Report of the Director General to the WIPO Assemblies

The Year in Review
INNOVATING TO COMBAT CLIMATE CHANGE

November 2013 saw the roll-out of a new online marketplace to promote the development and transfer of green technologies. WIPO GREEN connects providers of technology—from wind power to bamboo bikes— with people seeking solutions. According to a June 2014 WIPO Patent Landscape Report, more patents were filed in the last five years for climate change mitigation technologies (biofuels, solar thermal, solar photovoltaics and wind energy) than in the previous 30 years—with Asian countries driving the surge.
Report of the Director General to the WIPO Assemblies 2014

1. I am very pleased to have the opportunity to present the work accomplished by the Organization during the year that has passed since the last meeting of the WIPO Assemblies in September 2013.

Financial Performance

2. The financial condition of the Organization continues to be very sound. We completed the 2012-2013 biennium with an overall surplus of CHF 34.6 million. The income for the biennium was CHF 680 million, 5.1% higher than the budget target, largely as a consequence of higher-than-forecast growth rates in our Global IP Systems, particularly the Patent Cooperation Treaty (PCT). Expenditure for the biennium was CHF 612 million, which was 5.6% lower than the budgeted amount. The savings achieved on expenditure resulted from cost efficiencies; productivity gains, mainly through information technology (IT) systems and new management tools; and the use of outsourced resources in selected areas, principally translation and IT.

3. As a result of the surplus, the reserves continue to be in a healthy condition. At the end of 2013, the net assets of the Organization were CHF 208.8 million, which placed the reserves above the target level set by Member States. As the budget and the reserves of the Organization grow in importance, we believe that it is timely to assess the effectiveness of our investment policy. At the suggestion of the Secretariat, the Program and Budget Committee (PBC) has approved the preparation of proposals for the possible revision of the investment policy for the PBC’s meeting in 2015. In a similar vein, we believe that it would be timely to re-visit the target level set by the Member States for the Organization’s reserves, as well as the need to continue the working capital funds that were established during the infancies of our Global IP Systems, when the extent of future use of the Systems was uncertain. The PBC also approved this suggested action and proposals in this regard will be prepared for next year.

4. We are still at an early stage in the new 2014-2015 biennium, but the experience of the first eight months indicates that we are on target to meet budget expectations. All things being equal, which is not necessarily the best assumption in a world economy that is still beset by uncertainty, a hesitant recovery and low visibility, we hope to exceed modestly budget expectations for the biennium.

Global IP Systems

5. The healthy condition of the Organization’s finances results from our Global IP Systems, which generate 95% of the revenue of the Organization. The largest share is provided by the Patent Cooperation Treaty (PCT), which accounts for 74% of total revenue.

6. Patent Cooperation Treaty (PCT). Growth in the use of the PCT has continued at a robust pace. In 2013, PCT filings increased by 5.1%, with the yearly total passing
The Year in Review
December 2013/
January 2014

IP SERVICES – WHAT THE NUMBERS SAY
Year end figures showed the United States of America and China driving record-level patent-filing activity via WIPO in 2013, as total annual international patent applications under the PCT System passed the 200,000 mark for the first time. International trademark filings under the Madrid System and industrial design filings under the Hague System also set new records.

PCT Patent Applications in 2013 – Top 10 Countries

- USA: 57,239 (+5.1%)
- Japan: 43,918
- China: 21,516
- Germany: 17,927
- Republic of Korea: 12,386
- France: 7,899
- UK: 4,865
- Switzerland: 4,367
- Netherlands: 4,198
- Sweden: 3,960

MADRID Trademark Applications in 2013 – Top 5 Classes

1. Computer & electronics: 9,978 (+4.0%)
2. Services for business: 8,432 (+6.6%)
3. Technological services: 6,112 (+2.4%)
4. Clothing, footwear, headgear: 5,688 (+1.3%)
5. Pharmaceuticals & medical preparations: 5,381 (+9.0%)

HAGUE Design Applications in 2013 – Top Applicants

Swiss watchmaker Swatch was the largest filer in 2013.

Infographic: WIPO (design by Large Network)
200,000 applications for the first time. A similar trend has prevailed in the first half of 2014.

7. The largest source of PCT applications is the United States of America (USA). In 2013, applications from the USA rose by 10.8% and, for the first time, exceeded the number of PCT applications filed before the onset of the Global Financial Crisis in 2007. Japan is the second largest filer of PCT applications, followed by China. PCT applications from China rose by 15.6% in 2013 and China overtook Germany to become the third largest filer of PCT applications. In terms of regions, Asian countries continued to be the largest source of filings, accounting for 40.6% of all international applications. Europe and North America were the source of 29.3% and 28.2% of international applications, respectively.

8. The electronic operating environment of the PCT, particularly ePCT, continued to evolve and to deliver dividends in the form of enhanced levels of service for IP Offices participating in the PCT System and for applicants, as well as in the form of improved productivity.

9. One of the important services provided by the International Bureau in the PCT System is translation. Translations by the International Bureau are intended to enhance the disclosure function of the patent system by making the technological information in PCT applications accessible in languages other than those in which the original documents were filed. The International Bureau ensures, through translation, that the titles and abstracts of all PCT applications are available in English and French. In 2013, this involved producing translations of 280,820 abstracts. In addition, the International Bureau ensures that all international search and preliminary examination reports are available in English. This involved translating 93,459 international search and preliminary examination reports in 2013.
BOOSTING THE AUDIOVISUAL SECTOR IN AFRICA
The audiovisual industry is a source of tremendous value to society – economically and culturally – in every region of the world. A WIPO Development Agenda project, now underway in Burkina Faso, Kenya and Senegal, is helping countries and creators capitalize on that value through better management of audiovisual rights and of copyright-related transactions.
10. Given the importance of translation for access to technological information, we have also developed a number of translation tools that we have also made available to users, Offices and the general public. The latest tool to be made available publicly is the WIPO Pearl terminology database, which was launched on the WIPO website in September 2014. The database provides access to thousands of technical terms across all 10 publication languages of the PCT.

11. The Madrid System for the International Registration of Marks. The Madrid System continues to grow at a pleasing rate of expansion, with international applications rising in 2013 by 6.4% to 46,829. In the first six months of 2014 this trend continued, with international applications rising by 5.3% compared to the same period in 2013.

12. The Contracting Parties where applicants seek protection (designated Contracting Parties) is an important indicator of trade relations and the perceived attractiveness of different markets. In 2013, China continued to be the most designated Contracting Party, followed by the Russian Federation, the European Union and the United States of America.

13. In order for the Madrid System to become a truly global system, the membership will need to expand beyond the current total of 92. We have been involved in extensive preparatory work with a large number of prospective new contracting parties. We hope to see this work materialize in the form of new members over the next 12 months.

There are now over 600,000 international registrations in force on the Madrid International Register.

Note: Data for 2013 are WIPO estimates.
Source: WIPO statistics database, March 2014
BUILDING RESPECT
During the WIPO Advisory Committee on Enforcement in March, member states showcased the many ways they are reaching out to their citizens to build understanding and respect for IP. Among their creative initiatives (above) were the UK’s traveling “karaoke shower,” the League of Arab States’ cartoon series, the Slovak Republic’s “Don’t Fake” campaign – championed by the 5 Angels band, and Costa Rica’s focus on education and training.
14. As the Madrid System expands, we will pay close attention to the efficiency and quality of the services provided by the Secretariat. We have embarked upon a major reform in the last 12 months in this regard, with the development of an ambitious strategic plan for improvement. We expect that the implementation of this plan will yield significant results in terms of improved customer service, simplified procedures, increased productivity, a proposal for a simplified fee structure and an enhanced electronic operating framework for the International Bureau, the IP Offices of Contracting Parties and users.

15. Hague System for the International Registration of Designs. The Hague System continues to experience slow but steady growth on a relatively small number of international applications. In 2013, international applications increased by 14.8% to 2,990 international applications.

16. The start of what we expect to be a major transformation in the Hague System occurred with the accession of the Republic of Korea in March 2014. As reported in previous years, we expect further accessions from countries with major economies in the very near future. We have commenced preparations for the expected rise in numbers of applications that will result from the new accessions, as well as for the more complex procedures that will be involved when countries that examine design applications substantively become part of the Hague System.

17. Lisbon Agreement for the Protection of Appellations of Origin and their International Registration. Work on the revision of the Lisbon Agreement continues to progress well. One year ago, at the 2013 meeting of the WIPO Assemblies, the Lisbon Union Assembly approved a road map proposed by the Working Group on the Development of the Lisbon System to finalize its work on the revision. The road map foresees the convening of a Diplomatic Conference for the Adoption of a Revised Lisbon Agreement on Appellations of Origin and Geographical Indications in 2015. The preparatory committee for the diplomatic conference will be held in October 2014, in conjunction with a further session of the Working Group. The preparatory committee will fix the dates and venue of the diplomatic conference, while the Working Group will prepare the text of the basic proposal for the revised treaty.

18. **WIPO Arbitration and Mediation Center.** The Center continues to be the leading service provider for Internet domain name disputes. This is an area that is evolving rapidly, with changes being introduced in the domain name system by the Internet Corporation for Assigned Names and Numbers (ICANN). The introduction of new generic Top-Level Domains (gTLDs), in particular, potentially increased the vulnerability of trademark owners to the misuse of their marks through cybersquatting.

19. In 2013, the Center received 2,585 Internet domain name disputes. Cases were filed by complainants and respondents from 109 countries. The cases were decided by 327 WIPO panelists from 50 countries, with 14 different languages of proceedings. Among WIPO cases in 2013, country code Top-Level Domains (ccTLDs) accounted for almost 13% of filings, up 1% from the previous year, with 70 national domain registries now connected to WIPO domain name dispute resolution services. In 2013, the WIPO Center became a provider for the .FM (Micronesia (Federated States of)), .GD (Grenada), and .ML (Mali) domain spaces.

20. WIPO assisted ICANN in the development and implementation of a new dispute-resolution procedure (the Legal Rights Objection procedure (LRO)), designed to ensure that proposed new gTLDs did not usurp trademark rights. In September 2013, the WIPO Center posted the final expert panel decision for the 69 LRO cases that it administered.

21. In addition to the administration of Internet domain name disputes and general intellectual property mediations, arbitrations and expert determinations, the Center provides a range of specialist services that leverage the expertise and experience of its staff. Upon request, the Center works with IP Offices that are establishing alternative dispute resolution (ADR) frameworks by collaborating on the development of training programs and case administration procedures. Current collaborations include work with the Offices of Brazil, Colombia, Indonesia, the Philippines and Singapore. Recently, the Center has completed a review of the WIPO Mediation, Arbitration and Expedited Arbitration Rules (WIPO Rules) to reflect the Center's considerable case experience and the global evolution of ADR practices. WIPO's expertise in complex patent arbitrations led it to work with stakeholders in 2013 to develop tailored arbitration model submission agreements for disputes involving the determination of fair, reasonable and non-discriminatory (FRAND) licensing terms. The WIPO FRAND model agreements are available on the WIPO website.
A record number of governments, organizations and individuals took part in the April 2014 World Intellectual Property Day celebrations, which highlighted how IP supports the creation and delivery of films for the world’s audiences. The rights of film actors and performers are protected under the Beijing Treaty on Audiovisual Performances (2012) – ratified to date by Botswana, China, Japan, the Slovak Republic and the Syrian Arab Republic.
The International Normative Framework

22. We have been actively promoting accessions to the treaties administered by the Organization, including the latest two to be concluded, 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. In the past year, there were 20 new accessions to WIPO-administered treaties. By June 27, 2014, when the Marrakesh Treaty closed for signature, 80 States had signed it. The first instrument of ratification of the treaty was deposited by India, also in June 2014. Five States have now ratified the Beijing Treaty.

23. Progress in the normative committees since the 2013 Assemblies has been slow and agreement has been elusive. Despite the lack of tangible results, delegations managed to reach a higher level of understanding of many of the issues under discussion.

24. Substantive work on the proposed design law treaty progressed very well in the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications and the text of the proposed treaty is the subject of widespread agreement. However, the final step to a diplomatic conference to conclude the treaty is blocked by a difference in view over the manner of expressing, at this stage, the proposal for technical assistance that it is envisaged will be given to developing countries to assist in complying with a new treaty. It is hoped that the 2014 meeting of the Assemblies may find a way to overcome this formal difference.

25. Work on a new treaty to update the protection of broadcasts first started 20 years ago. Understandably, the proponents of the new treaty are disheartened that the Standing Committee on Copyright and Related Rights was unable to agree upon a work program leading to a diplomatic conference in 2016. In a world of global communications and audiences, broadcasting has become increasingly important both economically and socially. It is, for example, the major means for financing sport around the world through the sale of broadcasting rights. To the extent that the broadcast signal is pirated and made available on unauthorized sites, the value of the rights purchased diminishes. Hence, the need for an appropriate level of protection for the broadcast signal against unauthorized misappropriation. Again, it is hoped that the Member States can advance the project for a proposed treaty to a timely conclusion.

26. The Standing Committee on Copyright and Related Rights has also been discussing exceptions and limitations for libraries and archives, and for educational, teaching and research institutions and persons with other disabilities. Some progress has been made in the discussions. The areas are complex, not the least because of the rapid changes flowing from the digital environment that are affecting the interests and positions of all actors in the production, distribution and consumption of creative works.

27. The Intergovernmental Committee on Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources continued its long-standing discussions with an intense work program. While the texts...
NEW TECHNOLOGY TOOLS

The unique **image-based search** enhancement to our Global Brand Database made a splash at the INTA annual gathering in May; while the 10-language **WIPO Pearl** terminology database (above), unveiled in September, will be prized by technical translators, scientists, IP practitioners, researchers and others seeking accurate communication of technological or IP terms across languages.
Collective Management Organizations

In both the analogue and digital environment, Collective Management Organizations (CMOs) are critical in ensuring that artists, performers, writers, publishers and all copyright holders can earn an income from their work. WIPO is generating a number of tools and resources to assist Member States as they create and support CMOs. The ‘TAG of Excellence’ (for excellence in Transparency, Accountability and Governance) will be a new voluntary standard aimed at codifying internationally accepted norms, consolidating best practices, making collective management globally cohesive and providing guidance and support for CMOs as they strive for optimum performance levels. Progress has been made in attracting key stakeholders and beginning work on outlining elements of the standards.

Challenges to the existing rights management architecture are being addressed by a number of data management system projects. One new project, launched this year following approval from the Member States, plans to update WIPOCOS (the modular interoperable data management information technology system that is offered free of cost to CMOs in developing countries). WIPOCOS has already been deployed in 22 countries (mostly in Africa) and assists CMOs in performing the main operations for both copyright and related rights.

WIPO is also making progress on a new platform to enable collective management societies in developing and least developed countries to participate effectively in the global copyright marketplace. The initial design of the system (called the WIPO Copyright Connection or WCC) is complete and software will be developed in 2015. Other resources being developed for CMOs include a new interactive online collective management handbook created in collaboration with global law firm Baker & McKenzie; a specialist Collective Management Distance Learning Program to be launched by the WIPO Academy in early 2015; a Mentoring Program linking CMOs in developing countries with CMOs in developed countries; and a range of communication tools designed specifically for CMOs.

Development

28. While WIPO has a dedicated Sector and programs for development cooperation, in line with the objective of the Development Agenda of mainstreaming of development, many other Sectors of the Organization and many other programs provide platforms and technical assistance for developing and least developed countries and transition economies.

29. The Development Sector works with Member States to assist in the development of IP Strategies and in the coordination of the implementation of work plans under those strategies through capacity building, technical assistance and IT systems. All parts of the Organization are involved in the execution of the work plans. In the past year, a new online tool was developed to help with this work. The National IP Strategy Database includes data on national IP systems and the use of IP to address the priority development areas of countries, guided by the methodology designed as part of one of the Development Agenda projects (No. 10). IP Strategies have been adopted or implemented in nearly 50 countries, including 14 in Africa, 7 in the Arab region, 11 in Asia and the Pacific and 15 in Latin America and the Caribbean.

30. The work overseen by the Committee on Development and Intellectual Property (CDIP) has produced a range of reports and studies that have assisted in understanding the role of intellectual property in relation to a number of different subjects, notably Appropriate Technology for Development; IP and the Brain Drain; Patents and the Public Domain; IP and Product Branding; South-South Cooperation; Patent-Based Flexibilities in the Multilateral Legal Framework; and IP and the Informal Economy.

31. In the past year, the WIPO Academy has provided training to around 35,000 people from 189 countries, mostly through the Distance Learning Program. In addition to the development of a new course on IP and Collective Management, the eLearning platform and its online registration system was upgraded to simplify electronic enrolment and to improve the collection of statistical data. The Professional Development program trained about 250 government officials in various areas of IP. Ninety-five students enrolled in programs for masters of IP law and 320 students and young professionals participated in summer schools organized with partner institutions in nine countries.
TACKLING THE BOOK FAMINE

The Accessible Books Consortium (ABC) launched at WIPO in June on the one year anniversary of the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled. The ABC multi-stakeholder partnership will boost the availability of books in accessible formats around the globe. On the same day, India became the first country to ratify the Marrakesh VIP Treaty.
Building Respect for IP

Strong IP ecosystems require a balance between enforcement activities and preventative actions. It is this balance that the concept of “Building Respect for IP” represents. WIPO has helped put this new approach at the heart of policy discussion in this area. It is also the cornerstone of this discussion in WIPO’s Advisory Committee on Enforcement (ACE). This year’s ninth session of ACE was a “marketplace of ideas,” enabling the discussion and exploration of innovative initiatives in the online environment, new preventative activities and the place of Alternative Dispute Resolution mechanisms in IP enforcement.

The Secretariat continues to provide Member States with legislative and capacity-building assistance in the area of Building Respect for IP. In the past year, 11 Member States have been helped to draft legislative solutions appropriate to their national requirements based on Part III of the TRIPS Agreement. Twenty-five training programs have been run worldwide with the aim of empowering national authorities to find the balance between enforcement and prevention necessary to reduce demand for infringing goods and increase supplies of genuine products. WIPO has also developed a modular awareness-raising strategy for building respect for IP that prioritizes initiatives that help young people appreciate the value of IP.

32. The Organization continues to reach out to creators as a special group. Two new guides were published for creators, the first on IP issues for developers of video games, and the second on monetizing copyright assets. The second edition of the successful guide on How to Make a Living from Music was released in July 2014.

Global Infrastructure

33. The Global Infrastructure Sector seeks to advance a number of policy objectives through cooperation in relation to the technical infrastructure that underlies the intellectual property system. Those policy objectives include

- the more efficient functioning of the IP system, for example through the Digital Access Service (DAS), which enables an applicant to file a priority document once for multiple participating countries, or our classification systems;
- a better quality of information for decision-making, for example, through our Global Databases and Centralized Access to Search and Examination (CASE);
- the externalization of the economic and business intelligence generated by the IP system for better policy analysis and business decisions, for example, through our Global Databases;
- access to technology and knowledge and the establishment of systems to facilitate that access, for example, through Technology and Innovation Support Centers (TISCs).

34. Classification Systems and Standards. Classification systems assist in retrieving and providing access to the technological and business information generated by the IP system, as well as in the organization of the administrative tasks of IP Offices. Standards assist in enabling data to be exchanged between IP Offices in interoperable formats. The International Patent Classification (IPC) has accelerated its revision work with the number of revision projects growing from 14 in 2012 to 34 since the IPC Revision Roadmap was launched in February 2013. The IPC is now easier to use with a modified publication web-based platform featuring a new search tool and a viewer for comparing the leading classification systems. As a result, the IPC publication was visited online 80,000 times in 2013 (up from 67,000 visits in 2012). The rapid rate of change in the global marketplace has also been reflected in the Nice Classification (classifying goods and services for the purpose of the registration of marks), which is now revised and published annually. The new annual publication platform includes several new search functions and a taxonomy, a hierarchical structure developed under the 45 Nice Classes in collaboration with OHIM. The new publication platform has contributed to a sharp increase in the number of visits from less than 100,000 visits to the previous platform to 2.4 million visits to the new platform in 2013.

35. Global IP Databases. WIPO now has two, and will soon have three, Global Databases covering registered IP rights, with the Global Design Database expected to join PATENTSCOPE and the Global Brands Database before the end of the year. WIPO’s databases provide a number of multilingual search and browsing tools, which include PATENTSCOPE’s cross-lingual search and retrieval function (CLIR) in 12 languages and WIPO’s unique machine translation tool tailored to IP information (TAPTA). The latter tool was developed by in-house expertise. It now includes eight language pairs and is also in use, through WIPO’s assistance and cooperation, at UN Headquarters.

36. The Global Brands Database includes international data, namely, data from the Madrid System, Lisbon System and Article 6ter collections, as well as national data from national systems. It has made enormous progress in the last year. Three new collections have
WIPO CHINA OFFICE

WIPO’s office in the historical quarter of Beijing opened its doors following an inauguration ceremony in the presence of senior Chinese officials. The office will enhance cooperation between WIPO, the Chinese IP authorities and the public. It will provide legal and technical assistance on all aspects of IP, including assistance for the more efficient use of the PCT international patent system, the Madrid international trademark system, the Hague international design system, and other WIPO services.
37. The PATENTSCOPE database continues to expand with private, from across the world. around 50 Partner Organizations, both public and investors. The Network already consists of a wide range of players in the green technology value chain, including intergovernmental organizations and investors. The Network facilitates connections between a wide range of players in the green technology value chain, including intergovernmental organizations and investors. The Network already consists of around 50 Partner Organizations, both public and private, from across the world.

38. Access to Technological Information and Knowledge. The Organization provides a number of resources and services to enhance access to IP information and knowledge in developing and least developed countries. The most established services for increasing access are the 40 national Technology and Innovation Support Center (TISC) projects around the world. The projects encompass 320 individual TISCs that, between them, hosted 86 onsite training events, trained 5,000 participants, registered 2,500 participants for distance learning courses of the WIPO Academy and supported 190,000 inquiries. The eTISC networking forum, created for TISC participants to share knowledge, now has 920 members from over 90 countries and 2,000 CD-ROM copies of the eTutorial tailor-made online training material have been distributed (with a further 5,000 digital copies downloaded from the WIPO website).

39. Access to scientific and technical periodicals and commercial databases for individuals and institutions in developing and least developed countries is provided through two programs – ARDI (Access to Research and Development for Innovation) and ASPI (Access to Specialized Patent Information). ARDI now includes access to around 20,000 journals, books and reference works provided by 17 publisher partners. In the last year, the number of users registered in the program has increased from 191 to 304 institutions in 76 countries. Usage of ASPI has steadily increased with the increase in skills in eligible countries. The countries with the highest number of registered users are Colombia, Madagascar and Senegal.

40. Global Platforms. In addition to WIPO IP Office Systems, such as the WIPO Industrial Property Administration System (IPAS), Member States also have access to two global platforms for sharing IP Office data. WIPO CASE (Centralized Access to Search and Examination) enables Member States to share work and to have access to the results of patent searches and examinations by participating IP Offices. Ten IP Offices are participating in WIPO CASE at the moment and a number of others have expressed interest. The WIPO Digital Access Service (DAS) enables 10 participating IP Offices to transmit electronic copies of priority documents in relation to patent, trademark, industrial design and utility model applications.

41. Accessible Books Consortium (ABC). In conjunction with several key partners, including the World Blind Union, the International Publishers Association and the DAISY Consortium, the Organization launched the ABC to help implement the objectives of the Marrakesh VIP Treaty and to boost the number of books available in accessible formats around the world. To achieve these objectives, the ABC works in three ways:

- Sharing technical skills in producing and distributing accessible format books in developing and least developed countries;
- Promoting the adoption of an industry-wide accessibility standard for “inclusive publishing”, so that digital publications can be read equally by people with and without visual impairments; and
- Exchanging books in accessible formats through the development of the database created under the former Trusted Intermediary Global Accessible Resources (TIGAR) project. The database now references over 238,000 accessible books in 55 languages from libraries from around the world.
INNOVATION – ANALYZING THE HUMAN FACTOR

Switzerland, the United Kingdom and Sweden topped this year’s Global Innovation Index while Sub-Saharan Africa posted significant regional improvement in the annual rankings published by WIPO, Cornell University and INSEAD. The 2014 report, released in Sydney, Australia, in July, highlighted the growing efforts of firms and governments in identifying and energizing creative individuals and teams.
Global Reference Sources

42. The Organization continues to provide the world-leading reference sources of IP information and analysis.

43. The Global Innovation Index (GII), sponsored and published by WIPO in cooperation with INSEAD and Cornell University, seeks to provide a benchmarking tool to facilitate discussion on the role of innovation and to assist policy-makers, business leaders and other stakeholders to identify strengths and weaknesses in national innovation systems.

44. The 2014 edition of the GII had as its theme “The Human Factor in Innovation”. It was launched, with the support of the Australian Government, on the margins of the B20 Business Leaders’ Meeting in Sydney. This was the first GII launch outside of Geneva, thus helping to attract a wider geographical audience for its findings.

45. The IP Statistics Data Center is a web-tool that now offers access to the statistics that WIPO collects through its annual statistics questionnaire, as well as monthly, quarterly and annual performance data for the PCT, Madrid and Hague Systems. Users can select the time periods, countries and indicators of interest; analyze relevant statistics using the tool’s graphic visualization feature; and download the data in bulk for further analysis. This resource is evolving into the leading resource for IP statistics worldwide, serving the needs of policy-makers, researchers and other users.

46. World IP Report. In November 2013, we published our second World IP Report entitled Brands – Reputation and Image in the Global Marketplace. The World IP Report series aims to explain, clarify and offer fresh insights into the role that the IP system plays in economies, hoping to facilitate evidence-based policy-making. The 2013 Report was produced by the Office of the Chief Economist, with contributions from colleagues in the Branding and Design sector. It examines key policy, business and economic questions on global branding behavior and trademark use.

47. WIPO Lex, WIPO’s free global database of the IP treaties and the laws and regulations of 195 countries (members of WIPO, WTO or the UN) has been further enhanced in the past year. Since the launch of the Russian interface in 2013, WIPO Lex is now available in all six official UN languages. It features more than 12,000 national legal texts, including available translations in various languages, and more than 700 bilateral, regional and multilateral treaties. The database has a rapidly expanding audience from every continent and country in the world.

Administration and Management

48. The functions performed by the Administration and Management Sector provide the support services and structure for the achievements described in this report. At the heart of those services is the portfolio of strategic projects aimed at modernizing administrative and management systems that was initiated in 2010. Other work by the Sector in the past year includes improvements in safety and security for WIPO’s visitors, staff and assets; work on an On-Line Travel Booking tool, which is being piloted at the present time and which aims to reduce the Secretariat’s overall travel expenditure; and the achievement of the international certification of our Information Security practices (ISO 27001 Certification), which recognizes the high standard of our management of clients’ sensitive information.
NEW CONFERENCE HALL OPENS ITS DOORS
September saw the inauguration of the new WIPO Conference Hall. Built to high standards of environmental sustainability and equipped with the latest in conference technology, it has seating for some 900 delegates. The hall – constructed of stone and wood from the region – contrasts with the glass and metal structures of the two WIPO office buildings which flank it. The 5,900 m² complex will provide much needed additional conference space for WIPO and for the international community in Geneva.
49. **WIPO's Language Policy** reflects the high priority Member States place on multilingualism in WIPO and its importance within the broader UN system. As planned, coverage in the six UN languages was extended to all Main Bodies and Standing Committees by the end of 2013. The same coverage of meeting documentation will be extended to Working Groups in a phased and cost-effective manner during the current, and next, biennia. The additional translation workload is being absorbed primarily through increased reliance on outsourcing. New computer-assisted translation and terminology tools were acquired and deployed in 2013 to facilitate standardization of terminology, automatic recognition of previously translated texts, consistency, productivity and quality control of translations.

50. **WIPO Campus Project.** The 2014 WIPO Assemblies will take place in the new Conference Hall, which represents the last major construction in the WIPO Campus Project. The latest additions to the WIPO Campus encompass the new Hall, a new Access Center and security perimeter, an enlarged AB Building lobby, renovated technical facilities and a series of new small and medium-sized meeting rooms close to the new Hall. These facilities are expected to give Member States added flexibility and opportunity for scheduling, organizing and conducting meetings. The new Conference Hall will also be made available to external users.

New External Offices

51. In accordance with the decision of the WIPO Assemblies in 2013, new External Offices were opened in the summer of 2014 in Beijing and Moscow. Both Offices are now up and running and will be developed to full staffing over the course of the next year. I should like to express our gratitude to the Governments of China and the Russian Federation for their generosity in making excellent facilities available for the Offices. A photograph of the Beijing Office appears in this Report and shows the magnificence of the premises made available by the Beijing authorities and China.

Human Resources

52. Underpinning all of the work and achievements outlined in this report is the work of my colleagues, the staff of WIPO. WIPO's Human Resources strategy aims to balance the efficient management of these staff with a supportive and enabling work environment that helps achieve program objectives in all areas of WIPO.

53. In the past year, we have improved our efficiency through the use of new IT tools that have introduced business intelligence capabilities, electronic voting, an Enterprise Resource Planning (ERP) payroll module and a ticketing system for improved customer service. Workforce planning, the allocation of personnel to program activities in line with other planning processes, has been introduced and mainstreamed. This invaluable method enables new priority areas to be staffed and managers to better deploy and realign the workforce, while keeping the overall size of the workforce stable. The process will be fully integrated into the 2016-17 biennial planning.

54. Other improvements in workforce planning and tailored recruitment have included a new contractual framework for staff and non-staff contracts and reductions in recruitment time, as well as the increased use of assessment centers and written tests in recruitment. Progress has also been made on achieving greater geographic diversity and gender balance (our target for 2020 across the whole Organization) to ensure that WIPO’s workforce is representative of Member States and draws on all talent from all regions.
NEW ACCESSIONS
During the twelve months since the 2013 Assemblies, WIPO welcomed 21 adherences by 19 countries to the international treaties we administer.
55. Support for staff has underpinned many HR initiatives in 2014 with new policies for Occupational Health and Safety and for Learning and Development. Improvements to the flexitime and leave system give staff more options to align work and personal commitments and have contributed to a marked decrease in absenteeism. Regular communication with staff throughout the implementation of these initiatives has helped develop understanding of, engagement with, and broad support for them. New procedures have been trialed that reward excellent performance with a number of monetary and non-monetary incentives for individuals and teams; other procedures address under-performance in a systematic and supportive manner. The reform of WIPO’s Internal Justice System, approved by the last Assemblies, has been further advanced through the establishment of improved procedures and the promotion of informal conflict resolution tools.

56. The very positive results achieved by the Organization in the past year have only been possible as a result of the constructive engagement, commitment and support of the Member States and of the professionalism and dedication of the staff. I should like to express my gratitude for this to the Member States and to the women and men who have contributed so much to WIPO as staff members.

Francis Gurry
Director General