, it is crucial to make data accessible to stakeholders on common and reliable technology platforms. The Organization made significant progress towards the completion of an array of global IP platforms to support IP Offices in administering and examining IP rights. In particular, we continued to operate and develop two platforms for the cost-effective exchange of IP documents between IP Offices– WIPO DAS (Digital Access Service) and WIPO CASE (Centralized Access to Search and Examination).

64. WIPO DAS is currently used by ten participating IP Offices. At the end of 2014, WIPO renovated the DAS portal to strengthen security and to enhance usability for applicants who wish to transfer a digital copy of a priority document.

65. WIPO CASE is being widely adopted, with three of the IP5 Offices now connected and others following soon. Used by a total of 18 IP Offices, WIPO CASE provides a global platform where IP Offices can share the results of patent search and examination and other related documents (dossier information), facilitating international collaboration in patent examination and enhancing the quality of patents. The Organization provides the policy framework for administering the CASE platform, as well as technical support.



WIPO CASE enables IP Offices to share search and examination results online

Development

66. In line with the recommendations of the Development Agenda, development cooperation has been mainstreamed in such a way that the development dimension is built into all parts of the Organization's programs. In addition to the work detailed above, which demonstrates the integration of the development dimension into all programs, the Organization carried out significant work directed specifically at improving the capacity of developing countries to participate in and use the intellectual property system.

67. **Designing IP Strategies.** Throughout the past year, we broadened our work on developing and helping to implement national IP strategies designed to provide a more supportive environment for innovation and creativity in developing countries, including the least developed countries (LDCs) and countries in transition. By the end of 2014, national IP strategies or development plans had either been adopted or were under implementation in a total of 37 countries (21 in Africa, two in the Arab region, eight in Asia and the Pacific and six in Latin America and the Caribbean), of which 17 were LDCs. In addition, a number of transition countries either adopted national IP strategies (Slovenia, Turkey and Tajikistan) or embarked on the development of a new strategy during the past year (Bulgaria, Georgia, Poland and Turkmenistan).

68. During the past year, we also refined our approach to technical cooperation, engaging in even closer dialogue with Member States to prioritize their critical needs, and to target more directly accountability and sustainability of results, building institutional capacity, and achieving tangible economic benefits for IP stakeholders. We continue to strive to better assess the outcomes of our assistance, and in the past year conducted two post-implementation evaluations in the Republic of Moldova and Serbia. The results of the evaluations to date

indicate that the successful implementation of national IP strategies has a positive impact on national economies, compared to the performance of economies at a similar stage of development.

69. **Regulatory Framework.** The Organization provides legislative advice at the request of countries seeking, in particular, to bring their laws into line with treaty requirements. Most of the requests for legislative advice received from Member States have been driven by an interest in joining particular WIPO copyright treaties, whether the newer treaties or the treaties that are already in force, including the Berne Convention, the WIPO Copyright Treaty (WCT) and the WIPO Performances and Phonograms Treaty (WPPT). In 2014, copyright legislative assistance was provided to 14 Member States at their request, and it is likely that at least the same amount of assistance will be provided in 2015. In the field of industrial property, legislative assistance was provided to 17 Member States and one intergovernmental organization.

70. **Economic Studies.** In order to design and implement effective IP strategies, a good understanding of local economic structures and how alternative policy choices affect economic performance is crucial. The Organization provides assistance to developing countries and LDCs to improve their capacity to conduct rigorous evidence-based studies to support IP policy-making. Under the framework set by the Committee on Development and Intellectual Property (CDIP), the Secretariat has conducted tailored studies across several regions, addressing both broad questions on IP and economy-wide performance and specific questions related to certain industries and IP forms. These studies draw on state-of-the-art research methodologies and are typically collaborative in nature, actively seeking the involvement of local researchers. In addition, they aim to create new datasets for economic analysis that remain available to researchers after the Organization's involvement has finished. The studies have contributed to IP policy discussions in beneficiary countries and, in at least one case, to legislative reforms. They also enhance the overall academic discourse on IP and socioeconomic performance, with WIPO studies being frequently presented at international conferences and cited in scientific journal articles.

71. **Capacity Building.** WIPO's strategic, legislative and economic policy assistance is complemented by capacity-building activities requested by developing countries in order to take stock of the practical implications of adherence to WIPO-administered treaties. In the past year, the Organization conducted a number of activities for both current Contracting States of, and States considering accession to, the PCT, Madrid and Hague Treaties. Over 3,500 participants from more than 60 countries participated in these activities. In addition, outreach involved the use of webinars, with 17 PCT-themed webinars held this year. Distance learning courses are also proving to be particularly valuable in this respect, with 2,686 people reached through the introductory PCT course in 2014 alone, many of whom accessed the course from developing and transition countries. More general IP capacity-building programs were also held and were widely attended at the national, regional, and inter-regional levels, attracting approximately 3,000 officials and stakeholders from 94 developing countries and five regional intergovernmental organizations.

72. The Development Agenda project on strengthening the audiovisual industry in Burkina Faso, Kenya and Senegal yielded excellent results in 2015, with well-attended training workshops held in all three countries. These were conducted in close consultation with the designated national focal points, as well as with the *Organisation internationale de la Francophonie* (OIF). This project provides film professionals with practical tools to better utilize the copyright framework for raising production finance and generating revenue opportunities

through improved contractual practices, better management of audiovisual rights and transactions, secure distribution, and revenue flows through the development of legal value chains. It assists developing countries in building a sustainable infrastructure in which the audiovisual industry can thrive and make a significant contribution to growth, creativity and job creation.

73. **WIPO Academy.** Demand for training provided by the WIPO Academy continues to grow, reflecting the success of the Academy as the Organization's key instrument in enhancing the capacity of all countries to benefit from the international IP system. In response, the Academy has streamlined its operations to maintain the balanced and cost-efficient geographical distribution of its work, and has conducted training needs assessments to inform the design of courses to meet the changing priorities and needs of Member States.

74. In 2014, the Academy continued to provide a rich portfolio of general and specialized courses, using interdisciplinary approaches and catering to a wide range of audiences. The Distance Learning Program reached 34,935 people from 193 countries, through 71 courses delivered in nine languages, benefiting from the knowledge of a network of 180 international IP experts. Approximately 2,300 requests for scholarships were granted for these participants. The extensive offerings of the distance learning courses are continually enhanced, with the development in 2014 of timely new courses, such as a course on IP and Access to Medicines developed jointly with the World Health Organization and the World Trade Organization. One of the best indicators of success in 2014 has been the proactive role played by WIPO-supported tutors who are members of national IP Offices in LDCs, developing and transition countries, and who increasingly deliver courses customized to their national IP strategies.

75. Programs targeted at specific audiences are also offered. For example, the Professional Development Program trained 216 IP officials (55% of whom were women) from LDCs, developing and transition countries in both conventional and emerging IP areas; the Academic Institutions Program, in partnership with local universities, offered six joint Masters programs in three languages in Argentina, Australia, Cameroon, Italy, Republic of Korea and Zimbabwe, benefiting 179 graduating students, 92 of whom received WIPO fellowships. This Program also extends to the conduct of summer school courses, which in 2014 benefited more than 350 graduate and post-graduate students and young professionals. The Start-Up National Academies Project also provided assistance to eight Member States, of which five are already conducting training for national and regional audiences delivered by 86 certified trainers, over 60% of whom are women.

76. **Building Respect for IP.** Member States have consistently voiced support for raising awareness of the value of IP and of the negative effects of counterfeiting and piracy and, in this manner, complementing enforcement activities with prevention efforts. Accordingly, the Organization's programs seek to provide assistance not only for establishing legal and regulatory frameworks, but also for strategic cooperation to promote greater public awareness. In 2014, in response to the strong interest of Member States, the Organization undertook a survey of national awareness-raising activities focused on children and the use of communications techniques, particularly social media, in public education activities. It prepared, with financial support from the Republic of Korea, five lesson plans for children aged 10 to 15, which will be valuable resources in meeting the requests of other Member States. Similarly, in response to suggestions made in evaluations of our programs, the Organization has been shifting its capacity-building focus from direct delivery to strengthening existing specialized training institutions. As an example, a Training Manual on IP Crime Prosecution was developed for use in the training of law enforcement officials and prosecutors to provide

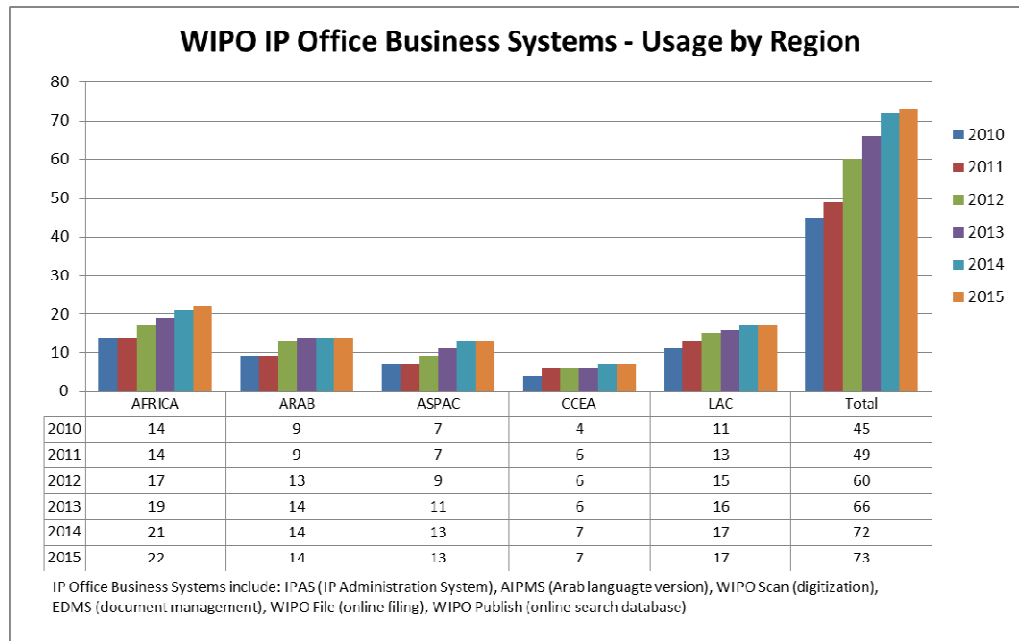
practical, easily understandable and balanced guidance on the requirements for investigation and prosecution of IP crimes.

77. **Inventor Assistance Program (IAP)**. The IAP is the first initiative of its kind to connect inventors from developing countries with volunteer patent attorneys in their own country in order to secure patent protection for their inventions. The Program was born out of a joint project launched in association with the World Economic Forum in April 2015, with the aim of increasing access to the patent system for under-resourced inventors and small businesses, and thus benefiting the state of innovation and society in general. The Program pilot has started in Colombia, and is expected to include another two countries (in Asia and Africa) by the end of 2015, with the ultimate goal of extending the Program to those developing countries with low levels of filings and high numbers of rejections due to unmet formal requirements.

78. **Universities and SMEs**. Despite forming the bedrock of most economies, Small and Medium-Sized Enterprises (SMEs) generally underutilize the IP system and do not take advantage of the role that IP can play in enhancing their competitiveness. The Organization has sought to create a community of trainers with adequate knowledge, skills and experience to provide ongoing support to SMEs in the management of their IP assets. In the past year, training of trainers programs were provided to some 600 potential trainers in 14 countries, with a further 700 participants taking part in an annual joint certificate course on IP and Business organized in cooperation with the Korean Intellectual Property Office. In addition, tailored training for around 100 women inventors and entrepreneurs from nine countries was provided at the International Workshop for Women Inventors and Entrepreneurs.

79. The particular challenges faced by universities and research institutions have received attention. In the past year, universities and research institutions were incorporated into longer-term development projects, and specific technical training was provided, such as a licensing course on the application of information and communication technologies (ICT) in the life sciences, organized for the Technological Institute of Monterey, Mexico.

80. **Technical Infrastructure**. For national IP Offices to be able to provide high quality, efficient and cost-effective management of IP rights, and to do so sustainably in the long term, they require modern and effective technical infrastructure. At the request of a large number of LDCs and developing countries, the Organization has strengthened its assistance in relation to technical infrastructure. Most prominently, WIPO provides free-of-charge software suites designed to support IP Offices in developing countries to achieve the structural stability required to perform their important role.

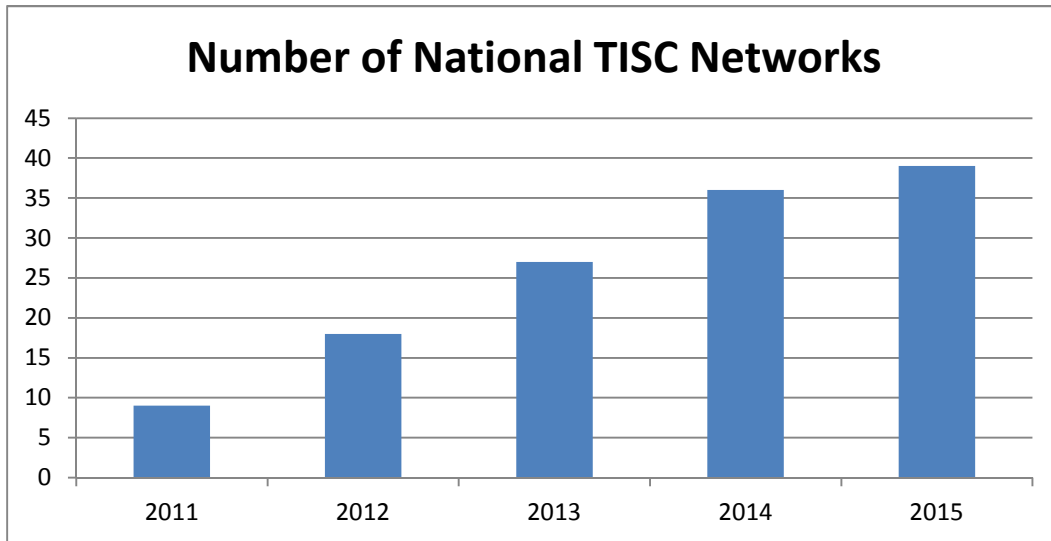


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81. The IP Office Administration System (IPAS) is an example of this. IPAS supports the processing of IP applications in some 70 IP Offices, and provides fully automated workflow management for IP Offices. We have recently upgraded IPAS not only to enable IP Offices to go fully online with their business operations, but also to provide full support for Arabic language and paperless processing. A new product, WIPO File, will enable IP offices to receive applications online and can optionally be integrated with national e-payment systems. Another new product, WIPO Publish, will enable offices to make all their IP information available and fully searchable online, as well as to integrate it into WIPO's global databases. To provide effective support to many users and a wide range of products, the program has recently implemented an IPAS Helpdesk to provide timely response and assistance to offices.

82. In the area of copyright technical infrastructure, a new project to develop software suitable for the internationally networked collective management of copyright, WIPO Connect, was launched in 2014. WIPO Connect has already made good progress, with its business requirements being established by a Business Expert Group, and the proof of concept successfully completed in July 2015. The system is planned for deployment in developing countries and LDCs in 2016.

83. The Organization's program for Technology and Innovation Support Centers (TISCs) has been particularly popular. Since the establishment of the first TISC in 2009, the Organization has sought to address access to knowledge in developing countries and LDCs by establishing TISCs to provide local creators with access to high quality IP resources. In the past year alone, ten new countries have joined the TISC program, reaching the significant milestone of 50 participating Member States.



The number of previously established TISCs is approaching 400 in 40 of those countries. The growth of the program is supported by continued capacity- building activities, which included 25 onsite training events over the last year, complemented by online e-tutorials, webinars, and by eTISC - an online platform currently used by more than 1,300 officials of TISCs around the world to share knowledge and experiences and to promote collaboration and networking.

84. The TAG of Excellence project (TAG) entered its second year as a voluntary international quality assurance standard for collective management organizations (CMOs). In 2014, a Compendium of Good Practices Concerning the Collective Management of Copyright and Related Rights was developed which, when released, will serve as a practical guide for CMOs on achieving and improving transparency, accountability and good governance.

Public Private Partnerships

85. The Organization manages several very successful public-private partnerships, which provide a means of leveraging the intellectual and financial assets of the private sector in support of the Organization's programs.

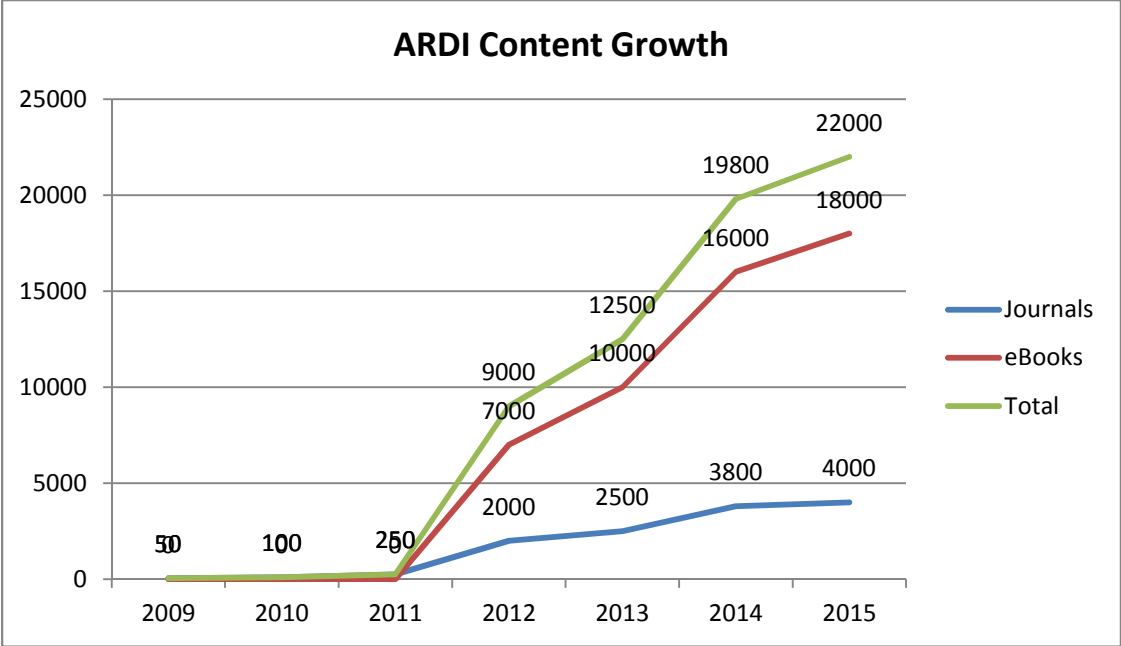
86. **WIPO Re:Search.** Recognizing the need to catalyze new worldwide research partnerships to tackle the dearth of progress in research on Neglected Tropical Diseases (NTDs), malaria and tuberculosis, in 2011 WIPO launched WIPO Re:Search to help broker partnerships between public and private sector organizations. The platform is intended to provide a forum through which the relevant knowledge, IP, compounds, expertise and facilities can be voluntarily licensed and shared, and ultimately lead to collaboration agreements and patent licenses being granted on a royalty-free basis. As of July 2015, WIPO Re:Search had 94 members, including pharmaceutical companies, academic institutions, product development partnerships, and research institutions in developing countries, particularly in Africa.

87. To unlock the potential of this network, the Partnership Hub administered by BIO Ventures for Global Health (BVGH), a non-profit specializing in global health, proactively connects members to establish productive collaborations. To date, 89 collaborations have been established and, with the generous financial support of the Governments of Australia and Japan, five scientists from developing countries have undertaken research visits with WIPO Re:Search Members in 2013 and 2014. A sixth will begin a six-month research visit in the latter half of 2015.

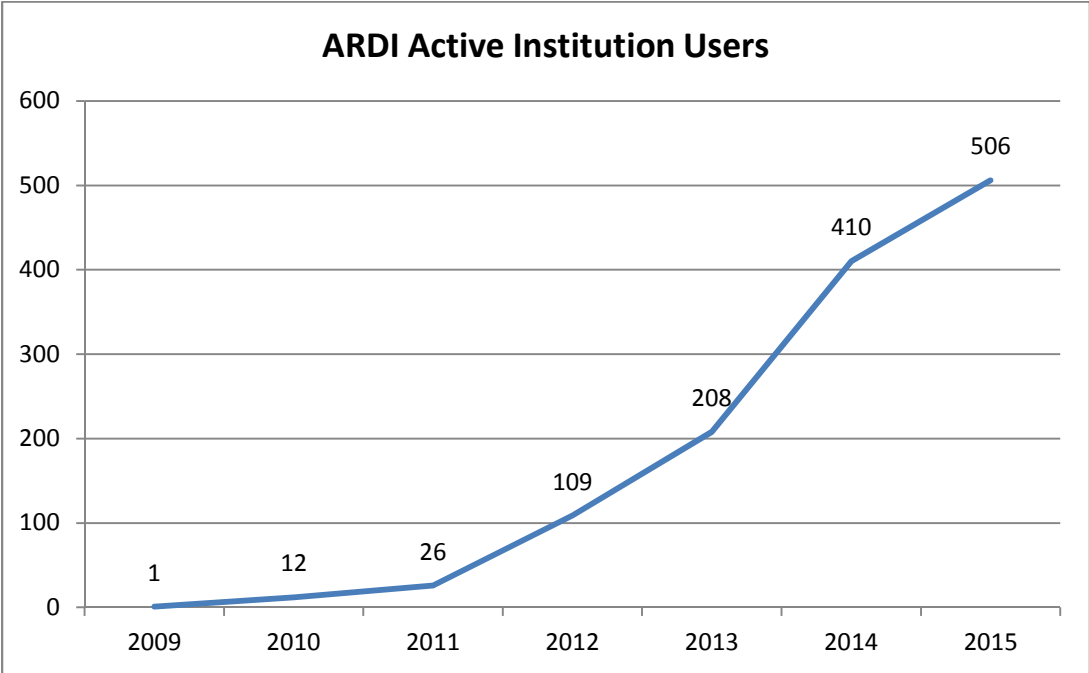
88. **WIPO GREEN.** The WIPO GREEN marketplace allows access to green technologies (and related IP assets) at all stages of development, and connects green technology providers with innovators seeking solutions, in order to allow collaboration, sharing and transfer of skills, licensing and sale. The WIPO GREEN database now lists over 2,000 offers of green needs, technologies and services, while the growing network comprises 59 partners worldwide who work to catalyze agreements or to assist in transactions aimed at promoting innovation and diffusion, particularly in developing countries.

89. In the past year, projects generously funded by the Government of Japan have tackled wastewater treatment needs and technologies in Indonesia, the Philippines and Viet Nam, with a water and agriculture project soon to follow in East Africa. A match-making seminar was held in Manila, in cooperation with the Climate Technology Center and Network (CTCN), the Intellectual Property Office of the Philippines and the Asian Development Bank (ADB).

90. **ARDI and ASPI.** The past year saw significant growth in access to scientific and technical periodicals and commercial databases provided to individuals and institutions in developing countries and LDCs through the Organization's ARDI and ASPI programs. The Access to Research for Development and Innovation (ARDI) program offers free or affordable access to scientific and technical journals in developing countries and LDCs, in collaboration with publishing industry partners. Its content has significantly expanded and, as at 2015, the number of users has grown from 300 to over 500 institutions from 72 countries, who have access to 20,000 journals, books and reference works. In a similar vein, the Access to Specialized Patent Information (ASPI) program, which provides users in LDCs and developing countries with access to commercial patent databases, more than doubled its users from 20 institutions to over 40 in 2015.



WIPO's ARDI is one of four programs of the United Nations public-private partnership,
"Research for Life"



91. **The Accessible Books Consortium (ABC).** Since its launch a little more than a year ago, this multi-stakeholder alliance has sped toward implementing the objective of the Marrakesh VIP Treaty to end the book famine, by offering a practical vehicle for increasing the number of books in accessible formats that are available to people who are blind, visually impaired or otherwise print disabled. In its first year of operation, the ABC's Book Service has already facilitated the lending of accessible books to over 31,000 people who are print disabled, as well as achieving several significant milestones. The ABC has received the commitment of twelve major publishers and five publisher associations to make their e-books and other digital publications accessible to the print disabled by signing the ABC- sponsored Charter for Accessible Publishing. In April, two ABC members—Bangladesh's Young Power in Social Action (YPSA) and Cambridge University Press—were recognized with awards at the London Book Fair International Excellence Awards 2015.

In its first year of operation, the Accessible Books Consortium has already made milestones:

290,000 titles held in over 55 languages;

Over **31,000 persons** who are print disabled borrowed accessible books;

Libraries saved **USD 6 million** in production costs by being able to download 3,000 electronic books into their collections; and

Over **1,580 educational books** in accessible format were produced in national languages to benefit **23,500 print disabled students in Bangladesh, India, Nepal and Sri Lanka.**¹

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Global Reference Resources

92. In addition to the global databases mentioned above, recognizing the central economic role of intellectual property, the Organization produces several reference works in the field of economics. Governments acknowledge the key role that new technologies and new business models play in generating long-term economic growth and addressing a variety of societal challenges. They actively invest in the knowledge economy and strive to promote an

environment in which new ideas flourish and find their way into the marketplace. Measuring success in the knowledge economy, and understanding which approaches to innovation policy-making work best, has thus become critical.

93. WIPO supports the efforts of policy-makers by publishing several resources that monitor and analyze innovation performance worldwide. The resource of broadest scope is the Global Innovation Index (GII) – developed jointly with Cornell University and INSEAD. The GII surveys more than 140 economies, using a wide range of indicators that seek to capture the multifaceted dimensions of innovation. In addition to providing a global ranking of innovation performance, the GII identifies the key comparative strengths and weaknesses of national innovation systems. It helps governments in refining their innovation policies and monitoring progress. In September 2015, the GII was launched in London in collaboration with the UK Government and in the presence of the UK Minister for Intellectual Property, Baroness Neville-Rolfe. Some of the most influential international news media covered the release of the GII, including *The Economist*, the BBC and CNBC. In addition, the GII saw extensive coverage in national newspapers and television programs around the world. Senior policymakers have already referred to the new ranking in speeches and on social media. The 2015 edition of the GII will also be presented at several policy events in different regions in the final quarter of the year.

94. Two other global reference sources focus on the role of intellectual property in the innovation system. As mentioned above, WIPO's annual *World Intellectual Property Indicators* provides an overview of the latest global trends in the use of patents, trademarks, industrial designs and plant varieties, drawing on WIPO's annual statistics survey. Finally, the *World Intellectual Property Report* is an analytical report that explores the role of IP in today's global marketplace. It is published every two years, with the 2013 report focused on brands and the forthcoming 2015 report focused on economic growth and breakthrough innovation. Through this report series, the Organization seeks to explain, clarify and offer fresh insights into the contributions of the IP system, hoping to facilitate evidence-based policy-making. Like the GII, the World IP Indicators and World IP Reports receive regular media coverage and are frequently cited in policy documents and academic research.



The WIPO Campus

95. The completion of the new WIPO Conference Hall for the 2014 Assemblies marked a major step in the evolution of the WIPO Campus, providing a preferred forum for intergovernmental meetings for WIPO in its own premises, as well as for other UN Agencies and other entities that have chosen the hall for the organization of important meetings. With the delivery of the New Building in 2011, the new WIPO Conference Hall in 2014, and the security perimeter alongside the public domain, the WIPO Campus is now complete, with the exception of a few elements of the exterior landscaping, including new trees, which will be in place next winter.

96. From the outside, the WIPO Campus has established itself as a significant landmark in the neighborhood, thanks to its unique architectural presence on the Place des Nations. The evidence of ownership by the WIPO staff and delegates, as well as the inhabitants, is illustrated every day by the flow of people across the WIPO Campus. From the inside, the WIPO Campus has benefited from a tremendous enhancement of its technical and technological functionalities in a high quality architectural setting, the new areas finding their space amongst the pre-existing areas in such a manner that it seems each part was meant to coexist seamlessly with the other. The number and variety of meeting rooms in several buildings of the WIPO Campus has seen a major increase since 2011, from 12 to 18 rooms (+50%), while the total number of available seats increased from 646 to 1686 (+160%) and the number of interpretation booths from 18 to 33 (+83%).

97. The WIPO Campus has several features demonstrating sustainability and respect for the environment, such as the choice of wood, natural stone, natural light and natural air as construction materials or systems, as well as new trees, flowers and vegetation roofs to foster biodiversity. Particular mention should be made of the cooling system using water from Lake Geneva (for all buildings now), since it uses locally generated energy, as well as a technological solution for the future with a reduced impact on water consumption. On September 25, 2015, the new WIPO Conference Hall was awarded both a special mention for its “exemplary valorization of wood as construction material (*valorisation exemplaire du matériau bois*)” by the 2015 Lignum Jury, the Swiss wood construction association, as well as the “Swiss origin wood” label recognizing its use in the structure of wood from local Swiss forests certified “FSC” (Forest Stewardship Council).

External Offices

98. WIPO’s network of External Offices expanded in the summer of 2014 with the opening of offices in China and the Russian Federation. These two new offices joined existing offices in Brazil, Japan and Singapore, extending the Organization’s global presence. The External Offices enable the Organization to reach out more effectively to, and to engage with, our Member States and stakeholders, and thereby enhance program delivery and cooperation.

99. The External Offices are providing a host of cost-effective services on the ground. They act as support centers for the Global IP Systems; deliver technical assistance as part of the global infrastructure programs; deliver capacity-building activities facilitating the use of IP for development; promote WIPO-administered treaties; effectively communicate with a broad spectrum of local and regional communities; conduct targeted outreach and forge closer relationships with stakeholders; and offer round-the-clock services to ensure the availability of the services of the Organization outside Geneva business hours. Since the recent renovation

of the web pages of each External Office, they now have an enhanced set of communication tools to provide targeted information in local languages.

100. These capabilities have allowed, for example, the WIPO Japan Office to effectively promote the Hague System to Japanese users, both prior to the System coming into force in Japan in May 2015 and subsequently. In the Russian Federation, the Office has assisted in the creation of appropriate IP policies by universities and research institutions in various parts of the country. The WIPO Office in China has reinforced the role of copyright in areas such as the film industry, while promoting the use of the PCT System to users and business associations in various regions in the country. The Brazil Office has promoted the creation of suitable innovation policies and institutional strategies among technology transfer offices. And the WIPO Singapore Office has promoted the use of the Madrid System to government officials and users across the ASEAN region.

101. With the expansion of our offices on such a geographically disparate scale, we have been cognizant of the need to maintain strong cohesion and communication between External Offices and Headquarters, and between the External Offices themselves, both substantively and operationally. In January 2015, the first meeting of heads of offices was held in Geneva, providing an opportunity for our offices to engage intensely with sectors and units across the Organization. Bi-monthly video conferences with Offices continue to reinforce these linkages.

102. To harmonize processes and procedures, a number of working groups have examined our operations and made recommendations to streamline them and to ensure that the functioning of the Offices is fully integrated into the working of the Organization in such key areas as IT, premises and security, communications, human resources, planning, business continuity and protocol and events. A significant challenge has been the expansion of the technical backbone required to make seamless integration a reality. A critical initiative for coherence in this regard is the Global Office Architecture project, which ensures that all External Offices benefit from the same IT connectivity and services, as well as the same level of security, as those available to colleagues in Headquarters by the end of 2015.

Communications and Outreach

103. In the past year, several improvements have been introduced in communication tools and systems in order to reach a growing audience more effectively.

104. The **WIPO Wire**. The new WIPO Wire newsletter was launched in six language versions, presenting a short, bi-weekly selection of WIPO news, features, video clips and resource tips for busy stakeholders wanting to stay abreast of WIPO's services and activities. We were delighted to welcome 8,050 subscribers from 153 countries within the first month of the launch.

105. **WIPO Newsletter Platform**. Launched in June, the new six-language e-newsletter platform now offers 27 newsletters catering to specific interests. The platform includes analytics that enhance the Organization's ability to understand and respond to what stakeholders want.

106. **World IP Day**. Engagement with the global IP community and the interested public was strengthened through the celebration of World IP Day in 2015. IP Offices, schools and organizations in Member States participated enthusiastically in World IP Day activities on the

theme of “Get Up, Stand Up. For Music,” with some 350 events reported in 105 countries and over 800,000 views of our World IP Day content on Facebook. The campaign gained high-profile endorsements, support and commentary from a wide range of industry and artist groups, the Bob Marley Foundation, the Keith Haring Foundation, the U.S. Senate, and Grateful Dead co-founder Bob Weir.

107. **Media.** On social media, our Twitter presence climbed to some 26,000 followers and over two million impressions. Lifetime views of WIPO videos on our YouTube channel sailed past the 8.4 million mark, while total views of WIPO photos on Flickr passed 3 million. WIPO's new LinkedIn presence proved a popular, valuable addition to our recruitment tools.

Our Resources Are Our People

108. The extensive and diverse range of services, programs and activities that have been provided in the past year have been possible only through the dedicated engagement of the staff, the most important asset of the Organization, to whom I should like to express my gratitude for their excellent work and my congratulations on their fine achievements.

109. A number of initiatives have sought to ensure that the Organization meets the objective of the HR Strategy, established in late 2013, of promoting an agile and fit-for-purpose workforce. Results are being achieved in the three key human resource areas of workforce planning, staff development and performance management.

110. Program needs drive recruitment and the deployment of talent in the Organization. Starting with the 2014-2015 biennium, identification of workforce requirements has been integrated into management planning at all levels in order to support delivery of the Organization's programs. Full systems integration of this process will be achieved in the biennial planning for 2016-2017.

111. To meet the evolving needs of the Organization and to align skills with needs, roles requiring new skills were created in, amongst other areas, digital communication, information technology, business continuity and economics. This enhancement of the diversity of talent was achieved without increasing headcount. Efforts have been intensified to broaden the pool of candidates for these new jobs by establishing recruitment links directly with rich sources of prospective talent (such as universities, professional organizations and national IP Offices) and through outreach campaigns targeting Member States that are unrepresented or poorly represented within the Organization's workforce. The use of social media platforms and other web-based announcements in addition to traditional print advertising has enabled the Organization to reach a much wider range of candidates. Gender balance considerations have been incorporated in the recruitment and selection processes. Steady progress has been achieved in both the gender and geographical profile of the Organization's workforce.

112. The Organization continues to invest in initiatives that develop staff skills and that are vital to maintaining a highly qualified, high-performing workforce. A new Learning and Development Policy started in 2014 to facilitate skills acquisition. Training programs on non-verbal communication, coaching, conflict resolution and stress management for managers were conducted, as well as workshops to improve managerial skills in the areas of project management, quality and risk management. In 2014, 22 staff also benefited from academic support extended by the Organization, through tuition subsidy and time allowance, towards obtaining a first degree, advanced degree or other qualifications relevant to their work.

113. Performance management processes are key to effective talent management. They place the focus on outcomes consistent with the Organization's results-based management strategy. The growing maturity of these processes led to the issuance last year of a well-defined regulatory framework, firming up guidelines to obtain better manager and staff engagement in building a work environment that recognizes, supports and develops top performance. The pilot Rewards and Recognition Program launched in July 2013 has been extended following positive evaluation results and staff feedback. Parallel human resource initiatives, such as the updating of job descriptions and coaching training for managers, have strengthened performance management capacity.

114. The installation and continued development of business intelligence systems have improved efficiency in human resource processes and services. A suite of self-help functions for staff was launched and is fast becoming operational, creating a shared, collaborative and client-friendly operational human resource environment, while freeing human resource specialist attention to focus on more complex human resource support tasks.

[Annex II follows]