WORKING DOCUMENT

WIPO Good Practice Toolkit for Collective Management Organizations (The Toolkit)

A Bridge between Rightholders and Users
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Introduction

**This document should not be perceived as being normative in any way.**

The purpose of this WIPO Good Practice Toolkit for CMOs (The Toolkit) is to compile examples of legislation, regulation and codes of conduct in the area of collective management of copyright and related rights from around the world and to distil them into examples of good practice.

If they wish, Member States and other stakeholders may select tools from The Toolkit to choose an appropriate approach in view of their country’s particular circumstances, and decide on their own infrastructure for collective management.

This guide is not intended to prejudice in any way the operation of exceptions and limitations to copyright as they may exist in national law.

All the topics in The Toolkit are presented under the following three headings:

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<th>Heading</th>
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<tr>
<td>Explanation</td>
<td>A short explanation of why attention should be paid to a particular issue (the explanation is not exhaustive).</td>
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The Toolkit is a working document, based on the input received from WIPO Member States and other stakeholders throughout the consultation process 2017-18, with the aim to update and improve it on a regular basis; the current version reflects the submissions received in 2021 and contains updated information as of the date of its publication. Member states and other stakeholders may use relevant parts of the document to help them design an approach suitable for their particular context.

Further information can be found on the WIPO website: [http://www.wipo.int/copyright/en/management](http://www.wipo.int/copyright/en/management)
Glossary

Annual Report
A comprehensive report on a CMO's activities throughout the previous year.

Typically, this would include the annual accounts, with collections and Distributions broken down by sector and channel, including a comparison to the prior year; Operating Expenses; a section on governance, detailing the governing bodies and persons who manage the business of the CMO.

CMO, Collective Management Organization
Collective Management Organizations (CMOs) typically exist in a situation where it would be impossible or impractical for owners of copyright and related rights to manage their rights directly, and where it is to their advantage that the licensing of the rights that they own or represent be aggregated with a CMO.

The CMO's authority is typically conveyed by its Statute (if Membership-based), by voluntary mandates, by Representation Agreements with other CMOs and/or by national law. In most (but not all) cases, CMOs are organised on a not-for-profit basis and are owned or controlled by their Members.

CMOs ensure that their Members and represented Rightholders receive fair and appropriate payment for copyright-protected uses of their works and other subject matter.

CMOs represent different categories of rights, for instance, a Mechanical Rights Organization (MRO), a Music Licensing Company (MLC), a Performers’ Collective Management Organization (PMO), a Performing Rights Organization (PRO), a Reproduction Rights Organization (RRO) and a Visual works Collective Management Organization (VCMO).

Distribution(s)
Payment(s) to Members of a CMO, CMOs with whom Representation Agreements have been concluded, or other represented Rightholders, after the deduction of Operating Expenses and other authorized deductions.

Extraordinary General Meeting
Any general meeting of the CMO that is not the annual General Meeting, and which can be held at any time of the year.

Typically, the Statute would provide for either the governing bodies or a minimum percentage of the Members to call this Extraordinary General Meeting, and there be a minimum notice period to Members of the CMO.

General Meeting
A regular meeting of a CMO’s Members and/or their elected representatives, convened at least once per year.

Licensee
A User who is licensed by a CMO to make copyright-protected uses of copyright works or other subject matter is a Licensee of a CMO.
Typically, such a Licensee is responsible for payment of licensing fees or statutory remuneration and, when relevant, to provide CMOs with accurate and timely usage information.

**Management Fee**

The amounts charged, deducted or offset by a CMO from Rights Revenue or from any income arising from the investment of Rights Revenue in order to cover the Operating Expenses for the management of copyright or related rights.

**Member**

A member of a CMO recognized as such in its Statute, and who may be a natural person or legal entity.

Typically, members of a CMO include, depending on the rights managed by the CMO, authors (such as writers, composers, painters and photographers), performers (such as musicians, actors and dancers), publishers, phonogram producers, film producers and other Rightholders which fulfil the membership requirements of a CMO.

**Operating Expenses**

Include salaries, rents, utilities, and other expenses directly relating to the running of the operation.

**Repertoire**

The works and other subject matter in respect of which a CMO manages rights.

**Representation Agreement**

Include unilateral bilateral and reciprocal representation agreements, signed between CMOs, whereby one CMO mandates another CMO to manage the rights it represents.

Most Representation Agreements will include provisions for the transmission of Distributions allocated to the receiving CMO.

**Rightholder**

Any person or entity, other than a CMO, that holds a copyright or related right, or, under an agreement for the exploitation of rights or by law, regulation or Statute, is entitled to a share of the Rights Revenue.

**Rights Revenue**

Revenue collected from Licensees or from other parties responsible for the payment of remuneration for, or related to, copyright-protected uses of copyright works.

**Statute**

Means the memorandum and articles of association, charter, by-laws, the rules or documents of constitution of a CMO.

This includes, but is not limited to, a summary of the CMO’s role and function, and an explanation of each category of Rightholders and rights which it represents.

* For the avoidance of doubt, references to “Members” in the WIPO Good Practice Toolkit for CMOs may include rightholders that are represented by the CMO either by a direct mandate or statutory mandate without necessarily being members of the CMO, unless in specific cases reference is made to Rightholders who are not members of a CMO. Definitions of “Member” and “Rightholder” are included in the Glossary.
User

The User is a natural or legal person who uses a copyright work or other subject matter protected by copyright or related rights, whether permitted by legal exception or limitation, statutory or contractual license.
Key Issues of the Toolkit

1. Providing information about the CMO and its operations

1.1 The role of the CMO and its primary functions

1.1.1 Explanation

*Role:* CMOs provide appropriate mechanisms for the exercise of copyright and related rights, in cases where the individual exercise by the Rightholder would be impossible or impractical. Collective management is an important part of a functioning copyright and related rights system, complementing individual licensing of rights, resting on robust substantive rights, exceptions and limitations, and corresponding enforcement measures. In this vein, CMOs can provide a bridge between Rightholders and Users, facilitating both access and remuneration.

*Function:* CMOs provide a mechanism for obtaining permission to use copyright materials, as well as for paying the corresponding fees or remuneration for certain uses of such materials, through an efficient system of collection and distribution of license fees and/or remunerations. Some CMOs provide social, cultural and promotional services.
1.1.2 Examples

**Role:**

1.1.2.1 Member States

**Role:**

Brazil:
“The associations [CMOs] regulated by this article carry on an activity of public interest, as determined by this Law, and must attend to its social function”.

*Article 97(1), Law on Copyright and Neighboring Rights*

China:
“Rights which are difficult for right owners to exercise effectively by themselves, such as those of performance, presentation, broadcasting, rental, communication through information network, and reproduction provided for in the Copyright Law, may be collectively administered by a copyright collective administration organization.”

*Article 4, Regulations on Copyright Collective Administration*

Côte d’Ivoire:
“Collective management organizations have as their object:
- to negotiate with the users the exploitation authorizations of the rights which they manage;
- to collect the corresponding fees and distribute them among the rightholders;
- to carry out and finance social and cultural actions for the benefit of their members;
- to sue for the defense of the interests for which they are responsible by law, including the collective interests of their members.”

*Article 116, Law on Copyright and Related Rights, 2016*

Guatemala:
“Article 113. The owners of copyright and related rights may set up non-profit associations under civil law for the defense and administration of the economic rights of their members.”

*Article 113 of the Law on Copyright and Related Rights, as amended in 2003*

“Article 116. Once authorized, collective management societies shall be entitled to exercise the rights under their management and to assert them in all kinds of administrative and judicial proceedings without submitting any title or proof other than their own statutes. In the absence of proof to the contrary, it shall be presumed that the society is the authorized representative of the rights invoked.”

*Article 116 of the Law on Copyright and Related Rights*

“Article 123. Collective management societies shall be authorized to collect and distribute remuneration for the use of the works and sound recordings entrusted to them for administration, being also authorized to lay down the appropriate tariffs for the use thereof.”

*Article 123 of the Law on Copyright and Related Rights*
Mexico:  
“Collective management society is the non-profit making legal entity that is constituted under the protection of this Law in order to protect authors and holders of related rights, both national and foreign, as well as to collect and distribute the amounts for copyright or related rights generated in their favor.”  
Article 192, Federal Copyright Law, as amended up to 2016

Republic of Korea:  
“The term "copyright trust service" means a business which continuously manages rights on behalf of the holder of economic rights of author, an exclusive publication right, publication right, or neighboring right or a person who has the right as a database producer, and which includes the case of a general agent regarding exploitation of works.”  
Article 2(26), Copyright Act

Function:  

Brazil:  
“For the exercise and defense of their rights, authors and holders of related rights may associate without profit.”  
Article 97, Law on Copyright and Neighboring Rights

Colombia:  
“Copyright or related rights collective management organizations shall primarily have the following objectives: (a) To administer their members’ rights and the rights entrusted to its administration, in accordance to its bylaws; (b) To provide the best benefits and social security for its members; (c) To promote the intellectual production and the improvement of the national culture.”  
Article 2, Decree no. 0162 of 1996, regulating Andean Decision 351 of 1993 and Law no. 44 of 1993, in connection with Copyright or Related Rights Collective Management Organizations ("CMO Regulations")

Guatemala:  
“Unless otherwise agreed, the following shall be the responsibilities of collective management societies:  
(a) to represent their members in dealings with the judicial and administrative authorities of the country in all matters of general and particular interest to them, except where the members decide to institute on their own behalf those actions that are available to them for the infringement of their rights;  
(b) to negotiate with users the conditions governing the authorization of acts covered by the rights that they administer and the appropriate remuneration, and to grant the relevant authority;  
(c) to collect and distribute among their members the remuneration deriving from the rights that belong to them; for the exercise of this power the societies shall be considered the
agents of their members by virtue of the mere fact of membership;
(d) to enter into agreements with foreign collective management societies concerned with the same kind of activity or management;
(e) to represent within the country those foreign societies with which they have a representation contract in dealings with the judicial and administrative authorities in all matters of concern to them, being empowered to appear in court in their name;
(f) to ensure the safeguarding of the national intellectual and artistic tradition;
(g) such others as may be specified in their statutes."

Article 115. Law on Copyright and Related Rights

Italy:
“1. Collective management organizations shall collect and manage rights revenue based on diligence criteria.”

Article 14, Law-Decree No. 35/2017

“1. Collective management organizations distribute regularly and with the necessary diligence and precision the amounts due to rightholders in accordance with the provisions of this section and in line with the general distribution policy […].”

Article 17, Law-Decree No. 35/2017

Malawi:
“The functions of the Society shall be:
(a) to promote and protect the interests of authors, performers, translators, producers of sound recordings, broadcasters, publishers and in particular to collect and distribute any royalties or other remuneration accruing to them in respect of their rights provided for in this Act;
(b) to maintain registers of works, productions and associations of authors, performers, translators, producers of sound recordings, broadcasters and publishers;
(c) to publicize the rights of owners and give evidence of the ownership of these where there is a dispute or an infringement;
(d) to print, publish, issue or circulate any information, report, periodical, book, pamphlet, leaflet or any other material relating to copyright, expressions of folklore, rights of broadcasters, performers and producers of sound recordings; and
(e) to advise the Minister on all matters under this Act.”

Article 42, Copyright Act, 2016

Mexico:
“Collective management organizations shall have the following purposes:
I. Exercise the economic rights of their members;
II. Make the repertoires it manages available to users in its offices;
III. Negotiate under the terms of the respective mandate the licenses for the use of the repertoires that they
administer with users, and enter into the respective contracts;

IV. Supervise the use of the authorized repertoire;

V. Collect royalties for copyright and related rights and distribute these after deduction of administrative costs of the CMO, provided that there is an express mandate;

VI. Collect and distribute royalties generated in favor of foreign rightsholders of copyright and related rights, by themselves or through the CMOs representing them, provided and when there is an express mandate granted to the Mexican CMO and prior to the deduction of administrative expenses;

VII. Promote or perform services of welfare nature for the benefit of its members and support activities to promote their repertoires;

VIII. Collect donations as well as accept payments based on inherited and transferred rights; and

IX. Any other activities which correspond to their activities in accordance with their nature and which are compatible with the purposes above and with the function as intermediaries of its members vis-à-vis the users or the authorities."

**Article 202 of the Federal Law on Copyright**

European Union:
“Collective management organizations play, and should continue to play, an important role as promoters of the diversity of cultural expression, both by enabling the smallest and less popular repertoires to access the market and by providing social, cultural and educational services for the benefit of their rightholders and the public.”


**1.1.2.2 Stakeholders organizations**

**Role:**

The International Confederation of Societies of Authors and Composers (CISAC):

“The overarching objectives governing the conduct of the Members are as follows:

a. to have as its aim and effectively ensure the advancement of Creators’ moral interests and the defense of the material interests of Creators and, where relevant, publishers;

b. to have at its disposal effective machinery for the collection and distribution of Income to Creators and, where relevant, publishers and assume full responsibility for the administration of the rights entrusted to it;
c. to have regard to its high and long-standing duty to its Creators and, where relevant, publishers in the conduct of all its operations;
d. to encourage the lawful dissemination of Works by facilitating the licensing of rights in return for equitable payment ("Licensing Income");
e. to distribute Income (less reasonable Expenditure) to Creators and, where relevant, publishers, and Sister Societies on a fair and non-discriminatory basis;
f. to conduct its operations with integrity, transparency and efficiency;
g. to strive to adopt best practice in the collective administration field; and
h. to adapt continually to market and technological developments.”

CISAC Professional Rules (music), Preamble

International Federation of Reproduction Rights Organisations (IFRRO):
“RROs
1.1 act according to their governing rules and constitution as well as applicable national and international law;
1.2 provide information about their operations that is clear and easy to understand;
1.3 educate and train their staff to meet the standards of this Code;
1.4 work to maintain, protect and value copyright laws where required and appropriate;
1.5 organize and publicize appropriate procedures to manage complaints and resolve disputes;
1.6 deal with confidential information appropriately, respecting agreements and applicable laws while respecting privacy rights of rights holders and users;
1.7 administer rights efficiently, including where they involve other organizations, so as to minimize total administrative costs that are being deducted.”

IFRRO Code of Conduct

Function:

CISAC:
“A Collective Management Organisation means any organisation that fulfils all of the following criteria:
1) It shall be authorised by law in countries where operating as a collective management organisation requires such authorisation and/or by way of assignment, licence or other contractual arrangement to license, manage or otherwise represent as its primary purpose, Authors’ rights on behalf of a broad range of individual Creators (and, where relevant, other categories of rightholders);
2) It shall do so in a non-discriminatory manner for the sole benefit of the aforementioned Creators (and, where relevant, other categories of rightholders);
3) It shall be open to all individual Creators (and, where relevant, other categories of rightholders) according to objective, transparent and non-discriminatory criteria;
4) It shall represent Authors' rights across a broad range of types of exploitation, unless it has been limited by applicable law, government regulation or judicial authority to serve a specific purpose;
5) It shall be owned or controlled by the aforementioned Creators (and, where relevant, other categories of rightholders) unless subject to specific oversight by applicable law, government regulation or judicial authority and/or is otherwise organised on a not for profit basis."

CISAC Statutes, CMO definition

The International Federation of the Phonographic Industry (IFPI):

“It is acknowledged that MLCs provide a range of valuable services both to right holders and for users. MLCs make it easier for potential users to use sound recordings legally and they streamline the process of collecting remuneration and/or licence fees for the use thereof.
MLCs shall act in the best interests of all the right holders they represent, whether directly or via agreements with other MLCs. MLCs shall offer their services and conduct their operations in a fair, effective and non-discriminatory manner and in compliance with the applicable legislation. MLCs shall strive to effectively collect remuneration or licence fees on behalf of right holders and distribute the collective revenue to the correct right holders expeditiously and accurately. MLCs shall strive to continuously improve their performance e.g., by applying industry best practices and measuring their performance using industry standard performance indicators.”

IFPI Code of Conduct for Music Industry MLCs

1.1.3. Good practice tools

1. A CMO is an organization with a primary responsibility towards the Rightholders it represents. A CMO should always act in the best interest of those Rightholders, in accordance with applicable law and its Statute.

2. With respect to certain uses and/or rights, collective management may be the most cost effective mechanism to enable the effective exercise of copyright and related rights, in order to ensure these rights are duly represented and work in practice.

3. A CMO provides licensing, collection and/or Distribution services to the Users/Licensees of copyright content.

4. CMOs play an important role in copyright, and most of them act as promoters of culture, by providing social, cultural and educational services for the benefit and welfare of Rightholders.
5. A CMO should be governed independently and transparently, based on an appropriate legal structure, focusing on Rightholders it represents, and distributing remuneration to them.

6. Rightholders entrust a CMO with the management of their rights. A CMO should undertake its services diligently, efficiently, and in a transparent and non-discriminatory manner.

7. Within the limits of the mandate provided by a Rightholder or granted by law, a CMO should:
   (a) license and/or collect remuneration for the rights it represents or conclude agreements for the use and/or collection of such rights, as the case may be;
   (b) collect all Rights Revenue in respect of the use of such rights or of relevant copyright remuneration schemes;
   (c) monitor the use of such rights;
   (d) prevent and act against the unauthorized use of such rights and enforce remuneration schemes, taking into account applicable provisions on limitations and exceptions, as well as relevant licensing arrangements; and
   (e) collect and process data on the use of such rights to enable the timely and accurate individual Distribution of monies.

8. Within the limits of its mandates and in the interest of the Rightholders it represents, a CMO may engage in activities aimed at increasing public awareness about copyright and related rights, collective rights management and CMOs, as well as highlighting evidence of their positive effect on the national economy and on cultural diversity, including its cultural and social activities.

1.2 Information for the general public

1.2.1 Explanation

In order to ensure a relationship of mutual trust, it is important for all stakeholders in the value chain to have easy access to accurate information about CMOs, as well as to how they are organized. The provision of certain basic information about a CMO’s operations is usually an essential step towards the creation of a more positive perception of CMOs amongst the general public. Day-to-day operations of a CMO must remain transparent to establish and bolster trust among all stakeholders.
1.2.2 Examples

1.2.2.1 Member States

Belgium:
“CMOs shall establish rules for tariff setting, collection and distribution regarding all sorts of rights managed under their responsibility, with the exception of tariffs determined by the law. Up to date versions of the rules for tariff setting, collection and distribution will be available, and published on the CMO’s website not later than one month after their last adjustment.”

*Based on Belgian Code of Economic Law, Book XI, Title 5*

Brazil:
"Associations [CMOs], in the performance of their duties, shall:
I - give publicity and transparency, through its own electronic websites, to the calculation methods and collection criteria, including, among other information, the type of user, time and place of use, as well as the criteria for distribution of rights values including spreadsheets and other records of use of the works and phonograms provided by users, except for the values distributed to the individual owners;
II - to publicize and transparency, through its own electronic websites, the statutes, the regulations for collection and distribution, the minutes of its deliberative meetings and the registers of the works and holders they represent, as well as the amount collected and distributed and credits collected and undistributed, their origin and the reason for their retention;
III - seek operational efficiency, among other means, by reducing its administrative costs and the deadlines for distribution of the amounts to the right holders;
IV - offer the right holders the technical means so that they can access the balance of their credits in the most efficient way within the state of the art;
V - improve their systems for increasingly accurate investigation of public executions carried out and annually publish their verification, sampling and verification methods;
VI - guarantee members access to information on the works on which they are entitled and the executions assessed for each of them, refraining from signing contracts, agreements or agreements with a clause of confidentiality;
VII - guarantee the user access to information regarding the uses made by him.
The information contained in items I and II must be updated periodically, in an interval never exceeding 6 (six) months."

*Article 98-B, Law on Copyright and Neighboring Rights*

Colombia:
“Societies for the collective administration of copyright and related rights shall publish their general tariffs, and the amendments to such tariffs, on their Websites, and shall have them available in their headquarters."
Article 5, Decree no. 3942 of 2010, regulating the Laws no. 23 of 1982 (Copyright Act) and 44 of 1993

Canada:
"A collective society referred to in section 70.1 must answer within a reasonable time all reasonable requests from the public for information about its repertoire of works, performer’s performances, sound recordings or communication signals."

Article 70(11), Copyright Act, as amended up to June 22, 2016

Guatemala:
"Tariffs shall be approved by the General Assembly on a proposal by the Management Board, and they shall be published in the Official Gazette to come into effect on the day following such publication. The annual financial statements approved by the General Assembly of the collective management society shall likewise be published in the Official Gazette and in another widely circulated journal."

Article 126, Law on Copyright and Related Rights

Ecuador:
"Obligations of collective management organizations – Without prejudice to other obligations provided for in their statutes, collective management organizations shall do the following once authorized:
1. publish, at least annually, the balance sheet and income statements in a national newspapers with wide circulation; and
2. provide to its members comprehensive and detailed information on all activities related to the exercise of their rights at least every six months.

Article 249, Organic Code on the Social Economy of Knowledge, Creativity and Innovation, 2016

Nigeria:
"Rights of Members
(…)(2) Each member shall be entitled to obtain from the Organization:
a. annual statements of accounts;
b. list of persons that Constitute the Governing Board of the Organization;
c. annual report of the Governing Board;
d. report of the auditors;
e. information on the overall amount of remuneration paid to any Director or employee of the organization certified by the auditors.
(3) The Governing Board of a Collective Management Organization shall as far as possible be representative of the different classes of right owners in the society.
(4) Nothing in these Regulations shall reduce, derogate or affect in any way the privileges that members of a Collective Management Organization are entitled to, or any relief or remedies available to them under their membership agreement or any applicable legislation. (…)

Article 6, CMO Regulations, 2007
“(1) Collective Management Organizations shall within 30 days of occurrence notify and furnish the Commission with information in respect of:

a. alteration to the Memorandum or Articles of Association or any internal rules;

b. adoption of Tariffs and any alteration thereof;

c. Reciprocal Representation Agreements with foreign collecting societies;

d. any alteration to the standard membership agreement;

e. any decisions in judicial or official proceedings to which the society is a party, where the Commission so requires;

f. any documentation, report or information which the Commission may require.

(2) Collective Management Organization shall, not later than the 1st day of July in each year prepare and submit to the Commission the following documents in respect of its operation for the preceding year:

a. a general report of its activities; and

b. annual audited financial report which shall show among others;

   (i) the total revenue during the period of the report;
   
   (ii) the total sum and general nature of expenses; and
   
   (iii) payment of royalties to members in accordance with the organization’s distribution policy.

(3) Collective Management Organizations shall provide users of copyright works, or any member of the public, upon a written request, reasonable information on their services. Such information shall include:

a. The description of the rights or class(es) of rights it administers;

b. Its Current Licensing arrangements including tariff, terms and conditions of license for all categories of users;

c. and such other relevant information that may be necessary.

(4) Where a Collective Management Organization seeks any change in the tariff rates for any category of users, it shall inform such users through a medium that could be accessed publicly by them."

Article 8, CMO Regulations, 2007

Peru:

“Collective management societies administrations shall be authorized, under conditions deriving from their own statutes, to exercise the rights entrusted to them from management and to assert them in all kinds of administrative and judicial proceedings without submitting any entitlement other than the said statutes, it being presumed, in the absence of proof to the contrary, that the rights exercised have been entrusted to them either directly or indirectly by the owners thereof. Without prejudice to that empowerment, the societies shall keep at the disposal of users, in the material form used by them for their management activities, their tariffs and a directory of the owners of national and foreign rights that they manage for purposes of consultation on their website and/or at their offices. Any other form of consultation shall be charged to the person requesting it.”
Article 147, Law no. 822 on Copyright

Republic of Korea:
“The copyright trust service provider shall prepare a list of works, etc. that he/she manages on a quarter year basis in written or electronic form as prescribed by Presidential Decree so that all the people may peruse the list during business hours at the least. The following matters shall be stated in the list of works, etc. under management pursuant to Article 106 (1) of the Act:
1. Title of works, etc.;
2. Name, etc. of author, performer, phonogram producer or broadcasting organization, and database producer;
3. Year of creation or making public, year of performance, and year of production.”

Article 106(1), Copyright Act and Article 50, Enforcement Decree of the Copyright Act

Venezuela:
“For the purposes of fulfilling their obligations and meeting their audit requirements, CMOs must: (…) (5) set the remuneration rates for the exploitation rights or user licenses issued for the works, performances or productions which they administer, in compliance with the principles set out in sections 55 and 56 of the Copyright Law; (6) publish the rates referred to in the previous paragraph in at least two daily newspapers with wide national circulation, no less than 30 days from the date of entry into force of such rates; (…) (11) maintain a periodic publication for members that provides information on the CMO activities that may be relevant to exercise of the rights of their members or clients; (…) (14) publish their annual balance sheet in at least two daily newspapers with wide national circulation, within thirty days following the holding of the General Assembly”.

Article 30, Implementing Regulations 1997

Andean Community:
“Collective Management Organizations “must undertake to publish at least annually, in a medium with wide national circulation, their balance sheets and accounts, and also the general tariffs for the use of the rights that they represent” and “must circulate to their members complete and detailed periodical information on all those of their activities of the society that may have a bearing on the exercise of the rights of the said members.”

Article 45(h) and (i), Andean Community Decision no. 351 establishing the Common Regime on Copyright and Neighboring Rights (“Decision no. 351”), 1993

European Union:
“[Member States shall ensure that] a CMO makes public at least the following information:
- its statute;
- its membership terms and the terms of termination of authorisation to manage rights, if not included in the statute;
standard licensing contracts and standard applicable tariffs, including discounts;
the list of the persons [who manage the business of the collective management organisation];
its general policy on distribution of the amounts due to rightholders;
itits general policy on management fees;
itits general policy on deductions from rights revenue for purposes other than management fees, including deductions for the purposes of social, cultural and educational services;
a list of the representation agreements it has entered into, and the names of CMOs with which these representation agreements have been concluded;
the general policy on the use of non-distributable amounts; and
the complaint handling and dispute resolution procedures available in accordance with Articles 34, 35 and 36."

Article 21, EU Directive 2014/26/EU

"The annual transparency report shall contain information on the total amount of remuneration paid to the persons [who effectively manage the business of a CMO and its directors] in the previous year, and on other benefits granted to them."


African Intellectual Property Organization (OAPI):

"Collective Administration:
(1) The protection, exploitation and management of the rights of authors of works and the rights of holders of related rights as defined in this Annex, as well as the protection of moral interests, shall be entrusted, in national law, to one or more collective rights management organizations.
(2) The provisions of paragraph (1) above shall be without prejudice to the right of authors of works and their successors and holders of related rights to exercise their rights under this Annex.
(3) The national collective rights administration body shall, within the national territory, manage the interests of other national and foreign bodies, within the framework of conventions or agreements it may conclude."

Article 69, Bangui Agreement (1977, as further revised)

"The national law of a Member State may authorize collective management organizations to appoint sworn representatives empowered to supervise the application of the requirements of this Annex in the national territory and to establish related infringements."

Article 78, Bangui Agreement (1977, as further revised)
1.2.2.2 Stakeholders’ organizations

CISAC:
“In each Calendar Year, each Member shall make available to each of its Affiliates:

a. an annual report in respect of the fiscal year which immediately precedes such Calendar Year; and
b. a summary of its domestic and international income in respect of the fiscal year which immediately precedes such Calendar Year;

c. a clear explanation of the purpose and the amount of all Expenditure which it makes from the Royalties due to such Affiliate; and

d. a clear explanation of its distribution rules.”

Article 11, CISAC Professional Rules (music)

The Societies’ Council for the Collective Management of Performers’ Rights (SCAPR):
“PMOs shall act in a consistent and transparent manner with regard to users and the public in general.”

Article 1, SCAPR Code of Conduct

“A PMO shall be accountable and transparent to the performers it represents and make available to them all relevant information regarding the organisation's activities, particularly its management, collection and distribution policies, along with its business relationships with sister organisations in other countries. In this respect, PMOs shall provide a direct line of contact with all their members, as appropriate.”

Article 4, SCAPR Code of Conduct

1.2.3 Good practice tools

9. A CMO should regularly publish (where possible, on the CMO’s website) and keep up to date:

(a) its Statute, membership terms and rules on termination of membership;

(b) tariff information;

(c) its general Distribution policy;

(d) its policy on deductions (such as any administration, social, cultural or educational deductions) and the deducted amounts;

(e) its policy on the use of non-distributable Rights Revenue;

(f) its annual accounts, including the total amount received and total amount distributed, and, whenever possible, its annual report;

(g) its complaint and dispute resolution procedures;

(h) a list of the persons who manage its business and who sit on its board;
(i) the total amount of remuneration paid, and other benefits provided to the persons who manage the business of the CMO; and

(j) whenever feasible, the Rights Revenue attributed, the amounts paid by the collective management organization per category of rights managed, and per type of use, for the rights it manages under the Representation Agreement, and any Rights Revenue attributed which is outstanding for any period.

2. Membership: information, adherence and withdrawal

2.1 Before joining a CMO as a Member

2.1.1 Explanation

In order to ensure transparency towards Rightholders and Users, a CMO should provide a Rightholder with the necessary information about its membership requirements, the nature of its Representation Agreement, Management Fees, other possible deductions, membership withdrawal conditions, the governance structure, and any opportunities to participate in the decision-making processes.
2.1.2 Examples

2.1.2.1 Member States

Ecuador:
“Members of collective management societies. - Collective management societies shall have the obligation to admit as a member any right holder. The statute of the society must prescribe the conditions for admission as members of the rights holders who request it and certify the quality of such.”
“The affiliation of the holders of copyright or related rights to a society of collective management will be voluntary. The representation conferred on collecting societies pursuant to this Chapter shall not impair the right of holders to exercise directly the rights recognized in this Title.”
*Articles 240, Organic Code on Social Economy of Knowledge, Creativity and Innovation, 2016*

Guatemala:
“Collective management societies shall admit as members the holders of rights protected by this Law who so request and who provide due proof of their status as such. The statutes shall determine the manner and conditions of admission to and withdrawal from the association. Foreign members whose rights are administered by a collective management society either directly or under agreements with similar foreign societies shall enjoy the same treatment as the members who are nationals or who have their residence within the country.
Collective management societies shall always be obliged to agree to the administration of their members’ rights.
*Article 119. Members may in no event be expelled. The statutes shall determine the cases in which the suspension of membership rights is appropriate. Agreement on suspension shall require 75 per cent of the votes of those present at the session of the General Assembly at which the decision is taken. Suspension shall not imply deprivation or withholding of economic rights or amounts due.*
*Article 118, Law on Copyright and Related Rights*

Mexico:
“Persons entitled to become members on a collective management society may freely choose whether to join it or not; likewise, they may choose to exercise their economic rights individually, through proxy or through society. Collective management societies may not intervene in the collection of royalties when the members choose to exercise their rights individually with respect to any use of their works or have agreed direct mechanisms for such collection. On the other hand, where the members have given a mandate to collecting societies, they will not be able to collect royalties on their own, unless they revoke it. Collective management societies may not impose as mandatory the management of all modes of exploitation, nor the entire work or future production.”
*Article 195, Federal Law on Copyright*
Nigeria:
“Withdrawal of Membership
A member shall, upon reasonable notice of his/her intention to do so, have the right to withdraw his membership of a Collective Management Organization or the rights assigned to the Organization in respect of any of his works.”
Article 7, CMO Regulations, 2007

Senegal:
“Optional nature of collective management. – Unless otherwise provided by law, owners of copyright and related rights shall not be required to belong to a collective management society. Provided that they give sufficient notice, they may withdraw from the society after joining it.”
Article 114, Law on Copyright and Related Rights, 2008

European Union:
“A collective management organisation shall inform rightholders of their rights under paragraphs 1 to 7, as well as of any conditions attached to the right set out in paragraph 3, before obtaining their consent to its managing any right or category of rights or type of works and other subject-matter.”
Article 5(8), EU Directive 2014/26/EU

2.1.2.2 Stakeholders’ organizations

The British Copyright Council (BCC):
“[A CMO should] summarize membership agreements and mandates:
• Explain who can join, and the procedures for doing so, the terms of membership and where these can be found
• Explain the nature of the grant or transfer of rights: exclusive licence, assignment, etc., and the implications of this for the member
• Explain the scope of the authority granted under the agreement
• Explain if and how the member may restrict the authority to act and/or require consultation (if applicable)
• Explain arrangements for terminating membership and describe implications of termination
• Successors in title: explain what happens if the member dies or (if corporate) dissolves while still a member of the CMO.”
The British Copyright Council’s (BCC) Principles of Good Practice for Collective Management Organizations

“[Regarding the governance, a CMO should]:
• State how members will be represented on the governing body/board of directors
- State how the governing body is composed, how it is appointed, terms of office, and the cycle of changes to the governing body
- Explain any technical/regional committee or council structures, and how these are appointed
- Explain how members can apply to be on the governing body or any committees/regional councils etc.

[Regarding the Members' meetings and voting rights, a CMO should]:
- Members’ meetings and voting rights:
- Explain the frequency of general meetings and how members will be notified
- Explain what voting rights they have
- Explain what rights members have to call a special meeting and how to do it
- Explain how members can still exercise voting rights even if they cannot attend (proxies, etc.)

*BCC Principles of Good Practice for Collective Management Organizations*

**SCAPR:**
“The managerial services of a PMO shall be open to all performers enjoying rights in the territory of its operation. A performer shall have a right to join any PMO for any category of performers’ rights and for such territories as they may choose. A performer may thus join one or more PMOs, for the territory and/or category of rights of its choice.”

*Article 1.4 SCAPR Policy and Guidelines Introduction*

“Basic information on membership and the activities of the CMO shall be available in English.”

*Article 4, SCAPR Code of Conduct*

### 2.1.3 Good practice tools

10. A CMO should make available to the public (where possible, electronically) a clear summary of applicable rights, obligations and other essential information. In particular, a CMO should explain:

(a) who can join as a Member, and the procedures for doing so, the terms of membership and where all such information can be found;

(b) the nature of the grant or transfer of rights (whether rights have been granted on an exclusive or non-exclusive basis) and the implications of such information for the Member;

(c) the scope of the authority granted under the agreement;

(d) how Members may determine the scope of the CMO's mandate to act on their behalf;

(e) how the CMO consults with its Members;
(f) the arrangements for terminating membership and a description of the implications of termination (and reversion of rights, if relevant);

(g) what happens if a Member dies or (if corporate) is dissolved while still a Member of such CMO;

(h) how Members will be represented on the governing bodies;

(i) how the governing bodies are composed, how they are appointed, and their terms of office;

(j) any sub-committee or council structures, and how these are approved;

(k) how a Member can present his/her candidature for elections to the governing body or apply to become Member of any sub-committees or council structures;

(l) the frequency of General Meetings and how a Member will be notified of such meetings;

(m) what rights a Member has to call an Extraordinary General Meeting and how to do it;

(n) what voting rights a Member has;

(o) how a Member can still exercise voting rights through proxy or digital means if he or she cannot attend;

(p) information on whether collective administration by such CMO is mandatory, and the consequences of such information for the Rightholder; and

(q) its deduction policies and the Rightholder’s ability to benefit from activities and services funded through those deductions;

(r) a list of Representation Agreements or similar agreements with other CMOs.

2.2 Acceptance of Members

2.2.1 Explanation

A CMO should ensure that its membership criteria and/or terms of service are:

– fair, transparent and non-discriminatory; and

– clearly defined in published documents such as its Statute, membership terms, Distribution rules.
2.2.2. Examples

2.2.2.1 Member States

Belgium:
“CMOs shall accept rightholders as members if they fulfil the membership requirements which shall be based on objective, transparent and non-discriminatory criteria. They may only refuse a request for membership on the basis of objective criteria.”

Belgian Code of Economic Law, Book XI, Title 5

Colombia:
“[CMOs] shall admit as members those owners of rights who so request and duly attest their status as such in the area of activity concerned.”

Article 14.1, Law no. 44 of 1993

Ecuador:
“CMOs shall have the obligation to admit as member any rightholder. The CMO Bylaws shall prescribe the conditions for the admission as members of the rightholders who request so and prove their condition as such [as rightholders].”

Article 240, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

“...The affiliation of copyright or related rights holders to a CMO shall be voluntary. The representation conferred to CMOs in accordance to this Chapter shall not affect the power of rightholders to directly exercise the rights granted to them under this Title.”

Article 241, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

Mexico:
“The Institute shall grant the authorizations referred to in Article 193 subject to the following conditions:
I. The statutes of the applicant collective management organization comply, in the opinion of the Institute, with the requirements laid down in this Law.
II. From the information provided and from the information that the Institute may gather, it may be concluded that the applicant collective management organization meets the necessary requirements to ensure the transparent and efficient administration of the rights the management of which will be entrusted to it; and
III. The operations of the collective management organization should be in the general interest of copyright protection, holders of economic rights and holders of related rights in the country.”

Article 199, the Federal Law on Copyright

European Union:
“1. Member States shall ensure that rightholders have the rights laid down in paragraphs 2 to 8 and that those rights are set out in the statute or membership terms of the collective management organization.
2. Rightholders shall have the right to authorize a collective management organization of their choice to manage the rights, categories of rights or types of works and other subject-matter of their choice, for the territories of their choice, irrespective of the Member State of nationality, residence or establishment of either the collective management organization or the rightholder. Unless the collective management organization has objectively justified reasons to refuse management, it shall be obliged to manage such rights, categories of rights or types of works and other subject-matter, provided that their management falls within the scope of its activity.

3. Rightholders shall have the right to grant licenses for non-commercial uses of any rights, categories of rights or types of works and other subject-matter that they may choose.

4. Rightholders shall have the right to terminate the authorisation to manage rights, categories of rights or types of works and other subject-matter granted by them to a collective management organization or to withdraw from a collective management organization any of the rights, categories of rights or types of works and other subject-matter of their choice, as determined pursuant to paragraph 2, for the territories of their choice, upon serving reasonable notice not exceeding six months. The collective management organization may decide that such termination or withdrawal is to take effect only at the end of the financial year.

5. If there are amounts due to a rightholder for acts of exploitation which occurred before the termination of the authorization or the withdrawal of rights took effect, or under a license granted before such termination or withdrawal took effect, the rightholder shall retain his rights [...].

6. A collective management organisation shall not restrict the exercise of rights provided for under paragraphs 4 and 5 by requiring, as a condition for the exercise of those rights, that the management of rights or categories of rights or types of works and other subject-matter which are subject to the termination or the withdrawal be entrusted to another collective management organisation.

7. In cases where a rightholder authorizes a collective management organization to manage his rights, he shall give consent specifically for each right or category of rights or type of works and other subject-matter which he authorizes the collective management organization to manage. Any such consent shall be evidenced in documentary form.

8. A collective management organization shall inform rightholders of their rights under paragraphs 1 to 7, as well as of any conditions attached to the right set out in paragraph 3, before obtaining their consent to its managing any right or category of rights or type of works and other subject-matter.”

Article 5, EU Directive 2014/26/EU
collective management organizations and associations of rightholders, as members if they fulfil the membership requirements, which shall be based on objective, transparent and non-discriminatory criteria. Those membership requirements shall be included in the statute or membership terms of the collective management organization and shall be made publicly available. In cases where a collective management organization refuses to accept a request for membership, it shall provide the rightholder with a clear explanation of the reasons for its decision.

3. The statute of a collective management organization shall provide for appropriate and effective mechanisms for the participation of its members in the organization’s decision-making process. The representation of the different categories of members in the decision-making process shall be fair and balanced.

4. A collective management organization shall allow its members to communicate with it by electronic means, including for the purposes of exercising members’ rights.

5. A collective management organization shall keep records of its members and shall regularly update those records.”

Article 6, EU Directive 2014/26/EU

2.2.2.2 Stakeholders’ organizations

Australian CMOs:
“The membership of a Collecting Society will be open to all eligible creators of copyright material, and to anyone who owns or controls copyright material […..], in accordance with the Constitution of the Collecting Society.”
Australian Collecting Societies Code of Conduct

CISAC:
“Each Member shall at all times be open to Creators and, where relevant, publishers of all nationalities.”
CISAC Professional Rules (music)

IFPI:
“Each MLC is to accept as members and/or provide services to all sound recording rightholders on non-discriminatory basis and according to principles of equal treatment, unless the MLC has objectively justified reasons to refuse its services or differentiation is absolutely necessary and based on justified and objective criteria (for example, where an applicant/member is proven to be engaging in piracy or other illegal practices or where an applicant/member manages rights in sound recordings that are of a type that does not fall within the MLC’s scope of activity (such as, for example, library music or jingles)).
IFPI Code of Conduct for Music Industry MLCs

SCAPR:
“PMOs shall encourage performers to entrust the management of their rights to a CMO of their own choice.”
Article 1, SCAPR Code of Conduct
2.2.3 Good practice tools

11. Membership criteria should be included in a CMO's Statute or its membership terms.

12. A CMO should accept a Rightholder as a Member if he/she fulfil the membership criteria.

13. Rightholders should be free to grant their rights to one or more CMOs on condition that they do not grant the same rights within the same territory and for the same period of time to more than one CMO. This is without prejudice to the Rightholders' freedom to grant to CMOs non-exclusive mandates or licenses, and retain the right to license uses individually.

14. Membership criteria should be objective, transparent and non-discriminatory.

15. A CMO may only refuse a request for membership on the basis of objectively justifiable criteria, according to the provisions of its Statute or membership terms. Grounds for refusal should be provided to the applicant in writing within a reasonable period of time.

2.3 Non-discrimination of Rightholders

2.3.1 Explanation

The principle of fair and non-discriminatory treatment, which is enshrined in the Berne Convention and other international copyright treaties, should be integral to a CMO's operations. This principle therefore deserves the particular attention of those setting up and/or regulating a CMO. CMOs are important players in the cultural and creative industries, which emphasizes the need for all CMOs to abide by internationally and nationally adopted principles of non-discrimination.

2.3.2 Examples

2.3.2.1 Member States

Belgium:
“(…) the administration shall be carried out in a reasonable and non-discriminatory manner.”
*Belgian Code of Economic Law, Book XI, Title 5*

Brazil:
“Associations [CMOs] shall treat their associates in an equitable manner, and unequal treatment shall be prohibited.”
*Article 98(5), Law on Copyright and Neighboring Rights*

Colombia:
“Foreign members whose rights are administered by a society for the collective administration of copyright and related rights, either direct or on the basis of agreements with foreign counterpart societies for the collective administration of copyright and related rights responsible for the direct representation of those members, shall be given the same treatment as members who are nationals of the country or have their usual residence there and are members of the collective administration society or are represented by it.”

**Article 14(6), Law no. 44 of 1993**
Dominican Republic:
“Collecting Societies shall guarantee in its bylaws and operation, the following:
c) A system of collection, distribution and monitoring of royalties that is effective and transparent and treats all right holders equally, whether Dominican nationals or foreigners.”
**Article 162(iv) Law no. 65-00 on Copyright**

Guatemala:
“Foreign members whose rights are administered by a collective management society either direct or under agreements with similar foreign societies shall enjoy the same treatment as the members who are nationals or who have their residence within the country. Collective management societies shall always be obliged to agree to the administration of their members’ rights”.
**Article 118, Law on Copyright and Related Rights**

“The distribution of royalties accruing to foreigners shall take place on the same conditions as have been laid down for the distribution of the royalties accruing to Guatemalans”.
**Article 123, Law on Copyright and Related Rights**

Republic of Korea:
“No business entity shall perform any of the following acts that are likely to hinder fair trade, or require its affiliates or other business entities to do such acts:
1. Unfairly refusing a transaction or discriminating against a certain transaction partner.”
**Article 23(1), Monopoly Regulation and Fair Trade Act**

European Union:
“[…] a collective management organization should not, when providing its management services, discriminate directly or indirectly between rightholders on the basis of their nationality, place of residence or place of establishment.”
**Recital 18, EU Directive 2014/26/EU**

### 2.3.2.2 Stakeholders’ organizations

CISAC:
“Each Member shall at all times refrain from discriminating between Creators and, where relevant, publishers or between
Sister Societies in any manner which is legally unjustifiable, or which cannot be objectively justified."
*CISAC Professional Rules (music)*

**IFPI:**

“Each MLC is to accept as members and/or provide services to all sound recording rightholders on non-discriminatory basis and according to principles of equal treatment, *unless the MLC has objectively justified reasons to refuse its services or differentiation is absolutely necessary and based on justified and objective criteria (for example, where an applicant/member is proven to be engaging in piracy or other illegal practices or where an applicant/member manages rights in sound recordings that are of a type that does not fall within the MLC’s scope of activity (such as, for example, library music or jingles)).*”
*IFPI Code of Conduct for Music Industry MLCs*

**IFRRO:**

“[CMOs] maintain fair, equitable, impartial, honest, and non-discriminatory relationships with rightholders, users and other parties.”
*IFRRO Code of Conduct*

**SCAPR:**

“Distribution of remuneration to all performers shall be based on the principle of equal treatment.”
*Article 8, SCAPR Code of Conduct*

“Based on the principle of equal treatment, PMOs shall identify all protected right owners involved, both national and foreign.”
*Article 12, SCAPR Code of Conduct*

### 2.3.3 Good practice tools

16. **A CMO should not discriminate between Rightholders it represents – either directly or indirectly – on the basis of:**

   (a) nationality or place of residence or establishment; or

   (b) gender, origin, religion, disability, age or sexual orientation.

17. **A CMO should treat the Rightholders it represents by virtue of direct mandates, Representation Agreements, or legislation, fairly and equally.**

### 2.4 Scope of CMOs’ rights management mandate

### 2.4.1 Explanation
A CMO’s authority to act may be based on mandates received from a Rightholder or other legislative provisions. The specific role of contractual arrangements between a Rightholder and a CMO varies according to the different systems of collective management. Such arrangements determine the nature and scope of a CMO’s authority to license the Rightholder’s rights and otherwise to represent the interests of the Rightholder (e.g. to take legal action in order to enforce the rights in their own name). These arrangements also set the limits of a CMO’s authority to represent the Rightholder and his/her rights.

CMO’s mandates should strike a fair balance between a Rightholder’s freedom to determine how his/her rights are managed and the legitimate need to have a meaningful Repertoire of rights to license to Users.

2.4.2 Examples

2.4.2.1 Member States

Brazil:
“With the act of affiliation, the associations [CMOs] referred to in art. 97 become [agents] of their associates for the practice of all the acts necessary for the judicial or extrajudicial defense of their copyrights, as well as for the exercise of the activity of collection of these rights.”
“The copyright holders may personally practice the acts referred to in the caput and § 3 of this article, by communication to the association [CMO] to which they are affiliated, within 48 (forty eight) hours prior to their practice.”
Articles 98 and 98 (15), Law on Copyright and Neighboring Rights

Colombia:
“Copyright or related rights holders may manage individually or collectively their economic rights.”
Article 1, Copyright Regulations

Ecuador:
“The affiliation of copyright or related rights holders to a CMO shall be voluntary. The representation conferred to CMOs in accordance to this Chapter shall not affect the power of rightholders to directly exercise the rights granted to them under this Title.”
Article 241, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

“If there are two or more collective management organizations by type of work, a single collective management organization shall be constituted. Its object and purpose shall be exclusively the collection of economic rights on behalf of the constituent organizations. If the collecting organizations do not agree on the creation, organization and representation of a collective management organization, the national authority competent for intellectual property matters shall be responsible for its designation and creation.
In any event, the single collecting entity referred to in the preceding paragraph shall be constituted with the authorization of the competent national authority for intellectual property matters.
The collection costs of the single collecting entity shall be charged to the administration costs of the management organizations it represents.”

Article 253, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

Guatemala:
“For the purposes of the defense of the economic rights of their members, collective management societies shall be deemed to be the agents of those members by virtue of the mere fact of membership.”

Article 114, Law on Copyright and Related Rights

European Union:
“Rightholders shall have the right to authorize a CMO of their choice to manage the rights, categories of rights or types of works and other subject matter of their choice, for the territories of their choice, irrespective of the Member State of nationality, residence or establishment of either the CMO or the rightholder. Unless the CMO has objectively justified reasons to refuse management, it shall be obliged to manage such rights, categories of rights or types of works and other subject matter, provided that their management falls within its scope of activity.”

Article 5, EU Directive 2014/26/EU

“Where a right holder authorizes a CMO to manage his rights, he shall give consent specifically for each right or category of rights or type of works and other subject matter which that rightholder authorises the CMO to manage. Any such consent shall be evidenced in documentary form.”

Article 5(7), EU Directive 2014/26/EU

2.4.2.2 Stakeholders’ organizations

IFPI:
“Each MLC is to allow rightholders to determine the scope (rights, uses, repertoire and territory) and character (exclusive or non-exclusive) of the rights mandates they give to the MLC without restrictions, unless such restrictions are imposed by applicable legislation, competent courts or other authorities, or they are objectively justified for reasons of effective management and licensing of rights and they are always proportionate to the objectives they seek to achieve.”

IFPI Code of Conduct for Music Industry MLCs
2.4.3 Good practice tools

18. A CMO should always act on the basis of a mandate from a Rightholder or, in defined cases, by statutory or governmental mandate. A CMO may, in its Statute, restrict a Rightholder’s right to freely determine the scope of his/her rights management mandate provided that such a restriction is objectively justified. The restriction imposed by a CMO should be proportionate to the objective it seeks to achieve.

2.5 Termination of mandate

2.5.1 Explanation

CMOs administer rights on a collective basis when individual rights management is impractical or impossible. For instance, it would not be possible for every author, performer, or producer to collect compensation or private copying from every person copying works and other subject matter for personal use, or it would be impracticable for Rightholders to negotiate licenses and remuneration for the use of their music in barber shops. On the other side, it is not practical for a barber shop to seek specific permission from every author, performer and producer for the use of each song.

Against this background, it is important to ensure that Rightholders have the ability to terminate their mandate of a CMO, and/or to entrust their rights to another organization, or to manage their rights themselves, as permitted under the applicable legal and regulatory framework.

2.5.2 Examples

2.5.2.1 Member States

Brazil:
“The holder may at any time transfer to another association [CMO] and must communicate the fact in writing to the association [CMO] of origin.”
Article 97(3), Law on Copyright and Neighboring Rights

China:
“Any right owner may, according to the procedures prescribed in the articles of association, withdraw from a copyright collective administration organization, thus terminating the contract for copyright collective administration. However, any licensing contract that has been concluded, at that time, between that organization and another person shall remain valid until it expires, and the right owner shall, during the term of validity of the contract, have the right to obtain the relevant licensing fees and to consult the relevant business material.”
Article 21, Regulations on Copyright Collective Administration

Colombia:
“The statutes [of the CMO] shall lay down the manner of and the conditions governing admission to and withdrawal from the society (…).”
Article 14.2, Law no. 44 of 1993
European Union:
“Right holders shall have the right to terminate the authorization to manage rights […] upon serving reasonable notice not exceeding six months. The CMO may decide that such termination or withdrawal will take effect only at the end of the financial year.”
*Article 5(4), EU Directive 2014/26/EU*

“If there are amounts due to a rightholder for acts of exploitation which occurred before the termination of the authorization or the withdrawal of rights took effect, or under a license granted before such termination or withdrawal took effect, the rightholder shall retain his rights [in the distribution process, and in the administrative and financial information provided by the CMO as if the rightholder still was associated with the CMO].”
*Article 5(5), EU Directive 2014/26/EU*

### 2.5.2.2 Stakeholders’ organizations

**CISAC:**
“Each Member shall at all times permit a creator and […] a publisher to terminate his affiliation agreement with such Member, provided that such Member may impose reasonable conditions in relation to the termination of such agreement.”
*CISAC Professional Rules*

**IFPI:**
“In appropriate circumstances the MLC may require that rightholders’ rights continue to be included in licenses granted to users prior to termination for a reasonable period of time, however such a period shall not exceed 12 months.”
*IFPI Code of Conduct for Music Industry MLCs*

**SCAPR:**
“Membership is a personal right of the performer.”
*Article 2, SCAPR Code of Conduct*

### 2.5.3 Good practice tools

19. **A CMO should permit each Rightholder to terminate or change the scope of his/her mandate, upon a reasonably determined notice period.**

20. **In circumstances described in its Statute, a CMO may require that a Rightholder’s rights continue to be included, for a reasonable period of time, in licenses granted to Licensee prior to termination.**

21. **Notwithstanding the termination of a mandate, a Rightholder should be entitled to his/her full share in the Rights Revenue collected.**
3. Members’ rights to fair treatment; their position in the CMO

3.1 Members’ rights to fair treatment

3.1.1 Explanation

Rightholders’ trust and confidence in their CMO helps it achieve a strong position in the marketplace and contributes to the effective management of rights. The best way of reinforcing the Members’ confidence in their CMO is through transparent governance as well as through proportionate rights and obligations.
3.1.2 Examples

3.1.2.1 Member States

Brazil:
“Associations [CMOs] shall treat their associates in an equitable manner, and unequal treatment shall be prohibited.”
*Article 98(5), Law on Copyright and Neighboring Rights*

Guatemala:
“The following shall be recorded in the statutes of a collective management society: [....]
(c) the classes of owners of rights under their management, and the involvement of each category of owners in the direction or management of the entity;
(d) the conditions governing the acquisition and loss of membership:
(e) the rights of members and persons represented;
(f) the obligations of members and persons represented, and the disciplinary regime to which they are subject; [....]”
*Article 117, Law on Copyright and Related Rights*

Peru:
“Without prejudice to the legal provisions applicable to the candidate society on account of its nature and form, its statutes shall contain the following: [..]
(d) the general rules that will govern the contract of association with the society, which shall be independent of the instrument of membership and is to be signed by all members, whether full or associate; the said rules shall be applicable to the representation contracts that the management societies may enter into with comparable foreign organizations;
(e) the conditions governing the acquisition and loss of membership, and also the suspension of membership rights; exclusion shall be allowed only in the case of a final sentence for an offending act to the detriment of the society to which the member belongs; only original or derived owners of the rights under management and exclusive licensees of any of those owners may be members;
(f) the duties of members and the disciplinary rules to which they are subject, and also their rights, including the right to information and voting rights; voting in the election of governing, executive and supervisory bodies shall be equal among all associates and secret.”
*Article 151, Law no. 822 on Copyright*

European Union:
“CMOs shall not impose obligations on their members which are not objectively necessary for the effective management of the rights.”
*Based on Article 4, EU Directive 2014/26/EU*
### 3.1.2.2 Stakeholders’ organizations

**Australian CMOs:**

“Each Collecting Society will treat its Members fairly, honestly, impartially, courteously, and in accordance with its Constitution and any Membership Agreement.”

*Australian Collecting Societies Code of Conduct*

**CISAC:**

“Each Member shall at all times refrain from discriminating between Creators and, where relevant, publishers or between Sister Societies in any manner which is legally unjustifiable, or which cannot be objectively justified.”

*CISAC Professional Rules (music)*

**IFRRO:**

“[CMOs] manage their relationships with rightsholders efficiently, equitably and impartially. Treat all rightsholders in accordance with applicable statutes and national laws.”

*IFRRO Code of Conduct*

### 3.1.3 Good practice tools

22. A CMO should treat each Member or Rightholder fairly, and in accordance with its Statute and membership terms. It should not impose any obligations on Rightholders that are not objectively necessary for the effective management of such Rightholder’s rights.

### 3.2 Members’ rights in representative bodies

#### 3.2.1 Explanation

In order to ensure a fair and balanced participation by Members in a CMO’s decision-making process, the CMO should establish a genuine and balanced role for Members within its governance structures, with particular attention to fair voting rights.
3.2.2 Examples

3.2.2.1 Member States

Brazil:
“Only holders originating from copyright or related rights directly affiliated with national associations [CMOs] may vote or be voted in the associations regulated by this article.”
“Associations [CMOs] shall treat their associates in an equitable manner, and unequal treatment shall be prohibited.”
“The directors of the associations [CMOs] will act directly in their management, by means of personal vote, being forbidden that they act represented by third parties.”
*Articles 97 (5), 98 (5), (14), Law on Copyright and Neighboring Rights*

Colombia:
“The General Assembly shall be the supreme body of the association and shall elect the members of the Governing Board and Supervisory Committee and the Controller. Its responsibilities and operation and the manner of its convocation shall be laid down in the statutes of the association [CMO] concerned”; “The Governing Board shall be composed of no fewer than three nor more than seven active members of the association, whom the General Assembly shall elect by the electoral quotient system, together with their alternates, who must be specific to each person”; “The Governing Board shall be the body responsible for the administration and management of the society, responsible to the General Assembly, whose instructions it shall carry out. Its responsibilities and functions shall be specified in the statutes.”
*Articles 15, 16 and 17, Law no. 44 of 1993*

Ecuador:
“The rules, regulations and bylaws of CMOs shall prescribe: (…) (f) The rights and obligations of the members and their disciplinary regime and, particularly, the rights to information and to elect the governing and representation bodies. The vote shall be democratic and secret. All the members shall have the right to participate in the election of the CMO’s authorities, in accordance to the conditions provided in the Elections Rules [of the CMO]; and (g) Independent of the categories of members of a CMO, all the members shall have the right to participate in the decisions adopted by the General Assembly, for which they may use the electronic means necessary for enabling such participation.”
*Article 245(1), Organic Code on the Social Economy of Knowledge, Creativity and Innovation*

Guatemala:
“The General Assembly shall be the supreme body of the society and shall appoint the members of the above bodies. The General Assembly shall be responsible for:
(a) approving or rejecting the society’s financial statements and its annual report;
(b) approving or rejecting the report of the Supervisory Committee;

(c) designating the external auditor;

(d) approving the reform of the statutes;

(e) any other responsibility that may be laid down in the statutes in so far as they do not contravene the provisions of this Law. [....]

The convening of a session of the General Assembly shall be communicated to the membership by means of notices published at least twice in the Official Gazette and in a journal widely circulated in the country no less than 15 days prior to the date of the session. Resolutions legally adopted by the Assembly shall be binding even on members who were not present or who voted against them, without prejudice to the right of members to contest them in court when they are contrary to public policy, to this Law and its regulations or to the statutes and regulations of the collective management society. [...]"

**Article 120, Law on Copyright and Related Rights**

Mexico:

“Invariably, for the dismissal of members, the voting system shall be one vote per member and the dismissal shall be agreed to by 75% of the voters attending the Assembly.”

**Article 205 of the Federal Law on Copyright**

Peru:

“To accord those whom it represents an appropriate right of participation in its decisions, given that the voting system shall be equal. Exceptionally, the Assembly may establish a voting system that incorporates reasonable weighting criteria proportionate to the actual use of the works, performances or productions managed; this exception shall not apply to the election of members of its governing, executive and supervisory bodies, nor in matters relating to the suspension of membership rights.”

**Article 153(d), Law no. 822 on Copyright**

Andean Community:

“The members of the society [CMO] must be accorded appropriate rights of participation in the decisions thereof.”

**Article 45(d), Decision no. 351**

European Union:

“The statute of a CMO shall provide for appropriate and effective mechanisms for the participation of its members in the collective management organisation’s decision-making process. The representation of the different categories of members in the decision-making process shall be fair and balanced.”

**Article 6(3), EU Directive 2014/26/EU**

“All members of the CMO shall have the right to participate and vote at the general assembly of members. However, Member States may allow for restrictions on the right of the members of the collective management organisation to participate in and to exercise voting rights at the general assembly of members, on the basis of one or both of the following criteria:
(a) duration of membership;
(b) amounts received or due to a member in relation to the specified financial period;
provided that such criteria are determined and applied in a manner that is fair and proportionate."
Article 8(9), EU Directive 2014/26/EU

“Every member of a collective management organisation shall have the right to appoint any other person or entity as a proxy holder to participate in and vote at the general assembly of members in his name, provided that such appointment does not result in a conflict of interest which might occur, for example, where the appointing member and the proxy holder belong to different categories of rightholders within the collective management organisation. [...]
Article 8(10), EU Directive 2014/26/EU

3.2.2.2 Stakeholders’ organizations

CISAC:
“(Where the Board is composed of Creators and publishers) [Each Member shall at all times] maintain a fair balance on its Board between Creators on the one hand and publishers on the other hand; maintain a fair balance on its Board between the various categories of Creators.”
CISAC Professional Rules (music and visual arts)

IFPI:
“Unless prohibited by applicable legislation, each MLC is to provide right holders the opportunity for a fair and balanced representation in the governing bodies taking into account the direct economic interest a member has in the functioning of the MLC.
In the event that the right holders can become direct members of the MLC, all members should be given voting powers at the general meeting on the basis of criteria such as (i) number of tracks registered and/or (ii) amounts received or due to a member, provided that such criteria are determined and applied in a manner that is fair and proportionate to the value of their rights managed by the MLC.”
IFPI Code of Conduct for Music Industry MLCs

IFRRO:
“[CMOs] have open representation for all eligible rightsholders in accordance with applicable national and supranational laws, including competition law.”
IFRRO Code of Conduct

SCAPR:
3.2.3 Good practice tools

23. The rules determining the basis for Members representation and powers within a CMO's decision-making process should be open, fair and balanced. In particular, a CMO should maintain a fair balance between the Member categories that it represents.

24. A Member of a CMO should be eligible for positions in any of its decision-making, supervisory or advisory bodies, provided that he/she meets the qualifications set out in the Statute or legislation.

25. All Members should have the right to participate at a CMO’s General Meeting (subject to any restrictions below).

26. Any restriction on the right of a Member to exercise its voting rights at the General Meeting of a CMO should be included in the Statute or provided by law, and should be fair and proportionate.

27. Each Member of a CMO should have the right to appoint another Member as a proxy to attend and vote at a General Meeting. A CMO’s Statute may reasonably limit the number of proxies any individual Member may hold, unless otherwise provided by law.

4. Particular issues concerning the CMO–Member relationship

4.1 Financial and administrative information to Members

4.1.1 Explanation

Given the role of CMOs in ensuring timely and efficient Distribution of remuneration to its Rightholders, a CMO is expected to provide its Members with information about its financial results in an accurate, transparent and timely manner. This information should include, without being limited to, its:

- gross Rights Revenue broken down between the main collection sectors;
- operating Expenses broken down between the main collection sectors;
- the social and cultural deductions it has made; and
- the amount of Distributions made.

The statements which a CMO provides to each Rightholder should allow such Rightholder to verify the sources of the amounts due in respect of each of his/her works. 
4.1.2 Examples

4.1.2.1 Member States

Belgium:
“Without prejudice to any information that must be communicated in accordance with the laws and statutes, any [member] or his representative may obtain, within a period of one month as from the date of his request, a copy of the documents for the last three years concerning:

- the annual accounts approved by the general meeting and the financial structure of the society;
- an up-to-date list of the administrators;
- the reports made to the meeting by the administrative council and by the auditor-commissioner;
- the text and the statement of reasons of resolutions proposed to the general meeting and any information on candidates for the administrative council;
- the overall amount, certified by the auditor-commissioner, of remuneration, of lump-sum costs and of advantages of any nature whatsoever, paid to the directors;
- the up-to-date tariffs of the society;
- the allocation of monies that in first instance could not be distributed to rightsholders (non-distributable resale right remuneration and non-distributable monies in general).”

Belgian Code of Economic Law, Book XI, Title 5

Brazil:
“The [CMOs] should be accountable for the amounts owed, on a regular and direct basis, to their members.”

Article 98-C, Law on Copyright and Neighboring Rights

“CMOs shall keep updated and available to their members the information provided in paragraphs II and III of this article [databases of represented rightholders and works; bylaws and subsequent modifications; minutes of ordinary and extraordinary General Assemblies; reciprocal representation agreements with sister societies abroad; annual report of activities; annual accounts; report on the administrative fee; report of the external auditor; detailed governing model of the CMO; information on the managers and their salaries; etc.].”

Article 98(6), Law on Copyright and Neighboring Rights

Ecuador:
“Without prejudice to other obligations provided for in their statutes, collective management organizations shall do the following once authorized:

1. publish, at least annually, the balance sheet and income statements in a national newspapers with wide circulation; and
2. provide to its members comprehensive and detailed information on all activities related to the exercise of their rights at least every six months.”
“The CMO shall have permanently available to their members, physically or electronically: the annual budget, internal regulations, annual reports and distribution reports.”

*Articles 249 and 250.5, Organic Code on the Social Economy of Knowledge, Creativity and Innovation*

**Guatemala:**

“Collective management societies are obliged to provide their members and the persons whom they represent with detailed periodical information on all the organization’s activities that might have a bearing on the exercise of their rights. Similar information shall be sent to the foreign societies with which they have a representation contract [...]”

*Article 122, Law on Copyright and Related Rights*

“[...] The annual financial statements approved by the General Assembly of the collective management society shall likewise be published in the Official Gazette and in another widely circulated journal.”

*Article 126, Law on Copyright and Related Rights*

**Italy:**

“1. Collective management organizations [...] provide at least once a year to each right holder to whom they have attributed income or made payments during the previous year, the following information relating to the annual reference period of the attribution of income or of payments made:

a) data on the identification of the holder of the rights;

b) the proceeds attributed to the holder of the rights;

c) the amounts paid by the collective management organization to the holder of the rights for each category of rights managed and by type of use;

d) the period in which the use took place for which the amounts were attributed and paid to the right holder unless, for objective reasons related to the communication by the users, it was not possible for the management body collective provide this information;

e) deductions applied as management expenses;

f) deductions applied other than management expenses, including any other deductions provided for by current legislation for the provision of social, cultural or educational services;

g) rights revenue attributed and not yet paid to the right holder for any period.”

*Article 24, Law-Decree No. 35/2017*

**Paraguay:**

“Management bodies shall be obliged to ensure the provision of periodical information for the benefit of their members regarding the activities and transactions of the body that may have a bearing on the exercise of their rights, which information should include the general balance sheet of the body and the auditor’s report, and also the text of any resolutions adopted by their governing bodies. Similar information should be sent to foreign counterparts with whom they have representation contracts for the national territory.”
Article 142, Law on Copyright and Related Rights

Republic of Korea:
“A trustee or beneficiary may request an inspection or reproduction of the books and other documents pertaining to, or seek an explanation on, the performance or the accounting of the trust affairs, from the trustee or administrator of trust property.”
Article 40(1), Trust Act

Venezuela:
“For the purposes of fulfilling their obligations and meeting their audit requirements, CMOs must: (...) 9. Distribute the collected remuneration in accordance with their distribution rules, deducting only the percentage needed to cover administrative costs, up to the statutory or regulatory maximum, and an additional amount, up to the permitted threshold, to be used exclusively for welfare activities or services that benefit their members. Apply distribution systems that exclude arbitrariness, in accordance with the principle of equitable distribution among right holders and based on the effective use of works, performances or phonograms, as the case may be. 10. Release a regular publication for its members, providing information on the CMO activities that might be relevant to the exercise of the rights of such members or its clients.”
Article 30, Implementing Regulations 1997

Andean Community:
“Collective Management Organizations “must undertake to publish at least annually, in a medium with wide national circulation, their balance sheets and accounts, and also the general tariffs for the use of the rights that they represent” and “must circulate to their members complete and detailed periodical information on all those of their activities of the society that may have a bearing on the exercise of the rights of the said members.”
Article 45 (h) and (i), Decision no. 351

European Union:
“A collective management organisation makes available no less than once a year to each rightholder to whom it attributed rights revenue or made payments in the period to which the information relates, at least the following information:
- any contact details which the rightholder has authorised the collective management organisation to use in order to identify and locate the rightholder;
- the rights revenue attributed to the rightholder;
- the amounts paid by the CMO to the rightholder per category of rights managed and per type of use;
- the period during which the use took place for which amounts were attributed and paid to the rightholder, unless objective reasons related to reporting by users
prevent the collective management organisation from providing this information;

- the deductions made for management fees;
- the deductions made for any purpose other than management fees, including those that may be required by national law for the provision of any social, cultural or educational services;
- any rights revenue attributed to the rightholder which is outstanding for any period."

Article 18, EU Directive 2014/26/EU

4.1.2.2 Stakeholders' organizations

CISAC:
“In each Calendar Year, each Member shall make available to each of its Affiliates:

a. an annual report in respect of the fiscal year which immediately precedes such Calendar Year; and
b. a summary of its domestic and international Income in respect of the fiscal year which immediately precedes such Calendar Year;

c. a clear explanation of the purpose and the amount of all Expenditure which it makes from the Royalties due to such Affiliate; and

d. a clear explanation of its distribution rules.

CISAC Professional Rules

SCAPR:
“A PMO shall be accountable and transparent to the performers it represents and make available to them all relevant information regarding the organisation’s activities, particularly its management, collection and distribution policies, along with its business relationships with sister organisations in other countries.”

Article 4, SCAPR Code of Conduct

4.1.3 Good practice tools

28. A CMO should notify its Members and Rightholders (if possible electronically) that its Annual Report, including its income statement and accurate information about its collections, Operating Expenses and deductions, is available for download from its website or via other reasonable means.

29. A CMO should provide a Rightholder with a list of the members of the board and the category each of them represents. A CMO should also make available information regarding the total amount of remuneration and other benefits paid to the members of the board and its management team.

30. A CMO should make available information (if possible electronically) to each Rightholder to whom it has attributed Rights Revenue or made payments in the period to
which the information relates and who is entitled to a Distribution. Such information should include:

(a) a statement of monies attributed to such Rightholder, including information on Operating Expenses and deductions and the amounts subsequently paid to the latter;

(b) a breakdown of Rights Revenue per main category of rights managed and per type of use;

(c) a distinction between Rights Revenue earned nationally and Rights Revenue received on the basis of Representation Agreements; and

(d) information regarding any amounts attributed to the Rightholder which are outstanding for the period concerned.

31. The CMO should make available the Distribution rules to its Rightholders, if possible by electronic means.

4.2 Notification of changes in the CMO Statute and other pertinent rules

4.2.1 Explanation

A CMO should notify its Members and Rightholders about changes in its Statute and about other pertinent changes that may affect their respective rights and/or obligations.

4.2.2 Examples

4.2.2.1 Member States

Brazil:
“CMOs shall keep updated and available to their members the information provided in paragraphs II and III of this article [expressly included bylaws and subsequent modifications].”
Article 98-A, Law on Copyright and Neighboring Rights

4.2.3 Good practice tools

32. A CMO should notify its Members and Rightholders, where possible electronically, about important changes in its regulations on representation in governing bodies, participation at meetings, voting rights and other governance issues.
4.3 CMO’s contact information

4.3.1 Explanation

It is essential for effective communication between a CMO and its Rightholders and Members that comprehensive contact information be both available and kept up to date.

4.3.2 Examples

4.3.2.1 Member States

Uganda:
“(1) Every registered society shall have a registered address to which notices and communications may be sent, and shall notify the Registrar on every change in its registered address within one month of the change. (2) Every registered society shall display its name and address on a signboard in a conspicuous position outside its place of business.”

Article 58, Copyright and Neighboring Rights Act, 2006

4.3.2.2 Stakeholders’ organizations

BCC:
“[A CMO should] provide clear signposts for how to contact the CMO, giving postal address(es), email addresses, telephone and fax numbers and any other communications methods.”

BCC Principles of Good Practice for Collective Management Organizations

4.3.3. Good practice tools

33. A CMO should:

(a) make available to each Member and Rightholder it represents its up to date contact information, including; postal address(es), email address(es), telephone and if available fax number; and

(b) indicate the office hours and days of the week during which the CMO may be contacted.

5. Governance

5.1 General meeting

5.1.1 Explanation

As with other companies and/or associations, the general meeting of a CMO should be held regularly and should be properly regulated. Most of the recommendations included in this
section are standard clauses found in laws regulating the governance of companies or civil associations around the world.

The rules on the operation and running of the general meeting should be clearly mentioned in a CMO’s Statute, and naturally be in compliance with the applicable laws of the country of establishment of that CMO.
### 5.1.2.1 Member States

**Colombia:**
“The General Assembly shall be the supreme body of the CMO and shall elect the members of the Governing Board and Supervisory Committee and the Controller. Its responsibilities and operations and the manner of its convocation shall be laid down in the bylaws of the concerned CMO.”

*Article 15, Law no. 44 of 1993*

**Ecuador:**
“The General Assembly, conformed by all the CMO’s members, is the supreme governing body and its competences shall be:

i. Examine the annual budget and its funding;

ii. Examine the economic and annual reports;

iii. Examine the tariffs internal regulations;

iv. Examine the distribution processes;

v. Examine the reasons exposed by the Board of Directors and approved by the Supervisory Body for determining the percentages of the collection allocated to the administration costs and to social benefits within the legal limits;

vi. Elect the members of the Board of Directors and of the Supervisory Board;

vii. To resolve the expulsion and suspension of a member; and

viii. Any other business decided by its members.

*Article 245.2(c), Organic Code on the Social Economy of Knowledge, Creativity and Innovation, 2016*

**Guatemala:**
“The collecting society shall contain at least the following organs: the General Assembly, a Management Board and a Supervisory Committee. The management company collective shall be required to have external audit. Also, you have a Director General, who shall be appointed by the Board. Who presides over the Board and the Director General, they have the legal representation of the company, without prejudice to other charges that provision of the statutes also have the legal representation of the entity. Every collecting society shall register in the Registry of the Intellectual Property regulations issued. The General Assembly is the supreme body of the entity and appoints the members of the other organs. The General Assembly belongs, among others: a) To approve or reject the financial statements and annual report of the entity; b) To approve or reject the report of the Monitoring Committee; c) Appoint the external audit; d) To approve the amendment of the Constitution; e) Any other powers to establish its statutes, while not contravene provisions of this law.”

*Article 120, Copyright Law*

**Mexico:**

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**Page 53.**
“The rules for the convening of and quorum for the assemblies shall comply with the provisions of this Law, its regulations and the General Law on Mercantile Corporations.”

*Article 206 of the Federal Law on Copyright*

**European Union:**

“A general assembly of members shall be convened at least once a year.”

*Article 8(2), EU Directive 2014/26/EU*

“The general assembly shall approve any amendments to the statute and the membership terms of the CMO, where those terms are not regulated by the statute.”

*Article 8(3), EU Directive 2014/26/EU*

“The general assembly of members shall control the activities of the collective management organization by, at least, deciding on the appointment and removal of the auditor and approving the annual transparency report […]”

*Article 8(8), EU Directive 2014/26/EU*

“The general assembly of members shall decide on the appointment or dismissal of the directors, review their general performance and approve their remuneration and other benefits such as monetary and non-monetary benefits, pension awards and entitlements, rights to other awards and rights to severance pay.”

“The general assembly shall decide on the general policy on the distribution of the amounts due to rightholders, the general policy on the use of the non-distributable amounts and on the rules on deductions from rights revenues.”

*Based on Article 8, EU Directive 2014/26/EU*

### 5.1.3 Good practice tools

34. **A CMO should convene a General Meeting of its Members or of their elected representatives at least once a year.**

35. **The General Meeting should approve any amendments to the Statute and to the membership terms.**

36. **The General Meeting:**

   (a) approves the general policies on the Distribution of collected monies; deductions for social, cultural or educational purposes; and the use of non-distributable monies and investments;

   (b) approves the Annual Report and is to be presented with an auditors’ report that comes with that Annual Report;
(c) appoints and dismisses members of the board, and approves their remuneration and other benefits, pension awards, severance packages and other awards;

(d) decides on its general investment policies. The information about the type of investment, the investment policy, and the policy’s results should be included in the Annual Report;

(e) appoints one or two independent external auditors;

(f) approves clear and objective rules governing the functioning and proceedings of General Meetings; and

(g) approves the suspension of membership of Members, when appropriate.

37. The Statute of a CMO may delegate some of the above-mentioned powers of the General Meeting to the board, in compliance with applicable rules in national legislation, if any.

5.2 Internal supervision

5.2.1 Explanation

Proper internal supervision of the CMO management and operations by an independent supervisory body is an essential element of effective and transparent collective rights management. Members of the supervisory body are appointed by the CMO in the general meeting and normally represent the Rightsholders whose rights are being managed. It may, however, sometimes be advisable, insofar as it serves the interests of the Rightsholders better, to appoint as members of the CMO’s decision-making and/or advisory bodies individuals that do not directly represent Rightsholders, but have commercial or legal experience that is valuable for the proper functioning of such body, so long as representatives of Rightsholders make up more than a simple majority of decision-making bodies, unless subject to specific applicable rules or government regulations,
5.2.2 Examples

5.2.2.1 Member States

Brazil:
“Without prejudice to article 97 (5) and (6) of Law no. 9.610, of 1998, a CMO may hire managers or maintain a management council composed by any of its members for the management of the business.”

*Article 19, Decree no. 9.574, of November 22, 2018*

Colombia:
“Societies for the collective administration of copyright and related rights shall have the following bodies: the General Assembly, a Governing Board, a Supervisory Committee and a Controller”; “The Supervisory Committee shall be composed of three main members and three numerical alternates, who must be members of the association. Their responsibilities and functions shall be specified in the statutes.”

*Article 14(7) and (19), Law no. 44 of 1993*

Ecuador:
“The members of the Board of Directors cannot simultaneously be members of the Supervisory Committee. They shall exercise their position for a maximum period of four year and may be re-elected for an additional period.”

*Article 245.2(b), Organic Code on the Social Economy of Knowledge, Creativity and Innovation*

Spain:
“1. A body of the management organization shall, in accordance with the provisions of its statutes, discharge internal oversight functions over the management entrusted to the organization’s governing and representative bodies. This body may not of its own accord manage or represent the organization, without prejudice to the provisions of this article [...].

2. The composition of the internal oversight body and the procedure for the election of its members by the general assembly shall be determined by the statutes of the management organization and in any event shall meet the following criteria: a) the body shall be composed of three or more members of the management organization, ensuring fair and equal representation of the different member categories. None of its members may have a de facto or de jure relationship, whether direct or indirect, with natural or legal persons that form part of or are represented in the governing and representative bodies of the management organization; b) independent third parties that are not members of the management organization may be appointed as members of the oversight body if their technical expertise is relevant to the discharge of its functions. None of the third parties from outside the management organization may have a de facto or de jure relationship, whether direct or indirect, with either the management organization or any of its members.
Management organizations that have annually collected €100 million or more in the previous financial period shall be under an obligation to appoint one or more independent third parties as members of the internal oversight body. For the purposes of subparagraphs a) and b) above, a direct or indirect de facto or de jure relationship shall in all cases mean a personal relationship of kinship by consanguinity or affinity up to and including the second degree, or an employment or commercial relationship that subsists or had subsisted in the five years preceding the appointment.

3. The members of the internal oversight body shall be appointed by the general assembly for a term of four years, renewable once for the same term.

4. Before taking up duties, and thereafter annually, members of the internal oversight body shall make a statement on conflicts of interest to the general assembly for review and consideration [...]. The management organization shall forward a copy of such statements to the administrative authority to which it is accountable [...].

5. The internal control body shall perform the following minimal tasks:
   a) generally monitor the activities and performance of the organization’s governing and representative bodies;
   b) monitor the implementation of decisions and general policies adopted by the general assembly [...];
   c) perform any tasks delegated to it by the general assembly, where appropriate [...];
   d) implement terms of reference assigned to it by the general assembly, where appropriate.

6. The internal oversight body may invite members of the management organization’s governing and representative bodies and managerial and technical staff to attend its meetings as non-voting participants.

7. The management organization’s governing and representative bodies shall, at least quarterly, submit to the internal oversight body all information on the organization’s management that is required for the discharge of its oversight functions. They shall also submit all other information on facts that can have a significant impact on the status of the management organization. Each member of the oversight body shall have access to all information conveyed to that body.

8. Without prejudice to the obligation laid down in the previous paragraph, the internal oversight body may request the management organization’s governing and representative bodies and managerial and technical staff to convey to it whatever information that may be required for the discharge of its functions. Moreover, it may conduct, or request the conduct of, verifications crucial to the discharge of its functions.

9. The internal oversight body shall each year report orally to the general assembly, giving an account of its discharge of its functions. The management organization shall forward a copy of that report to the administrative authority to which it is accountable [...].
10. The internal oversight body may convene extraordinary general assemblies in accordance with the provisions of its statutes whenever it deems such action to be in the interest of the management organization.

11. In management organizations that have annually collected €100 million or more in the previous financial period, the internal oversight body shall, in addition to the tasks listed in paragraph 5, oversee the following activities of the organization’s governing and representative bodies:
   a) the application of rules and regulations on the distribution of royalties collected;
   b) the conduct and resolution of disciplinary proceedings against members of the organization;
   c) the handling and resolution of grievances and complaints;
   d) the implementation of the annual budget for the collection and distribution of managed royalties and of the organization’s revenue and expenses.

12. In management organizations that have annually collected €100 million or more in the previous financial period, the internal oversight body shall:
   a) meet at least half-yearly;
   b) produce for each meeting minutes that shall include the following points:
      1. the attendees;
      2. the meeting agenda;
      3. the time and venue of the meeting;
      4. the main points made in the discussions, the content of agreements adopted and dissenting opinions.
   The minutes of each meeting shall be adopted at the same or at the very next meeting, and a copy thereof shall be sent electronically to all members of the management organization within one month of being adopted.
   c) In discharging its functions, the internal oversight body shall, without prejudice to the provisions of paragraphs 7 and 8, be assisted by an auditor. This auditor, who shall not be the auditor of the organization’s annual accounts, shall be appointed by the general assembly […].”


European Union:
“[A CMO shall establish] a supervisory function which is responsible for continuously monitoring the activities and the performance of the duties of the persons who manage the business of the organization.”

*Article 9(1), EU Directive 2014/26/EU*
“There shall be fair and balanced representation of the different categories of members of the CMO in the body exercising the supervisory function.”
Article 9(2), EU Directive 2014/26/EU

“The requirement of fair and balanced representation of members should not prevent the CMO from appointing third parties to exercise the supervisory function, including persons with relevant professional expertise […]”
Recital 24, EU Directive 2014/26/EU

5.2.2.2 Stakeholders’ organizations

CISAC:
“Each Member shall at all times ensure that the by-laws -and/or internal rules- of each Member:
(i) provide for a Supervisory Body whose role is to supervise the Member’s business as carried out by the Management Body;
(ii) ensure that such Supervisory Body effectively and independently supervises the Management Body, by means of setting up specific rules to this effect including, without limitation, the following rules:
(a) rules regarding the distinction and separation of the function of a member of the Management Body on the one hand and that of a member of the Supervisory Body on the other hand, or
(b) in the absence of such separation rules, rules prohibiting a member of the Management Body from having, (merely because of his status as a member of the Management Body) the right to vote during meetings of the Supervisory Body, or at the very least, a blocking minority voting right or any right of veto whatsoever, and
(iii) prohibit any improper interference of the Supervisory Body in decisions falling within the scope of the exclusive powers (if any) of the Management Body.”
CISAC Professional Rules

“Each Member shall at all times conduct its business in accordance with all relevant and applicable laws and regulations.”
CISAC Professional Rules

5.2.3 Good practice tools

38. A CMO’s Statute should ensure a fair and balanced representation of its different categories of members on the board, in compliance with applicable rules in national legislation.

39. The requirements, established in the Statute to apply to become a member of the board shall be clear, objective and not arbitrary.
40. **The General Meeting may elect board members for their commercial, legal and other relevant experience, subject to any limitations provided by law.**

5.3 **Avoidance of conflicts of interest**

5.3.1 **Explanation**

A well-functioning CMO should take steps to avoid conflicts of interest and ensure the integrity of the board and the management of the CMO. These measures and procedures should preferably be included in internal rules, which should be reviewed regularly.

CMOs are generally non-profit private organizations, controlled by Rightholders.
5.3.2 Examples

5.3.2.1 Member States

Brazil:
“The leaders of the associations [CMOs] shall be elected for a term of three (3) years, with a single renewal preceded by a new election.”
*Article 97(13), Law on Copyright and Neighboring Rights*

Colombia:
“The persons who form part of the Governing Board and Supervisory Committee, the Manager and the Controller of a CMO may not appear on similar organs of another CMO. The Manager may not serve as a member of the Governing Board or Supervisory Committee or of any other organ of the CMO.”
*Article 20, Law no. 44 of 1993*

“Members of the Governing Board shall be subject to the following disqualifying factors in addition to those specified in the statutes:
(a) being related to each other to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship;
(b) being spouses or permanent companions of each other;
(c) being artistic directors, owners, members or representatives of, or attorneys acting for, bodies indebted to the society or in dispute with it;
(d) being relations, to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship, or the spouses or permanent companions, of members of the Supervisory Committee or of the Manager, Secretary, Treasurer or Controller of the society;
(e) being relations, to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship, or the spouses or permanent companions, of officials of the National Copyright Directorate.”
*Article 45, Law no. 44 of 1993*

“Members of the Supervisory Committee shall be subject to the following disqualifying factors in addition to those specified in the statutes:
(a) being related to each other to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship;
(b) being spouses or permanent companions of each other;
(c) being artistic directors, impresarios, owners, members, representatives, attorneys or officials of bodies indebted to the society or in dispute with it;
(d) being relations, to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship, or the spouses or permanent companions of members of the Governing Board or of the Manager, Secretary, Treasurer or Controller of the society;
(e) being relations, to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship,
or the spouses or permanent companions of officials of the National Copyright Directorate."
*Article 46, Law no. 44 of 1993*

“The Manager, Secretary and Treasurer of a society shall be subject to the following disqualifying factors and incompatibilities in addition to those laid down in the statutes:
(a) being the manager, secretary or treasurer, or a member of the governing board, of a society other than those provided for in this Law;
(b) being a relation, to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship, or the spouse or permanent companion, of members of the Governing Board or Supervisory Committee or the Manager, Secretary, Treasurer or Controller of the society;
(c) being the artistic director, manager, owner, a member, the representative or attorney or an officer of bodies indebted to the society or in dispute with it;
(d) being a relation, to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship, or the spouse or permanent companion, of officers of the National Copyright Directorate;
(e) occupying a managerial post in any association or collegial grouping of the same nature.”
*Article 47, Law no. 44 of 1993*

“The Manager may not engage in contractual dealings with his or her spouse or permanent companion or with his or her relations to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship.”
*Article 48, Law no. 44 of 1993*

“The Controller shall be subject to the following disqualifying factors and incompatibilities in addition to those laid down in the statutes:
(a) being a member;
(b) being the spouse, permanent companion or a relation, to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship, of members of the Governing Board or Supervisory Committee or of any of the employees of the society;
(c) being the artistic director, manager, owner, a member, the representative or attorney or an officer of bodies indebted to the society or in dispute with it;
(d) being a relation, to the fourth degree of blood relationship, the second of relationship by marriage or the first of civil relationship or the spouse or permanent companion of an officer of the National Copyright Directorate.”
*Article 49, Law no. 44 of 1993*
“No employee of the society may represent a member of the society at either ordinary or extraordinary sessions of the General Assembly.”

Article 50, Law no. 44 of 1993

Ecuador:
“The members of the Board of Directors cannot simultaneously be members of the Supervisory Committee. They shall exercise their position for a maximum period of four years and may be re-elected for an additional period.”

Article 245.2(b), Organic Code on the Social Economy of Knowledge, Creativity and Innovation

“It is forbidden for the CMO to enter into agreements with the members of the governing bodies, as well as with the spouse, partner or relatives within the fourth blood grade and second affinity grade (…)”

Article 245.3(d), Organic Code on the Social Economy of Knowledge, Creativity and Innovation

“Without prejudice to the provisions of the other applicable legal provisions and the regulations, the statutes of collective management organizations shall, in particular, stipulate the following:

3. Equity and balance sheets:
(d) The collective management organization may not enter into contracts with members of their governing and representative bodies or with the spouse, partner or relatives within the fourth degree of consanguinity and second degree of affinity of said members, with the exception of management contracts and all conventions that bind members of the collective management organization or persons under its administration for the representation of their rights”.

Article 245, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

“Upon assuming their duties and every two years, the members of the Board of Directors, the Monitoring Committee and the Managing Director shall submit to the competent national authority in intellectual property matters a sworn declaration that they are not affected by any of the incompatibilities laid down in this Chapter, together with an affidavit of assets and income.

Article 248, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

Guatemala:
“Persons who form part of the governing bodies of a collective management society may not serve on similar bodies of another society or association concerned with the same subject matter. The following persons may not be either titular or alternate members of the Management Board or Supervisory Committee, or the Director General, of a collective management society: persons related to each other down to the fourth degree of blood relationship and to the second of legal kinship;
legal or common-law spouses;
artistic directors, impresarios, owners, members, representatives or attorneys working for entities indebted to the collective management society or in dispute with it;
relations down to the fourth degree of blood relationship or the second of legal kinship or legal or common law spouses of officials or staff of the Intellectual Property Registry as determined by the regulations under this Law. The members of the Management Board and Supervisory Committee and the Director General, on assuming their posts and annually thereafter, shall, within the first 15 days of January, file with the Intellectual Property Registry a sworn declaration made before a notary which attests that they are not affected by any of the incompatibilities referred to in this Law."

Article 121, Law on Copyright and Related Rights

European Union:
“[…] The CMO puts in place and applies procedures so as to avoid conflicts of interest, and where these cannot be avoided, to identify, manage, monitor and disclose actual or potential conflicts of interest in order to prevent them from adversely affecting the collective interests of the rightholders the organisation represents.”

“These procedures shall include an annual individual statement by each person exercising the supervisory function and each of the persons who effectively manage the CMO to the general assembly of members, containing the following information:

- any interests in the collective management organisation;
- any remuneration received from the collective management organisation, including pension schemes, benefits-in-kind and other types of benefits in the preceding financial year;
- any amounts received as a rightholder from the collective management organisation in the preceding financial year; and
- a declaration on any actual or potential conflict between any personal interests and those of the collective management organisation or between any obligations towards the collective management organisation and any duty to any other natural or legal person."

Based on Article 10, EU Directive 2014/26/EU

5.3.3 Good practice tools

41. A CMO should have in place internal rules to avoid conflict of interest and, when such conflicts cannot be avoided, to identify, manage and monitor conflicts of interest which might prevent board members from discharging their responsibilities.
6. Financial administration, distribution of revenue and deductions

6.1 Split accounts

6.1.1 Explanation

To ensure maximum transparency and accountability, a CMO should separate its Rights Revenue from income derived from its own assets or other activities.

6.1.2 Examples

6.1.2.1 Member States

Belgium:
“The [...] CMO (...) will administer the deductions [for social, cultural and educational aims] in accounts separate from the CMO’s principal account, and the board of directors will report annually about the deducted sums and their expenditure.”

Based on Belgian Code of Economic Law, Book XI, Title 5

European Union:
“The CMO shall manage and keep separate the rights revenue and any income derived from its investment from its own assets, the income derived from its management services or the income derived from any other activities.”


6.1.2.2 Stakeholders’ organizations

CISAC:
“At least once in every calendar year, each Member shall make available to each of its Affiliates and Sister Societies, a description of the Member’s internal Rules concerning financial and other non-copyright related income. This description shall also address the use made by the Member of this income.”

CISAC Professional Rules

SCAPR:
“PMOs shall exercise reasonable prudence and due care when investing reserved funds.”

Article 13, SCAPR Code of Conduct

6.1.3 Good practice tools

A CMO should manage and keep separate the Rights Revenue and any income derived from the investment of its own assets, the income derived from its management services or the income derived from any other activities.
44. A CMO should not be allowed, unless specifically authorized by the General Meeting or its Statute, or provided by law, to use Rights Revenue and any income from the investment of Rights Revenue for any purposes other than Distributions to Rightholders or, if so decided by the General Meeting, social, cultural, educational, or cost reduction.

6.2 Annual report

6.2.1 Explanation

The Annual Report of a CMO is an important document providing information about its performance and operations to Members, other Rightholders, other CMOs and the public at large. CMOs, like all other companies and associations, normally have a legal obligation to produce and publish an Annual Report. It is recommended practice that a CMO provides in its Annual Reports a full and transparent picture of its financial performance and operations. It should also publish the reports in an easily accessible format, and make them available to the public for example through its websites.
### 6.2.2 Examples

#### 6.2.2.1 Member States

**Brazil:**

“The exercise of the collection activity referred to in art. 98 will depend on previous qualification in a Federal Public Administration body, as set forth in regulations, whose administrative process will observe: (...)

"II - the demonstration that the requesting entity meets the necessary conditions to ensure an efficient and transparent administration of the rights entrusted to it and a significant representativity of works and registered owners, upon proof of the following documents and information: (...)"

"f) annual report of its activities, when applicable; (...)"

"i) annual external audit report of its accounts, as long as the entity has operated for more than one (1) year and the audit is demanded by the majority of its members or by a trade union or professional association, pursuant to art. 100 (...)

**Article 98-A, Law on Copyright and Neighboring Rights**

“The trade union or professional association that brings together members of a collective copyright management association may, once a year, at its expense, after 8 (eight) days' notice, to supervise, through an independent auditor, the accuracy of the accounts rendered by this authorial association to its represented.**

**Article 100, Law on Copyright and Neighboring Rights**

**China:**

“A copyright collective administration organization shall establish a finance and accounting system as well as a system of asset management according to law, and shall set up accounting books in accordance with the relevant provisions.”

**Article 30, Regulations on Copyright Collective Administration**

**Ecuador:**

“Without prejudice to other obligations set forth in their respective bylaws, collective management organizations shall: (1) publish, at least once a year, in a newspaper with wide national circulation, the balance sheet and accounts; and (2) send to their members, at least once each semester, complete and detailed information on all the activities related to the management of their rights.”

**Article 249, Organic Code on the Social Economy of Knowledge, Creativity and Innovation**

**Guatemala:**

“[...] Without prejudice to the financial control rules laid down in the statutes, the society’s financial statements and its accounting entries and documentation shall be subject to inspection and a ruling by the external auditor. The external audit report, the financial statements and the accounting entries and
documentation shall be made available to the membership 15 days prior to the holding of the General Assembly concerned."
Article 120, Law on Copyright and Related Rights

Italy:
“1. [...] collective management organizations shall draw up an annual transparency report, including the special report referred to in subparagraph 3, for each financial year, no later than eight months following the end of that financial year. The report shall be published on the website of each collective management organization where it shall remain publicly available for at least five years.

2. The annual transparency report shall contain at least the information set out in the Annex to this decree.

3. The special report shall address the possible use of the amounts deducted for the purposes of social, cultural and educational services and shall contain at least the information indicated on the subject referred to in point 3 of the Annex.

4. The accounting information included in the annual transparency report shall be audited by one or more entities empowered by law to audit the accounts. The audit report including any qualifications thereto, shall be reproduced in full in the annual transparency report. For the purposes of this subparagraph, the accounting information shall comprise the financial statements and any financial information as specified in the Annex.

Article 28, Law-Decree No. 35/2017

Malawi:
“(1) The Society shall:
(a) keep proper accounts and other records relating thereto in respect of its funds and in every respect comply with the provisions of the Finance and Audit Act;
(b) furnish to the Minister annually, or as often as the Minister may direct, accounts in respect of finances and property, including an estimate of income and expenditure for the following financial year.

(2) The accounts of the Society shall be examined and audited annually by auditors appointed by the Society and approved by the Minister.

(3) The financial year of the Society shall be a period of twelve months beginning on 1st April every year and ending on 31st March the following year: Provided that the first financial year of the Society may be such longer period not exceeding eighteen months from the commencement of this Act as the Minister may approve.”

Article 45, Copyright Act

Peru:
“Management of societies are obliged:
(I) to issue a periodical publication for the benefit of their members, with information on the society’s activities that may
have a bearing on the exercise of their rights, which shall at least contain the society’s financial statements, the auditor’s report and the text of any resolutions adopted by its governing bodies; similar information shall be sent to the foreign organizations with which they have representation contracts for the national territory, and to the Copyright Office of INDECOPI; (o) to publish the financial statements of the society every fiscal year in a wide-circulation national newspaper within the 20 days following the meeting of the General Assembly;"

Article 153 (l) and (o), Law no. 822 on Copyright

European Union:

“1. Information to be provided in the annual transparency report referred to in Article 22(2):

(a) financial statements comprising a balance-sheet or a statement of assets and liabilities, an income and expenditure account for the financial year and a cash-flow statement;
(b) a report on the activities in the financial year;
(c) information on refusals to grant a licence pursuant to Article 16(3);
(d) a description of the legal and governance structure of the collective management organisation;
(e) information on any entities directly or indirectly owned or controlled, wholly or in part, by the collective management organisation;
(f) information on the total amount of remuneration paid to the persons referred in Article 9(3) and Article 10 in the previous year, and on other benefits granted to them;
(g) the financial information referred to in point 2 of this Annex;
(h) a special report on the use of any amounts deducted for the purposes of social, cultural and educational services, containing the information referred to in point 3 of this Annex.

2. Financial information to be provided in the annual transparency report:

(a) financial information on rights revenue, per category of rights managed and per type of use (e.g. broadcasting, online, public performance), including information on the income arising from the investment of rights revenue and the use of such income (whether it is distributed to rightholders or other collective management organisations, or otherwise used);
(b) financial information on the cost of rights management and other services provided by the collective management organisation to rightholders, with a comprehensive description of at least the following items:

(i) all operating and financial costs, with a breakdown per category of rights managed and, where costs are indirect and cannot be attributed to one or more categories of
rights, an explanation of the method used to allocate such indirect costs;

(ii) operating and financial costs, with a breakdown per category of rights managed and, where costs are indirect and cannot be attributed to one or more categories of rights, an explanation of the method used to allocate such indirect costs, only with regard to the management of rights, including management fees deducted from or offset against rights revenue or any income arising from the investment of rights revenue in accordance with Article 11(4) and Article 12(1), (2) and (3);

(iii) operating and financial costs with regard to services other than the management of rights, but including social, cultural and educational services;

(iv) resources used to cover costs;

(v) deductions made from rights revenues, with a breakdown per category of rights managed and per type of use and the purpose of the deduction, such as costs relating to the management of rights or to social, cultural or educational services;

(vi) the percentages that the cost of the rights management and other services provided by the collective management organisation to rightholders represents compared to the rights revenue in the relevant financial year, per category of rights managed, and, where costs are indirect and cannot be attributed to one or more categories of rights, an explanation of the method used to allocate such indirect costs;

(c) financial information on amounts due to rightholders, with a comprehensive description of at least the following items:

(i) the total amount attributed to rightholders, with a breakdown per category of rights managed and type of use;

(ii) the total amount paid to rightholders, with a breakdown per category of rights managed and type of use;

(iii) the frequency of payments, with a breakdown per category of rights managed and per type of use;

(iv) the total amount collected but not yet attributed to rightholders, with a breakdown per category of rights managed and type of use, and indicating the financial year in which those amounts were collected;

(v) the total amount attributed to but not yet distributed to rightholders, with a breakdown per category of rights managed and type of use, and indicating the financial year in which those amounts were collected;

(vi) where a collective management organisation has not carried out the distribution and payments within the deadline set in Article 13(1), the reasons for the delay;

(vii) the total non-distributable amounts, along with an explanation of the use to which those amounts have been put;
(d) information on relationships with other collective management organisations, with a description of at least the following items:

(i) amounts received from other collective management organisations and amounts paid to other collective management organisations, with a breakdown per category of rights, per type of use and per organisation;
(ii) management fees and other deductions from the rights revenue due to other collective management organisations, with a breakdown per category of rights, per type of use and per organisation;
(iii) management fees and other deductions from the amounts paid by other collective management organisations, with a breakdown per category of rights and per organisation;
(iv) amounts distributed directly to rightholders originating from other collective management organisations, with a breakdown per category of rights and per organisation.

3. Information to be provided in the special report referred to in Article 22(3):

(a) the amounts deducted for the purposes of social, cultural and educational services in the financial year, with a breakdown per type of purpose and, for each type of purpose, with a breakdown per category of rights managed and per type of use;
(b) an explanation of the use of those amounts, with a breakdown per type of purpose including the costs of managing amounts deducted to fund social, cultural and educational services and of the separate amounts used for social, cultural and educational services.”


6.2.2.2 Stakeholders’ organizations

CISAC:
“With the objective of making the provided information available to all CISAC Members […] each Member shall supply CISAC in each Calendar Year […] with an annual report in respect of the fiscal year which immediately precedes such Calendar Year […]”

“In each Calendar Year, each Member shall make available to each of its Affiliates:

a. an annual report in respect of the fiscal year which immediately precedes such Calendar Year; and
b. a summary of its domestic and international Income in respect of the fiscal year which immediately precedes such Calendar Year;
c. a clear explanation of the purpose and the amount of all Expenditure which it makes from the Royalties due to such Affiliate; and
d. a clear explanation of its distribution rules.”
6.2.3 Good practice tools

45. In respect of each financial year, a CMO should distribute or make available an Annual Report to its membership well in advance of its General Meeting.

46. The Annual Report should contain:

(a) a financial statement, which should include a balance-sheet or a statement of assets and liabilities as well as an income and expenditure account for the financial year;

(b) a report of the CMO’s activities in that financial year;

(c) a statement of Rights Revenue broken down per category of rights managed and per type of use including the total amount of Rights Revenue collected, but not yet attributed to Rightholders, and the total amount of Rights Revenue attributed but not yet distributed to Rightholders;

(d) a breakdown of the Operating Expenses;

(e) a breakdown of the deductions for the purposes of social, cultural and educational services in the financial year and an explanation of the use of those amounts, with a breakdown per social, cultural and educational expenditure;

(f) information on the total amount of remuneration paid, and other benefits granted to, the persons who manage the business of the CMO and the board members in the financial year;

(g) a general statement setting out, in respect of the transactions between a CMO and each partner CMO with which it has a Representation Agreement, the:

(i) name of such partner CMOs, and the dates of the relevant contracts;
(ii) total amount paid in the financial year to the partner CMOs;
(iii) total Management Fees and other specified deductions; and
(iv) total amount received from the partner CMOs.

47. The financial records of a CMO should be inspected annually by at least one external auditor appointed by the General Meeting.

6.3 Distribution policies

6.3.1 Explanation
Noting that CMOs’ Distribution policies are based on the usage of licensed works, CMOs should include in their licenses a requirement to provide accurate and timely information on their usage of works licensed by the CMO.

As a matter of principle, a CMO should collect and distribute – fairly, promptly, and as accurately as possible – to individual Rightholders the Rights Revenue it has collected on the Rightholders’ behalf. It is therefore important that a CMO’s Distribution rules and policies are fair, objective, and transparent. The Distributions should reflect, to the greatest possible extent, the actual use of the content and the actual value attached to the use, or, when such data is not available on an agreed formula of proportionality, which must reflect actual use as far as economically feasible.
6.3.2 Examples

6.3.2.1 Member States

Bosnia and Herzegovina:
"A collective organization shall deduct from its total revenue only the funds for covering the expenses of its own operation, and it shall distribute all other funds to its members. Exceptionally, the Statute of a collective organization may explicitly stipulate that a particular portion of such funds shall be allocated for cultural purposes and for the improvement of the pension, health and social status of its members. The amount of funds allocated for such purposes shall not exceed 10% of the net income of the collective organization."
Art. 6 (2), Law on the Collective Management of Copyright and Related Rights, 2010

Brazil:
"The associations [OMCs] shall provide information system for periodic communication by the user of all the works and phonograms used, as well as for the monitoring by the rights holders of the amounts collected and distributed."
"The portion destined to the distribution to the authors and other rights holders (...) shall not be less than 85% (eighty five percent) of the amounts collected."
Articles 98(9) and 99(4), Law on Copyright and Neighboring Rights

Colombia:
"The amount of remuneration collected by CMOs shall be distributed among the owners of rights in proportion to the actual use of their rights."
Article 14.5, Law no. 44 of 1993

Chile:
"The distribution systems will contemplate a participation of the owners of works and productions in the collected rights, proportional to the use of these."
Article 98, Intellectual Property Law

China:
"Licensing fees collected by a copyright collective management organization shall, after the deduction of administrative costs, be completely transferred to right owners, and shall not be diverted to any other purpose.
To transfer licensing fees, a copyright collective administration organization shall keep a transferring record, which shall contain such items as the total licensing fees collected, the amount of the administrative costs, the names of the right owners, the titles and specific use of the works, sound or video recordings, etc., as well as the respective exact amount of licensing fees paid to each of the right owners, and which shall be preserved for more than 10 years."
Article 29, Regulations on Copyright Collective Administration
Ecuador:
“Distribution of amounts collected – At the time of the distribution of the amounts collected, the collecting organizations shall provide sufficient information to enable members to understand how the calculation was done. Each member shall be individually provided with information in the form authorized for this purpose by the national authority competent for intellectual property rights matters in respect of each collecting society.
Article 254, *Organic Code on the Social Economy of Knowledge, Creativity and Innovation*

“The collections shall be effectively paid and distributed by the collecting organizations to the corresponding rightholders no later than six months following their collection by the respective society. Exceptions are made for cases where the competent national intellectual property authority authorizes a different time limit after approval by the General Assembly.
The exact dates of payments to partners shall be reported annually to the competent national intellectual property authority and to members no later than the first quarter of each year.
Article 255, *Organic Code on the Social Economy of Knowledge, Creativity and Innovation*

Guatemala:
“No remuneration collected by a collecting society may be allocated for any purpose other than distribution to its members, after deduction of the administrative expenses, unless expressly authorized by the General Assembly of the Associates. The directors of the company shall be jointly and severally liable for the infringement of this provision.”
*Article 124, Law on Copyright and Related Rights*

Mexico:
“The obligations of collective management societies ... IX. Settle royalties collected through it, as well as the interest generated by them, within a period not exceeding three months, counted from the date on which such royalties have been received by the company.”
*Article 203, Federal Copyright Law*

Switzerland:
“Where it may reasonably be expected, the users of works must provide the collective rights management organizations with all the necessary information for the determination and application of the tariffs and for distributing the proceeds.”
*Article 51(1), Copyright Act*

European Union:
“(…) a collective management organisation [shall] regularly, diligently, accurately and in accordance with the general policy on distribution referred to in Article 7(5)(a) distribute and pay amounts due to rightholders.”
[...] a collective management organisation or its members who are entities representing rightholders [shall] distribute and pay to rightholders these amounts as soon as possible but no later than nine months from the end of the financial year in which the rights revenue was collected, unless objective reasons related in particular to reporting by users, identification of rights, rightholders or matching of information on works and other subject matter with rightholders prevent the collective management organisation or, where applicable, its members from respecting this deadline.

*Article 13(1), EU Directive 2014/26/EU*

### 6.3.2.2 Stakeholders’ organizations

**Australian CMOs:**

“Each Collecting Society will maintain, and make available to Members on request, a distribution policy that sets out from time to time:

- the basis for calculating entitlements to receive payments from remuneration and/or license fees collected by the Collecting Society (Revenue);
- the manner and frequency of payments to Members; and
- the general nature of amounts that will be deducted from Revenue before distribution.”

*Australian Collecting Societies Code of Conduct*

**CISAC:**

“Each Member shall use its reasonable endeavors to:

a. license all uses of its repertoire in accordance with and subject to the scope of its mandate;

b. promptly collect all Licensing Income due under the licenses which it issues and take all steps it may consider appropriate to collect unpaid Licensing Income;

c. monitor and protect the use, and prevent the unauthorized use, of its repertoire; and

d. promptly collect relevant information about Works exploited by its licensees.”

“Each Member shall:

a. base its distributions on actual usage of Works or, if not practicable, on the basis of a statistically valid sample of actual usage of Works;

b. apply the same level of diligence and fairness to all distributions, including, but not limited to, the frequency of distributions, irrespective of whether such distributions are being made to its Affiliates or to its Sister Societies; and

c. distribute any Royalties due to its Sister Societies or to its Affiliates in accordance with the Binding Resolutions.”

“Each Member shall distribute any Royalties due to each Sister Society as soon as practicable after collection and in any event no less than once a year.”
“Each Member whose previous year total annual global collections are over €10M shall:
   a. target quarterly distribution as soon as practicable subject to quality and in any event distribute Royalties for a revenue stream due to its Sister Societies not less frequently than the Royalties for the same revenue stream due to its own Affiliates;
   b. distribute Royalties to its Sister Societies within thirty days of payments to its own Affiliates.”

*CISAC Professional Rules*

IFPI:
“Each MLC is to strive to accurately identify the use of individual sound recordings in performance activities and to distribute monies to all right holders at track level based on actual use and usage reports insofar as it is economically reasonable.”

*IFPI Code of Conduct for Music Industry MLCs*

IFRRO:
“[CMOs] distribute remuneration received to rightsholders; efficiently and expeditiously; approximating actual use as far as possible; transparently, by publicizing distribution plans which explain the manner and frequency of payments with sufficient detail; in accordance with applicable national and international laws.”

*IFRRO Code of Conduct*

SCAPR:
“The performers shall pay only the costs which are objectively necessary for the protection of their rights and interests and for the effective management of their rights.”

*Article 5, SCAPR Code of Conduct*

“Remuneration collected from users and any interest earned thereon shall, to the highest degree possible, be distributed individually amongst the performers concerned in proportion to the uses of their performances, according to reports by users or other available relevant information enabling calculation, and according to the distribution rules adopted by the PMO in the country of collection.”

*Article 6, SCAPR Code of Conduct*

“Individual remuneration due to performers but not paid out because the right owner cannot be identified or located, shall be reserved during the relevant national period of limitation and, after such a period, dealt with according to the rules of the PMO in the country of collection.”

*Article 13, SCAPR Code of Conduct*

**6.3.3 Good practice tools**

48. A CMO should maintain and publish a Distribution policy, as approved by the General Meeting, that sets out:
(a) the basis for calculating entitlements to receive payments from Rights Revenue collected. In establishing such basis, a CMO should take into account, as far as possible, the actual use and manner of use of works or other subject matter. If not practicable, a statistically valid sample approximating actual use of the works or categories of works can be used;

(b) the manner and frequency of Distributions to Members and Rightholders;

(c) the amounts that will be deducted from the Rights Revenue before Distribution on the basis of Operating Expenses and deduction policies as determined by the General Meeting, the Statute or the law.

49. A CMO should regularly, diligently and accurately distribute and pay amounts due to the Rightholders it represents, be it through membership, mandate – voluntary or statutory – or through Representation Agreements with other CMOs, in accordance with its general policy on Distributions and the agreements it has signed with other CMOs.

50. A CMO should carry out such Distributions and payments no later than 12 months after the end of the financial year in which the Rights Revenue was collected, unless objective reasons, for instance insufficient reporting by Users/Licensees, prevents it from meeting this deadline.

51. A CMO should clearly state its policy relating to undistributed monies.

6.4 Revenue deductions (such as social, cultural, educational)

6.4.1 Explanation

In view of its mission to manage rights efficiently on a collective basis, it should be a key objective for a CMO to provide high quality rights management services at the lowest possible cost, thus maximizing the Distributions to Rightholders. It is therefore important that its Members have the power to decide on all deductions made from monies collected on their behalf, in particular in respect of any deductions for social, cultural and educational purposes.
6.4.2 Examples

6.4.2.1 Member States

Belgium:
“The general meeting of a Belgian CMO shall decide with a two/third majority about a deduction for social, cultural and educational aims. The deduction shall not be higher than 10%. CMOs in other countries may deduct a maximum of 10% from revenues accrued in Belgium. The Belgian CMO, and the non-Belgian CMO for Belgian revenues, will administer the deductions, in accounts separate from the CMO’s principal account, and the boards of directors will report annually about the deducted sums and their expenditure.”

*Based on Belgian Code of Economic Law, Book XI, Title 5*

Brazil:
“Associations, by decision of their maximum decision-making body and as provided for in their bylaws, may allocate up to twenty percent (20%) of all or part of the resources resulting from their activities to cultural and social actions that benefit their members collectively.”

“Associations, according to a decision of its highest body of resolution and as provided for in its statutes, may allocate up to twenty percent of all or part of the funds from activities for events of cultural and social nature that benefit its members collectively and based on non-discriminatory criteria, such as:

I- Social assistance
II- Promotion of creation and diffusion of works; and
III- Capacitation or qualification of members.”

*Article 98(16), Law on Copyright and Neighboring Rights and article 20, Decree no. 9.574, of November 22, 2018*

China:
“A copyright collective administration organization may deduct a certain proportion of the licensing fees which it has collected, as administrative costs to maintain its regular business activities. The proportion that a copyright collective administration organization may deduct as administrative costs shall gradually decrease with the increase of the amount of collected licensing fees.”

*Article 28, Regulations on Copyright Collective Administration*

“Licensing fees collected by a copyright collective management organization shall, after the deduction of administrative costs, be completely transferred to right owners, and shall not be diverted to any other purpose. [..]”

*Article 29, Regulations on Copyright Collective Administration*

Colombia:
“No remuneration collected by a CMO may, without the express authorization of the General Assembly of members, be set aside for any purpose other than the covering of the real cost of the administration of the rights concerned, neither may the balance of the remuneration after the deduction of that cost be distributed”; “CMOs may only set aside up to 10 percent of the amounts
collected for the pursuit of social and cultural purposes previously defined by the General Assembly.”

*Articles 14(4) and 21(2), Law no. 44 of 1993*

**Ethiopia:**

1) The budget of a collective management society shall be drawn from the following sources:
   a) deductions made from the royalties collected in accordance with this Proclamation;
   b) membership contributions;
   c) fees collected from other related services.

2) The annual deduction to be made pursuant to sub-article (1) (a) of this Article may not exceed thirty per cent of the total collected amount of royalty.

3) The amount of deduction to be made in accordance with sub-article (2) of this Article shall be submitted annually to the Office for approval before its implementation.

*Article 35, Copyright and Neighboring Rights Protection (Amendment) Proclamation No. 972/2014*

**Mexico:**

“…XI. The percentage of the amount of resources obtained by the CMO, which will be earmarked for: (a) the management of the CMO; (b) the CMO’s social security programs; and (c) promotion of member’s works; and

XII. The rules governing the revenue-sharing systems. Such rules shall be based on the principle that the holders of economic or related rights they represent shall be granted a share of the royalties collected in strict proportion to the actual, effective and proven use of their works, performances, phonograms or broadcasts.”

*Article 205 of the Federal Law on Copyright*

**North Macedonia:**

“Article 16(6) - The organization may use funds from the collected fees in the amount specified in the statute or in the contract for the establishment, but not more than 15%.”

*Article 16, Law on Copyright and Related Rights*

**Peru:**

“The General Assembly defines the social and cultural aims that shall benefit members of the society for which it is allowed to set aside up to ten percent of the net amount collected – the amount after deduction of administrative costs derived from collective management activities; the General Assembly and/or the Management Board may authorize costs not originally provided for in the relevant budget, without exceeding the maximum percentages previously stated.
The society may as an exceptional measure, and with due justification, procure assets under the heading “Property, plant, and equipment or intangible assets”, provided that the total acquisition of such assets does not exceed three percent of the amount collected, in which case it shall previously have obtained the unanimous consent of the Management Board and the approval of the Supervisory Committee and the General Assembly."

*Article 153(j), Law no. 822 on Copyright*

Senegal:
“Management costs. – Management costs deducted by the collective management society shall be compatible with generally recognized good governance practices and shall, to the extent possible, be proportional to the actual cost of managing the rights in the work, performance, phonogram or videogram.”

*Article 119, Senegal Copyright Act 2008*

“ Andean Community:
CMOs “must undertake, except where expressly authorized by the General Assembly, to ensure that remuneration collected is not assigned to purposes other than the covering of the actual costs of administering the rights concerned and the distribution of the balance of remuneration after deduction of such costs.”

*Article 45(j), Decision no. 351 of 1993*

European Union:
“Deduction:
1. Member States shall ensure that where a rightholder authorises a collective management organisation to manage his rights, the collective management organisation is required to provide the rightholder with information on management fees and other deductions from the rights revenue and from any income arising from the investment of rights revenue, before obtaining his consent to its managing his rights.
2. Deductions shall be reasonable in relation to the services provided by the collective management organisation to rightholders, including, where appropriate, the services referred to in paragraph 4, and shall be established on the basis of objective criteria.
3. Management fees shall not exceed the justified and documented costs incurred by the collective management organisation in managing copyright and related rights. Member States shall ensure that the requirements applicable to the use and the transparency of the use of amounts deducted or offset in respect of management fees apply to any other deductions made in order to cover the costs of managing copyright and related rights.
4. Where a collective management organisation provides social, cultural or educational services funded through deductions from rights revenue or from any income arising from the investment of rights revenue, such services shall be provided on the basis of
fair criteria, in particular as regards access to, and the extent of, those services."

“The following information shall be provided [annually] [in the annual transparency report]: the amounts collected for the purposes of social, cultural and educational services in the financial year, with a breakdown per category of rights managed and per type of use; the explanation of the use of those amounts, with a breakdown per type of purpose.”


6.4.2.2 Stakeholders' organizations

CISAC:
“In each Calendar Year, each Member shall make available to each of its Affiliates […] a clear explanation of the purpose and the amount of all Expenditure which it makes from the Royalties due to such Affiliate; and a clear explanation of its distribution rules.”

CISAC Professional Rules

IFPI:
“Each MLC is to deduct from the collected sums only the appropriate costs of operating the MLC. No additional deductions for whatever reason should be made unless the right holders have agreed to such deductions or they are stipulated by law. MLCs are to provide details of such deductions to members and indicate whether these are statutory or voluntary.”

IFPI Code of Conduct for Music Industry MLCs

IFRRO:
“[CMOs] deduct from collections, if authorized by national law and/or their statutes and/or distribution plan rules so to do, allocations for social and/or cultural purposes; and whenever they do so, the authorization for, as well as the amount and nature of the allocation, is clearly explained to the rightsholders concerned. RROs avoid discrimination on grounds of nationality or otherwise.”

IFRRO Code of Conduct

SCAPR:
“Deductions from the remuneration collected by a PMO (or from income from any investment of that remuneration by or on behalf of that PMO) may also be made for purposes intended to promote the general interests of performers.”

Article 7, SCAPR Code of Conduct
6.4.3 Good practice tools

52. The General Meeting should decide on the rules on deductions from Rights Revenue.

53. The amounts deducted from the Rights Revenue for the purposes of social, cultural and educational purposes in the financial year and an explanation of the use of those amounts should be included in the annual report.

54. A CMO should strive to ensure that funds for social, cultural and educational purposes are only deducted from the Rights Revenue with the agreement of the Rightholders represented.

55. A CMO should ensure that its Operating Expenses are transparent and properly documented.

56. A CMO should ensure that each Rightholder it represents – whether directly through a membership contract or through a Representation Agreement will be entitled to apply for its social, cultural or educational services provided deductions were made on Rights Revenue attributed and distributed to such Rightholder.

7. Relationship between CMOs

7.1 Explanation

CMOs cooperate across borders on the basis of Representation Agreements. A fundamental requirement of such a Representation Agreement is that a CMO treats the Members of an overseas CMO on a non-discriminatory basis. CMOs should provide each other with all information which may be of assistance in executing it.
7.2 Examples

7.2.1 Member States

China:
“The term “reciprocal representation agreement” in the preceding paragraph means an agreement in which a Chinese copyright collective administration organization and a like overseas organization mutually authorize the other party to carry out activities of copyright collective administration in the country or region to which the other party belongs. A copy of reciprocal representation agreements concluded between a Chinese copyright collective administration organization and a like overseas organization shall be submitted to the copyright administration department of the State Council for the record and be published by such department.”
Article 22, Regulations on Copyright Collective Administration

Colombia:
“CMOs have the responsibility to enter into agreements with foreign collective administration societies operating in the same area of activity or management”; “Foreign members whose rights are administered by a society for the collective administration of copyright and neighboring rights, either direct or on the basis of agreements with foreign counterpart societies for the collective administration of copyright and related rights responsible for the direct representation of those members, shall be given the same treatment as members who are nationals of the country or have their usual residence there and are members of the collective administration society or are represented by it.”
Articles 13(6) and 14(6), Law no. 44 of 1993

Germany:
“Representation agreement; prohibition of discrimination
Where a collecting society mandates another collecting society with managing the rights it manages (representation agreement), the mandated collecting society may not discriminate against the rightholders whose rights it manages under the representation agreement.”
Section 44, German Collecting Societies Act, 2017

“Deductions
The mandated collecting society may make deductions from the revenue from rights it manages under a representation agreement other than in respect of management fees only where the mandating collecting society has explicitly consented thereto.”
Section 45, German Collecting Societies Act, 2017

Guatemala:
“Among the responsibilities of collective management societies […]"
(d) to enter into agreements with foreign collective management societies concerned with the same kind of activity or management;
(e) to represent within the country those foreign societies with which they have a representation contract in dealings with the judicial and administrative authorities in all matters of concern to them, being empowered to appear in court in their name."

Article 115, Law on Copyright and Related Rights

Italy:
“1. On the basis of an appropriately justified request, collective management organizations and independent management entities […] shall make available to collective management organizations on behalf of which they manage rights under a representation agreement or any right holder or any user, by electronic means and promptly, at least the following information:
a) the works or other materials they manage, the rights they represent, directly or on the basis of representation agreements, and the territories covered by such agreements;
b) where it is not possible to determine such works or other protected materials because of the context of the activity of the collective management body, the types of works or other subject-matter they represent, the rights they manage and the territories referred by those agreements."

Article 27, Law-Decree no. 35/2017

Nigeria:
“(1) The following conduct or practices by Collective Management Organization shall be deemed to be unethical: (…)
(e) inducing a user who is in the process of negotiating for a license with another society or right owner to refrain from completing the licensing process;
(f) failing to make available to any other Collective Management Organization information which is reasonably required by such other Collective Management Organization to enable it effectively administer the rights held by it. Such information may include but not limited to:
i. information regarding the repertoire of an author who has assigned works to both Collective Management Organization;
ii. information held by a Collective Management Organization that may assist the requesting Collective Management in the computation and equitable distribution of royalties; and
iii. information on the existing reciprocal representation agreement if any of a Collective Management Organization.”

Article 18(1), CMO Regulations, 2007

Peru:
“Management of societies are obliged to issue a periodical publication for the benefit of their members, with information on the society’s activities that may have a bearing on the exercise of their rights, which shall at least contain the society’s financial statements, the auditor’s report and the text of any resolutions adopted by its governing bodies; similar information shall be sent
to the foreign organizations with which they have representation contracts for the national territory, (...);"

*Article 153 (l), Law no. 822 on Copyright*

European Union:
“Rights managed under representation agreements: Member States shall ensure that a collective management organisation does not discriminate against any rightholder whose rights it manages under a representation agreement, in particular with respect to applicable tariffs, management fees, and the conditions for the collection of the rights revenue and distribution of amounts due to rightholders.”

*Article 14, EU Directive 2014/26/EU*

### 7.2.2 Stakeholders’ organizations

**CISAC:**
“Each Member shall [...] keep accurate and up to date documentation relating to the scope of:

a. its repertoire;

b. the rights which it is mandated to administer in respect of such repertoire; and

c. the territory in which it is mandated to administer in respect of such repertoire.”

“In each Calendar Year, each member shall make available to each Sister Society an annual report in respect of the fiscal year which immediately precedes such Calendar Year.”

“Each Member shall:

a. base its distributions on actual usage of Works or, if not practicable, on the basis of a statistically valid sample of actual usage of Works;

b. apply the same level of diligence and fairness to all distributions, including, but not limited to, the frequency of distributions, irrespective of whether such distributions are being made to its Affiliates or to its Sister Society.”

*CISAC Professional Rules*

**IFRRO:**
“[CMOs] provide information to other [CMOs] that is complete, consistent, clear and easy to understand.”

“Each RRO will make available, on request, and subject to any confidentiality requirements, documents, information and records, which may be of assistance to the other RRO in exercising its obligations under the bilateral agreement.”

“Any distribution by one [CMO] to another [CMO] should be made not less than once per year.”

*WIPO FOR OFFICIAL USE ONLY*
"Each [CMO] may deduct from collections, if authorized or required by national law or other governing authorities, by its statutes and/or distribution plans rules, and/or by its contracts or other agreements with rightholders or their representative organizations:

- allocations for the operations of the [CMO];
- allocations for social and/or cultural purposes, and/or
tax deductions, e.g. withholding tax."

IFRRO Code of Conduct

SCAPR:

"Each PMO shall deduct its own management costs incurred in the collection and distribution of remuneration derived from its own territory. In the event that a receiving PMO wishes to make management cost deductions from incoming remuneration from another PMO, both PMOs shall agree on the specific and clear conditions upon which such deductions will be based."

Article 11, SCAPR Code of Conduct

"PMOs shall maintain continuous contact and cooperation with other organizations representing performers."

"Bilateral agreements by which the PMOs mutually exchange remuneration collected are an efficient and cost-effective means of managing performers' international rights."

Articles 15, SCAPR Code of Conduct

7.3. Good practice tools

57. The CMOs' relationship with other CMOs should be governed by a Representation Agreement. There should be no discrimination in the distribution formula and/or payment for works and other subject matter of Members of other CMOs represented via a Representation Agreement.

58. A CMO should provide information to the other CMO that is complete, consistent, clear and easy to understand.

59. A CMO should provide the other CMO with the most recent Annual Report and other relevant information including data-management information.

60. A CMO should distribute remuneration received to the other CMO efficiently, diligently and expeditiously.

61. A CMO should inform the other CMO about its deduction policies, and any changes thereto.

62. A CMO should, upon request, make available to the other CMO accurate and up to date documentation relating to its Repertoire, the rights which it is mandated to administer in respect of such Repertoire and the territory in which it is mandated to administer in respect of its Repertoire.

8. Relationship between CMO and User/Licensee
8.1 CMO's information to Users/Licensees

8.1.1 Explanation

With a view to enabling all potential Users/Licensees to take an informed decision about the benefits of an appropriate license, a CMO should make available to Users/Licensees information which explains the key aspects of its licensing policies.
8.1.2 Examples

8.1.2.1 Member States

Brazil:
“Associations [CMOs] shall maintain a centralized register of all contracts, declarations or documents of any nature that prove authorship and ownership of works and phonograms, as well as individual participations in each work and in each phonogram, preventing the falsification of data and fraud and promoting the disambiguation of similar titles of works.”

“The information mentioned in § 6 is of public interest and access to it shall be made available by electronic means to any interested party, free of charge, and the Ministry of Culture shall also be granted continued and integral access to such information.”

Article 98(6) and (7), Law on Copyright and Neighboring Rights

China:
“A user shall, when paying licensing fees to a copyright collective administration organization, provide with that organization the information on specific use, such as the titles of the used works, sound or video recordings, etc., the names or titles of the right owners, as well as the manner, amount and time of the use; except otherwise stipulated in the licensing contract. Where the information provided by the user involves his trade secrets, the copyright collective administration organization shall have the obligation to maintain secrecy.”

Article 27, Regulations on Copyright Collective Administration

Ecuador:
“CMOs shall have an updated and publicly accessible database with clear and precise information on the works, performances, broadcasts or phonograms whose copyright or related rights manage, as well as the names of their members and national and foreign represented persons, indicating:
(1) each individual work, performance, broadcast or phonogram that they represent with respect to each rightholder;
(2) the tariffs for each type of use and user category;
(3) the reported uses for each work;
(4) the methodology applied to the distribution.”

Article 250, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

Nigeria:
“Where a Collective Management Organization seeks any change in the tariff rates for any category of users, it shall inform such users through a medium that could be accessed publicly by them.”

Article 8(4), CMO Regulations, 2007

Republic of Korea:
“Where a user requests in writing, the copyright trust service provider shall supply the information under his/her management necessary for concluding exploitation contract of works, etc., which
is prescribed by Presidential Decree, within a considerable period of time in writing, unless there are justifiable causes to the contrary.

1. List of works, etc.;
2. Period of trust agreement with the holder of author’s economic right of the relevant work, etc.;
3. Conditions for exploitation, such as royalties and standard contract.”

*Article 106(2), Copyright Act and Article 51, Enforcement Decree of the Copyright Act*

**Uruguay:**
Obligations of Collecting Societies: “(5) set fair and equitable tariffs that determine the required remuneration for use of their repertoire, whether for national or foreign rightholders, whether resident or not in the Republic, and keeping such tariffs available to the public.”

*Article 21, Law on Copyright no. 17.616*

**European Union:**
1. Member States shall ensure that a collective management organisation makes public at least the following information:
   (c) standard licensing contracts and standard applicable tariffs, including discounts;
2. The collective management organisation shall publish, and keep up to date, on its public website the information referred to in paragraph 1.

*Article 21, EU Directive 2014/26/EU*

**8.1.2.2 Stakeholders’ organizations**

**Australian CMOs:**
“Each Collecting Society will:
- make available to Licensees and potential Licensees information about the licences or licence schemes offered by the Collecting Society, including the terms and conditions applying to them, and about the manner in which the Collecting Society collects remuneration and/or licence fees for the use of copyright material; and
- to the extent it reasonably can, having regard to the complexity of the questions of fact and law necessarily involved, take steps to ensure that all licences offered by the Collecting Society are drafted so as to be plainly understandable to Licensees, and are accompanied by practical and suitable explanatory material.

*Australian Collecting Societies Code of Conduct*

**BCC:**
“[A CMO should]
- Explain the rights administered by the CMO
- Identify the rightholders on whose behalf the CMO acts
- Explain the basis for the authority to act (e.g. membership agreements, etc.)
8.1.3 Good practice tools

63. A CMO should provide a User/Licensee (where possible electronically) with relevant background information regarding licenses and licensing schemes, where appropriate. Such information should include:

(a) the legal authority under which the CMO is established, an explanation of the rights administered by the CMO, and the categories of Rightholders on whose behalf the CMO acts;

(b) if practicable, a list of the works and corollary rights in its Repertoire available to Licensees;

(c) a summary of relevant tariffs;

(d) a description of the license term and conditions and invoicing procedures;

(e) details of how a Licensee can cancel a license, any notice provisions which may apply, and any periods during which the right to cancel may subsist.

8.2 Principles governing licensing of Users/Licensees

8.2.1 Explanation

Experience shows that an open and professional approach makes it easier for Users/Licensees to understand a CMO’s licensing policies and allows a CMO to market itself in a
more effective and productive manner. CMOs should therefore treat all potential Users/Licensees in a fair, professional and non-discriminatory manner.

Competition laws or other legal mechanisms often impose special obligations of fair and reasonable behavior on CMOs, given their common status as important market players. Such obligations might include non-discriminatory and fair pricing and prohibition of unreasonable contractual terms.

CMOs may voluntarily decide to cooperate with other CMOs, with a view to increasing efficiency, reducing costs and to simplify the acquisition of licenses.
8.2.2 Examples

8.2.2.1 Member States

Belgium:
“Any person who has a legitimate interest is entitled to consultation of all repertoires managed by a CMO, at the location of the CMO, or in writing. A person requesting in writing whether a certain work is part of the CMO’s repertoire will receive a written, and comprehensive reply not later than three weeks after the request has been received.”
Belgian Code of Economic Law, Book XI, Title 5

Ecuador:
“Tariffs – Collective management organizations shall establish reasonable, equitable and proportional rates for the use of works, performances, broadcasts or phonograms included in their respective repertoires. (...) It is important to note that CMOs are authorized to negotiate with user associations or unions to establish tariffs for specific uses.”
Article 251, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

Guatemala:
“Collective management societies shall be authorized to collect and distribute remuneration for the use of the works and sound recordings entrusted to them for administration, being also authorized to lay down the appropriate tariffs for the use thereof. [....]”
Article 123, Law on Copyright and Related Rights

European Union:
“Licensing terms shall be based on objective criteria [in particular in relation to tariffs].”
Article 16(2), EU Directive 2014/26/EU

8.2.2.2 Stakeholders’ organizations

Australian CMOs:
“Each [CMO] will treat [users] fairly, honestly, impartially, courteously, and in accordance with its Constitution and any license agreement.”
Australian Collecting Societies Code of Conduct

CISAC:
“Each Member shall:
a. grant licenses on the basis of objective criteria and, when applicable, meet the requirements to operate as set by the national legislation, provided that a Member shall not be obliged to grant licenses to users who have previously failed to comply with such Musical Society’s licensing terms and conditions; and
b. not unjustifiably discriminate between users.”
CISAC Professional Rules
IFPI:
"With a view to increasing efficiency and reducing costs MLCs should examine opportunities for cooperation with other CMOs representing complementary rights, e.g., with respect to the licensing of rights in sound recordings and musical works for the public performance of recorded music.

IFPI Code of Conduct for Music Industry MLCs

8.2.3 Good practice tools

64. A CMO should treat Users/Licensees fairly, in accordance with its Statute and in accordance with the terms of any relevant license agreement.

65. A CMO should license rights on the basis of objective, fair and non-discriminatory criteria, taking into account national copyright law, including applicable limitations and exceptions.

66. If prior approval of a Rightsholder is required for the licensing, a CMO should use reasonable endeavors to expedite the approval process.

67. Best practices of acting impartially, fairly and on the basis of objective criteria, nonetheless permit a CMO to refuse to grant a license for objective reasons, such as if that User/Licensee has repeatedly failed to meet its contractual obligations with that CMO, or repeatedly breached any statutory obligations with respect to rights managed by that CMO, subject to any requirements of national legislation to the contrary.

68. If a CMO refuses to grant a license, it should provide a written statement explaining the reason and appeal procedure, within a reasonable period of time.

69. Users/Licensees are expected to act in a responsible manner, provide accurate and timely information, and negotiate in good faith. Where the signatory to a license is someone other than the department responsible for the day-to-day management of the license, that department should be closely involved in the license negotiations.

8.3 Rules for setting of tariffs

8.3.1 Explanation

A key principle when a CMO sets tariffs (sometimes known as “licensing schemes”) is that their criteria should be clear, objective and reasonable. The price of the license issued should be fair and equitable. A CMO could, for instance, consider backing up its tariff proposals with independent economic research concerning the economic value of the rights in question in the relevant markets. When assessing the fair value of a CMO's license, all aspects of the transaction should be taken into account, including the value of the rights and the benefit that collective licensing generates to Users by reducing the number of licensing transactions they have to make.
8.3.2 Examples

8.3.2.1 Member States

Belgium:
“CMOs will establish rules for tariff setting […] regarding all sorts of rights managed under their responsibility, with the exception of tariffs determined by the law.”
*Belgian Code of Economic Law, Book XI, Title 5*

“Up to date versions of the rules for tariff setting, […] will be available, and published on the CMO’s website not later than one month after their last adjustment.”
*Based on Belgian Code of Economic Law, Book XI, Title 5*

Bosnia and Herzegovina:
“(1) The amount and method of calculation of remunerations payable by each user to a collective organization for the use of a work from its repertoire shall be fixed by the tariff. The amount of remuneration shall be appropriate as to the category of the work and the manner of the use thereof.

(2) The tariff shall be fixed by a collective agreement concluded between a collective organization and a representative association of users or, if it is impossible, by an agreement with an individual user or by a decision of the Copyright Council. The tariffs fixed in the mentioned agreements shall be considered as appropriate until such time as the Copyright Council issues a different final decision.

(3) When determining an appropriate tariff, the following shall be taken into account, in particular:

a) total gross income derived from the use of a work or, if it is impossible, total gross costs related to such use;

b) importance of the use of works for the activity of a user;

c) ratio between protected and non-protected works used;

d) ratio between the rights managed collectively and individually;

e) particular complexity of the collective management of rights due to certain use of the works;

f) comparability of the proposed tariff with the tariffs of similar collective organizations in other neighboring states and the states which may be compared with Bosnia and Herzegovina according to the relevant criteria, and in particular with respect to GDP *per capita* and purchasing power.”
*Article 23 (1), (2) and (3), Law on Collective Management, Bosnia and Herzegovina, 2010*

Brazil:
“The associations [CMOs] shall adopt the principles of isonomy, efficiency and transparency in the collection for the use of any work or phonogram.”

"It will be up to the associations, in the interest of their associates, to establish the prices for the use of their repertoires, considering the reasonableness, the good faith and the uses of the place of use of the works."
"The collection will always be proportional to the degree of use of the works and phonograms by the users, considering the importance of the public execution in the exercise of its activities, and the particularities of each segment, as provided in the regulation of this Law."

*Article 98(2)-(4), Law on Copyright and Neighboring Rights*

**Ecuador:**

“(…) The competent national authority for intellectual property rights shall verify that the tariffs establish a special and differentiated regime for community media transmissions, taking into account criteria such as coverage and population density.”

*Article 251, Organic Code on the Social Economy of Knowledge, Creativity and Innovation*

**Germany:**

“Inclusive contracts
The collecting society shall be obliged to conclude an inclusive contract with associations of users at reasonable conditions in respect of the rights it manages, except where the collecting society cannot be reasonably expected to conclude such an inclusive contract, in particular because the membership of the association of users is too small.”

*Section 35, German Collecting Societies Act, 2017*

“Obligation to set tariffs
The collecting society shall set tariffs in respect of that remuneration which it claims for the rights it manages. If inclusive contracts have been concluded, the rates of remuneration agreed in them shall constitute the applicable tariffs.”

*Section 38, German Collecting Societies Act, 2017*

“Setting of tariffs
(1) As a general rule, the tariffs shall be calculated on the basis of the pecuniary benefits derived on account of the exploitation. The tariffs may also be calculated on another basis if there are sufficient indications which can be secured at economically justifiable expense for the benefits from the exploitation.
(2) When setting the tariffs, reasonable consideration shall be given to the share which the use of the work represents of the total utilisation and to the economic value of the services provided by the collecting society.
(3) The collecting society is to pay reasonable consideration when setting the tariffs and collecting the remuneration to the religious, cultural and social concerns of the users, including the concerns of the youth services.
(4) The collecting society shall inform the users concerned of the criteria used for the setting of the tariffs.”

*Section 39, German Collecting Societies Act, 2017*
“Disclosure of information to the public
(1) The collecting society shall publish at least the following information on its website: (…)  
4. the tariffs and standard rates of remuneration, in each case including discounts,  
5. the inclusive contracts it has concluded (…).”

*Section 56, German Collecting Societies Act, 2017*

**Guatemala:**
“Tariffs shall be approved by the General Assembly on a proposal by the Management Board, and they shall be published in the Official Gazette to come into effect on the day following such publication. […]”

*Article 126, Law on Copyright and Related Rights*

**Japan:**
“(1) A management business operator shall specify royalty rules containing the following items and make a previous report thereof to the Commissioner of the Agency for Cultural Affairs. The same shall apply in the case where the operator intends to change the rules;

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<td>(i)</td>
<td>royalty rates as per exploitation division (&quot;exploitation division&quot; means a division by classification of works and by distinction of exploitation means; the same shall apply in Article 23) specified in accordance with the standard fixed by Ministry of Education and Science Ordinance;</td>
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<td>(ii)</td>
<td>date of enforcement of the rules;</td>
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<td>(iii)</td>
<td>other matters specified by Ministry of Education and Science Ordinance.</td>
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(2) A management business operator shall, when intending to specify or change royalty rules, endeavor to hear opinions previously from users or groups of them.

(3) A management business operator shall, when having made a report in accordance with the provisions of paragraph (1), make public the summary of the reported royalty rules.

(4) A management business operator shall not ask for, as royalty rates for works, etc. dealt with, rates exceeding those specified by royalty rules reported in accordance with the provisions of paragraph (1).”

*Article 13, Law on Management Business of Copyright and Neighboring Rights*

**Republic of Korea:**
“The rate and amount of usage fee that a copyright trust service provider receives from users shall be determined by the copyright trust service provider after he/she obtains approval from the Minister of Culture, Sports and Tourism. In such cases, the
Minister of Culture, Sports and Tourism shall collect opinions of interested persons, as prescribed by Presidential Decree.”

*Article 105(5), Copyright Act*

Venezuela:
“(....) The rates and any amendments thereto shall be published in accordance with the Regulations, except as provided in Article 144 of this Law. If a user organization or broadcasting organization considers that the rate set by a CMO for the public communication of pre-existing works, performances or musical productions is abusive, it may turn to the National Directorate for Copyright to arbitrate within 10 (ten) working days following publication of the rate and without prejudice to the obligation to refrain from using the relevant repertoire.”

*Article 6(2), Copyright Act 1993*

European Union:
“Collective management organisations and users conduct negotiations for the licensing of rights in good faith. They shall provide each other with all necessary information.”

*Article 16(1), EU Directive 2014/26/EU*

“Rightholders shall receive appropriate remuneration for the use of the rights. Tariffs for exclusive rights and rights to remuneration shall be reasonable in relation to, inter alia, the economic value of the use of the rights in trade, taking into account the nature and scope of the use of the work and other subject-matter, as well as in relation to the economic value of the service provided by the collective management organisation. Collective management organisations shall inform the user concerned of the criteria used for the setting of those tariffs.”

*Article 16(2), EU Directive 2014/26/EU*

**8.3.2.2 Stakeholders’ organizations**

Australian CMOs:
“Each Collecting Society will where appropriate consult in good faith with relevant industry associations in relation to the terms and conditions applying to licenses or license schemes offered by the Collecting Society.”

“In setting or negotiating license fees, a CMO may have regard to the following matters:
- the value of the copyright material;
- the purpose for which, and the context in which, the copyright material is used;
- the manner or kind of use of the Copyright Material;
- any relevant decisions of the Copyright Tribunal; and
- any other relevant matters.”

*Australian Collecting Societies Code of Conduct*
IFPI:  
“Each MLC is to establish tariffs that are transparent and based on objective criteria and that fairly reflect both the value of rightholders’ rights in trade and the benefits to users of the MLC’s service.”
*IFPI Code of Conduct for Music Industry MLCs*

8.3.3. Good practice tools

72. A CMO should establish tariffs which may be based on cross-sectoral tariff comparisons, economic research, the commercial value of the rights in use, the benefits to Licensees, or other relevant criteria.

73. Benefits for a Licensee should be assessed having regard to the CMO’s rights used considering, for example:
   (a) the purpose for which such rights are used;
   (b) the context in which such rights are used;
   (c) the manner or kind of use for which such rights are used;
   (d) the benefit to the Licensee of having to deal with a CMO, rather than each Rightholder individually; and
   (e) the negotiated rates and terms that would be reasonable in relation to the economic value of rights and/or that have been negotiated in the marketplace between a willing buyer and a willing seller.

8.4. Obligations of Users/Licensees

8.4.1 Explanation

Both CMOs and Users/Licensees must act in a responsible manner and conduct negotiations in good faith and a transparent manner. Users/Licensees should provide CMOs with the information required for the purposes of licensing rights, as well as collection and timely and accurate Distribution of the revenues for the use of rights represented by the CMO.

Users/Licensees must, in particular, report the works and other protected subject matter they use in a timely and accurate manner, as well as any data or information allowing the CMOs to calculate the license fee, which is essential to enable the CMOs to operate efficiently and distribute collected revenues timely to the correct right holders.
### 8.4.2 Examples

#### 8.4.2.1 Member States

**Albania:**

“The granting of authorization for use
1. A natural or legal person, before starting to use a copyright protected object, must submit to the relevant CMO a request for authorization of such use. The application must contain information about the type and circumstances of use, such as the manner, place and time of the use and other necessary information for the determination of the amount of compensation.
2. The CMO gives the user the authorization, within its competence, to use the object under protection. The authorization shall include the right indicator for which it applies, the conditions as for the manner of use, the place and time and the amount of remuneration for the use, where its use is subject to remuneration.
3. The user shall submit without delay to the CMO the information regarding any change of circumstances for its use and completion, in order to change the conditions under which it was authorized or withdrawn it.”

*Article 140, Law No. 35/2016 on Copyright and Related Rights Act*

“The Obligation to Provide Information
In case of insufficient information for the unauthorized use of the material, the object under protection, the CMO will address, via a request, to the competent institutions of state administration or other legal persons, who are required to deliver the relevant information from their data. Failure to comply with this obligation results in legal responsibility.”

*Article 141, Law No. 35/2016 on Copyright and Related Rights Act*

**Brazil:**

“The user shall deliver to the entity responsible for collecting the rights related to the performance or public performance, immediately after the act of communication to the public, a complete list of the works and phonograms used, and shall make it public and freely accessible, together with the amounts paid, on its electronic website or, if this is not the case, at the place of communication and at its headquarters.”

*Article 68 (6), Law on Copyright and Neighboring Rights*

**Chile:**

“Collecting societies shall be obliged, upon request, to grant non-exclusive authorizations for the copyright and related rights that they administer, in accordance with general fee schedules that govern the payment required for the use of their repertoire. Societies may refuse to authorize the use of their repertoire only where the applicant fails to offer sufficient guarantees to cover payment of the corresponding fee. Fees shall be set by the
collecting societies, through the administrative body provided for in their statutes, and shall enter into force from the date of their publication in the Official Gazette. Notwithstanding the foregoing, the collecting societies may negotiate special fee schedules with user associations that shall apply to the members of such organizations. Users who so desire may avail themselves of those special fee schedules. Users who obtain authorization in accordance with this article shall provide the collecting society with a list of the works used, together with payment of the corresponding fees.

Article 100, Intellectual Property Law

Côte d’Ivoire:
“Contracts entered into by collective management organizations with users of all or part of their repertoire, in accordance with the present Act and in pursuit of the purpose of the contracts, shall be civil acts. The users of works shall provide the collective management organizations with all the information they require in order to establish and apply the tariffs and to distribute the proceeds. Audiovisual communication companies shall promptly send the authorized collective management organization a detailed schedule regarding the use of the repertoire and all documentary evidence necessary for the distribution of rights.”

Article 120, Act No. 2016-555 of July 26, 2016, on Copyright and Neighboring Rights

Ecuador:
“Obligation of radio, television or cable broadcasting organizations to keep records. All radio, television or cable broadcasters and any organizations that otherwise publicly disseminate protected works, performances, broadcasts or phonograms for commercial purposes and that make a detailed selection of the materials they disseminate directly to the public shall keep monthly catalogs, registers or schedules in which the title of the works broadcast and the names of the authors or owners of the corresponding copyright and related rights and of which they are aware shall be recorded in the order in which they are broadcast. The catalogs, registers or schedules shall be sent to each of the collecting societies and to the single entity responsible for collecting broadcasting royalties for the purposes provided for in this Chapter. Collecting societies shall issue receipts or other confirmation of receipt of the catalogs, registers or schedules referred to in this article.”

Article 257, Organic Code on the Social Economy of Knowledge, Creativity and Innovation, 2016

France:
“When a license is granted, the user shall send the collective management organization, in a format and time frame agreed upon by the parties or established in advance, relevant information on the use made of the rights, thereby enabling the
organization to collect and distribute the revenue derived therefrom.

In order to determine the required format in which to send such information, organizations and users shall take into account, as far as possible, voluntary industry standards, in particular standard identifiers for works and other protected subject matter. Where the parties fail to arrive at an agreement within a reasonable period of time, such information shall be that established by order of the Minister of Culture for the relevant industry.”

*Article L324-8, Intellectual Property Code*

**Guatemala:**

“The person responsible for the management of the entities or establishments in which public performances of musical works take place is obliged to:

(a) keep a daily record of the title of each musical work performed, the names of its author and composer, and those of the performers involved, the leader of the group or orchestra conductor, as the case may be, and of the phonogram or videogram producer where the public performance consists in the playing of a phonogram or videogram;

(b) convey the above information to each of the associations or management bodies that represent the rights of authors, performers and phonogram and videogram producers.”

*Article 99, Law on Copyright and Related Rights*

**Italy :**

“Obligations of users

1. Unless otherwise agreed between the parties, within ninety days of use, users shall provide the collective management organizations, as well as independent management entities, in an agreed or pre-established format, the relevant information at their disposal, necessary for the collection of the rights revenue and for the distribution and payment of the amounts due to right holders, and concerning the use of protected works. The information shall concern, in particular:

   a) with reference to the identification of the protected work: the original title; the year of production or distribution in the territory of State, the producer and the overall duration of the work;

   b) with reference to the use of the protected work: all the profiles related to the dissemination, such as the date or period of communication, dissemination, representation, distribution or marketing or otherwise public disclosure. The right of collective management organizations and independent management entities to request further information, where available, shall remain unaffected.

3. Collective management organizations shall agree in good faith on the information to be provided, the methods and timing of
contracts with users, including taking into account voluntary industry standards.

4. The non-fulfilment of information obligations or the provision of false or erroneous data constitutes cause for termination of the license agreement, with the consequent inhibition of the use of phonograms, cinematographic and audiovisual works even when remunerated with fair compensation.

*Article 23, Law-Decree no. 35/2017*

European Union:
“Member States shall adopt provisions to ensure that users provide a collective management organisation, within an agreed or pre-established time and in an agreed or pre-established format, with such relevant information at their disposal on the use of the rights represented by the collective management organisation as is necessary for the collection of rights revenue and for the distribution and payment of amounts due to rightholders. When deciding on the format for the provision of such information, collective management organisations and users shall take into account, as far as possible, voluntary industry standards.”

*Article 17, Directive 2014/26/EU*

### 8.2.2.2 Stakeholders’ organizations

**IFPI:**
“Each Music Licensing Company is to require users to report the use of all sound recordings promptly and accurately using a standardised electronic format and where possible using industry standard recording identifiers, unless reporting would be commercially unreasonable and economically unviable considering in particular the value of the license in question.”

*IFPI Code of Conduct for Music Industry MLCs*

**SCAPR:**
“PMOs shall concurrently register the uses of both national and foreign performers’ performances subject to the rights in their respective territories of operation, mainly based on the following sources: Reports from users providing comprehensive play lists or from reliable surveys;”

*Article 12, SCAPR Code of Conduct*

“PMOs shall act in a consistent and transparent manner with regard to users and the public in general.”

*Article 14, SCAPR Code of Conduct*

### 8.4.3 Good practice tools

74. Users/Licensees should provide a CMO with information on the use of works and other subject matter in an agreed format and in a timely and accurate manner as well as any data or information to enable a CMO to calculate and distribute the license fees.
9. Processing of Members’ and Users/Licensees’ data

9.1 Explanation

Members and Users/Licensees provide CMOs with personal and sometimes confidential or commercially sensitive information. A CMO should treat such personal or sensitive data carefully, and always in compliance with the applicable rules on the protection of privacy, personal data, and trade secrets. The applicable rules on data protection vary from country to country, but it is good practice to ensure that personal data is only kept and used for the purpose for which it was originally collected and that consent is sought for any further processing of data. If it is necessary to transfer personal data about a Member abroad, a CMO should point out to the Member, when obtaining his/her consent, that some foreign countries might have weaker data protection laws, or no data protection laws at all.

9.2 Examples

9.2.1 Member States

Belgium:
“Employees of the collecting society and all other persons who participate in the collection of remunerations due under chapters 5 or 9 shall be under an obligation of professional secrecy with respect to all information of which they obtain knowledge in or on the occasion of the exercise of their functions.”
Belgian Code of Economic Law, Book XI, Title 5

Republic of Korea:
“When it is inevitably necessary to execute and perform a contract with a data subject, a personal information controller may collect personal information and use it with the scope of the purpose of collection.”
Article 15(1), Personal Information Protection Act

“A personal information controller shall destroy personal information without delay when the personal information becomes unnecessary owing to the expiry of the retention period, attainment of the purpose of processing the personal information, etc.”
Article 21(1), Personal Information Protection Act

European Union:
“It is important for collective management organisations to respect the rights to private life and personal data protection of any rightholder, member, user and other individual whose personal data they process. Directive 95/46/EC governs the processing of personal data carried out in the Member States in the context of that Directive and under the supervision of the Member States’ competent authorities, in particular the public independent authorities designated by the Member States. Rightholders should be given appropriate information about the processing of their data, the recipients of those data, time limits for the retention of such data in any database, and the way in which rightholders can exercise their rights to access, correct or delete their personal
data concerning them in accordance with Directive 95/46/EC. In particular, unique identifiers which allow for the indirect identification of a person should be treated as personal data within the meaning of that Directive."
Recital 52, EU Directive 2014/26/EU

**9.2.2 Stakeholders' organizations**

CISAC: "Each Member shall refrain from disclosing any Confidential Information."
*CISAC Professional Rules*

IFRRO: "[A CMO] deals with confidential information appropriately, respecting agreements and applicable laws while respecting privacy rights of right holders and users."
*IFRRO Code of Conduct*

**9.3 Good practice tools**

75. A CMO should use its reasonable endeavors to ensure that each of its directors and employees does not disclose to third parties any information they have obtained in the course of their employment or performance of their duties without an objectively justifiable reason or an order by a competent authority.

76. A CMO should keep and regularly update records of each Right holder it represents so that such Right holder can be accurately identified and located.

77. A CMO should respect the fundamental principles of privacy and the protection of personal data. It should also comply with its obligations under relevant laws relating to protection of privacy and personal data.

78. A CMO should inform (where possible electronically) a Right holder or a Licensee about the personal data it holds on such Right holder or Licensee.

**10. Importance of IT infrastructure**

**10.1 Explanation**

A CMO should utilize a proper functional data model, which caters for the needs to document, identify, collect, allocate and distribute the Rights Revenue represented by the CMO in the respective territory and in relation to other territories the CMO cooperates with, taking into account applicable transparency rules.

The IT infrastructure should implement carefully the business processes of documentation, collection, allocation and Distribution. A CMO should look at existing solutions, prior to developing a customized system.
Distribution is facilitated through existing international identifiers (EIDR, IPI, IPN, ISAN, ISBN, ISNI, ISRC, ISSN, ISWC, VRDB-ID, etc.), exchange formats and protocols (CRD, CWR, DDEX, SDEG, etc.) and dedicated industry IT standards (AV Index, Cis-Net, IDA, IPD, IPI System, VRDB, etc.). (See also Appendix 1.)

10.2 Examples

10.2.1 Member States

United States of America:
“Reporting and distribution of royalties to copyright owners by the mechanical licensing collective.

(…) (b) (3) Royalty distributions shall be accompanied by corresponding royalty statements containing the information set forth in paragraph (c) of this section for the royalties contained in the distribution.

(c) Content—

(1) General content of royalty statements. Accompanying the distribution of royalties to a copyright owner, the mechanical licensing collective shall provide to the copyright owner a statement that includes, at a minimum, the following information:

(i) The period (month and year) covered by the statement, and the period (month and year) during which the reported activity occurred. For adjustments, the mechanical licensing collective shall report both the period (month and year) during which the original reported activity occurred and the date on which the digital music provider reported the adjustment.

(ii) The name and address of the mechanical licensing collective.

(iii) The name and mechanical licensing collective identification number of the copyright owner.

(iv) ISNI and IPI name and identification number for each songwriter, administrator, and musical work copyright owner, to the extent it has been provided to the mechanical licensing collective by a copyright owner.

(v) The name and mechanical licensing collective identification number of the copyright owner’s administrator (if applicable), to the extent one has been provided to the mechanical licensing collective by a copyright owner.

(vi) Payment information, such as check number, automated clearing house (ACH) identification, or wire transfer number.

(vii) The total royalty payable to the relevant copyright owner for the month covered by the royalty statement.

(2) Musical work information. For each matched musical work owned by the copyright owner for which
accompanying royalties are being distributed to that copyright owner, the mechanical licensing collective shall report the following information:

(i) The musical work name, including primary and any alternative and parenthetical titles for the musical work known to the mechanical licensing collective.
(ii) ISWC for the musical work, to the extent it is known to the mechanical licensing collective.
(iii) The mechanical licensing collective's standard identification number of the musical work.
(iv) The administrator's unique identifier for the musical work, to the extent one has been provided to the mechanical licensing collective by a copyright owner or its administrator.
(v) The name(s) of the songwriter(s), to the extent they are known to the mechanical licensing collective.
(vi) The percentage share of musical work owned or controlled by the copyright owner.
(vii) For each sound recording embodying the musical work, the identifying information enumerated in paragraph (c)(3) of this section and the royalty information enumerated in paragraph (c)(4) of this section.

(3) Sound recording information.

(…) (ii) The mechanical licensing collective shall report the following information to the extent it is known to the mechanical licensing collective:

(A) The record label name(s).
(B) ISRC(s).
(C) The sound recording copyright owner(s).
(D) Playing time.
(E) Album title(s) or product name(s).
(F) Album or product featured artist(s), if different from sound recording featured artist(s).
(G) Distributor(s).
(H) UPC(s). (…)

37 C.F.R. §210.29

“Musical works database information.

(…) (b) Matched musical works. With respect to musical works (or shares thereof) where the copyright owners have been identified and located, the musical works database shall contain, at a minimum, the following:

(1) Information regarding the musical work:

(i) Musical work title(s);
(ii) The copyright owner of the musical work (or share thereof), and the ownership percentage of that owner. The copyright owner of the musical work owns any one
of the exclusive rights comprised in the copyright for that work. A copyright owner includes entities, including foreign collective management organizations (CMOs), to which copyright ownership has been transferred through an assignment, mortgage, exclusive license, or any other conveyance, alienation, or hypothecation of a copyright or of any of the exclusive rights comprised in a copyright, whether or not it is limited in time or place of effect, but not including a nonexclusive license;

(iii) Contact information for the copyright owner of the musical work (or share thereof), which can be a post office box or similar designation, or a “care of” address (e.g., publisher);

(iv) The mechanical licensing collective’s standard identifier for the musical work; and

(v) To the extent reasonably available to the mechanical licensing collective:

(A) Any alternative or parenthetical titles for the musical work;
(B) ISWC;
(C) Songwriter(s), with the mechanical licensing collective having the discretion to allow songwriters, or their authorized representatives, to have songwriter information listed anonymously or pseudonymously. The mechanical licensing collective shall develop and make publicly available a policy on how the collective will consider requests by copyright owners or administrators to change songwriter names to be listed anonymously or pseudonymously for matched musical works;
(D) Administrator(s) or other authorized entity(ies) who license the musical work (or share thereof) and/or collect mechanical royalties for use of such musical work (or share thereof) in the United States;
(E) ISNI(s) and/or IPI(s) for each musical work copyright owner, and, if different, songwriter, and administrator;
(F) Unique identifier(s) assigned by the blanket licensee, if reported by the blanket licensee; and
(G) For classical compositions, opus and catalog numbers.

(2) Information regarding the sound recording(s) in which the musical work is embodied, to the extent reasonably available to the mechanical licensing collective:

(i) ISRC;

(ii) Sound recording name(s), including all known alternative and parenthetical titles for the sound recording;

(iii) Information related to the sound recording copyright owner, including LabelName and PLine.
Should the mechanical licensing collective decide to include DDEX Party Identifier (DPID) in the public database, the DPID party's name may be included, but not the numerical identifier;

(iv) Featured artist(s);
(v) Playing time;
(vi) Version;
(vii) Release date(s);
(viii) Producer;
(ix) UPC; and
(x) Other non-confidential information that the MLC reasonably believes, based on common usage, would be useful to assist in associating sound recordings with musical works.

(c) Unmatched musical works. With respect to musical works (or shares thereof) where the copyright owners have not been identified or located, the musical works database shall include, to the extent reasonably available to the mechanical licensing collective:

(1) Information regarding the musical work:
   (i) Musical work title(s), including any alternative or parenthetical titles for the musical work;
   (ii) The ownership percentage of the musical work for which an owner has not been identified;
   (iii) If a musical work copyright owner has been identified but not located, the identity of such owner and the ownership percentage of that owner. The copyright owner of the musical work owns any one of the exclusive rights comprised in the copyright for that work. A copyright owner includes entities, including foreign collective management organizations (CMOs), to which copyright ownership has been transferred through an assignment, mortgage, exclusive license, or any other conveyance, alienation, or hypothecation of a copyright or of any of the exclusive rights comprised in a copyright, whether or not it is limited in time or place of effect, but not including a nonexclusive license;
   (iv) The mechanical licensing collective's standard identifier for the musical work;
   (v) ISWC;
   (vi) Songwriter(s), with the mechanical licensing collective having the discretion to allow songwriters, or their authorized representatives, to have songwriter information listed anonymously or pseudonymously. The mechanical licensing collective shall develop and make publicly available a policy on how the collective will consider requests by copyright owners or administrators to change songwriter names to be listed anonymously or pseudonymously for unmatched musical works;
   (vii) Administrator(s) or other authorized entity(ies) who license the musical work (or share thereof) and/or
collect mechanical royalties for use of such musical work (or share thereof) in the United States;
(viii) ISNI(s) and/or IPI(s) for each musical work copyright owner, and, if different, songwriter and administrator;
(ix) Unique identifier(s) assigned by the blanket licensee, if reported by the blanket licensee; and
(x) For classical compositions, opus and catalog numbers.

(2) Information regarding the sound recording(s) in which the musical work is embodied:
(i) ISRC;
(ii) Sound recording name(s), including all known alternative and parenthetical titles for the sound recording;
(iii) Information related to the sound recording copyright owner, including LabelName and PLine.
Should the mechanical licensing collective decide to include DDEX Party Identifier (DPID) in the public database, the DPID party's name may be included, but not the numerical identifier;
(iv) Featured artist(s);
(v) Playing time;
(vi) Version;
(vii) Release date(s);
(viii) Producer;
(ix) UPC; and
(x) Other non-confidential information that the MLC reasonably believes, based on common usage, would be useful to assist in associating sound recordings with musical works, and any additional non-confidential information reported to the mechanical licensing collective that may assist in identifying musical works."

37 C.F.R. §210.31

European Union:
“Capacity to process multi-territorial licences
1. Member States shall ensure that a collective management organisation which grants multi-territorial licences for online rights in musical works has sufficient capacity to process electronically, in an efficient and transparent manner, data needed for the administration of such licences, including for the purposes of identifying the repertoire and monitoring its use, invoicing users, collecting rights revenue and distributing amounts due to rightholders.
2. For the purposes of paragraph 1, a collective management organisation shall comply, at least, with the following conditions:
(a) to have the ability to identify accurately the musical works, wholly or in part, which the collective management organisation is authorised to represent;
(b) to have the ability to identify accurately, wholly or in part, with respect to each relevant territory, the rights and their
corresponding rightholders for each musical work or share therein which the collective management organisation is authorised to represent;
(c) to make use of unique identifiers in order to identify rightholders and musical works, taking into account, as far as possible, voluntary industry standards and practices developed at international or Union level;
(d) to make use of adequate means in order to identify and resolve in a timely and effective manner inconsistencies in data held by other collective management organisations granting multi-territorial licences for online rights in musical works.”

Article 24, EU Directive 2014/26/EU

10.2.2 Stakeholders’ organizations

CISAC:
“A CISAC Member shall [...] have at its disposal effective machinery for the collection and distribution of Income to Creators and, where relevant, publishers (…).”

Binding Resolutions on the use of common information system (e.g. CIS-Net) and identifiers (e.g. IPI and ISWC)

- **IPI**
  “Each Member shall:
  a. ensure that it enters Affiliate Information in respect of each of its Affiliates into the IPI System and that such Affiliate Information is comprehensive, accurate and up-to-date;
  b. ensure that it enters the IPI Number in respect of the Affiliates of its Sister Societies into its Database;
  c. use the IPI Number contained within the IPI System as the basis of any Documentation and Affiliate Information exchange between it and each Sister Society;
  d. refrain from allocating a new IPI Number to any Interested Party who already has an existing IPI Number contained within the IPI System; and
  e. use the IPI System in accordance with the IPI General Description and Business Rules.”

- **ISWC**
  “Where:
  a. a CISAC Member administering the performing right makes Documentation of a Musical Work which falls within its Repertoire available to a Sister Society; and
  b. a Creator of such Musical Work is one of such Member’s Affiliates, or
  c. a CISAC Member administering the mechanical right makes Documentation of a Musical Work which falls within its Repertoire available to a Sister Society, providing that (i) there is no Member administering the performing right, or (ii) the Member administering the performing right either does not have the means to assign an ISWC or has simply not assigned an ISWC at the point when all creators in the work can be identified; and
d. The CISAC Member is able to identify all Creators associated with such Musical Work, then such CISAC Member shall:
e. ensure that an ISWC has been assigned to such Musical Work; and
f. abide by the ISWC Business Rules."

 Contribution to CIS-Net
“Where a Member is in possession of Minimum Mandatory Information on a Musical Work which either falls within its Repertoire, or has been used within its territory, it shall ensure that:
a. it enters such Minimum Mandatory Information into CIS-Net; and
b. such Minimum Mandatory Information is comprehensive, accurate and up-to-date.”

CISAC Professional Rules and Binding Resolutions

SCAPR:
“PMOs shall continually strive for the development of systems for the identification of right owners and uses and for the trans-border exchange of information and data enabling individual distribution according to the principles mentioned above.”

Article 12, SCAPR Code of Conduct

10.3 Good practice tools

79. A CMO should utilize a proper functional data model, which caters for the needs to document, identify, collect, allocate and distribute the Rights Revenue for the rights represented by the CMO in the respective territory and in relation to other territories the CMO cooperates with.

11. Development of staff skills and awareness

11.1 Explanation

In order to ensure the provision of high-quality services, a CMO should encourage the ongoing development of its staff’s skills and knowledge through, for example, training programs. A CMO should take reasonable steps to ensure that its employees and agents are aware of, and at all times comply with the applicable code of conduct, regulation or legislation.

11.2 Examples

11.2.1 Stakeholders organizations

Australian CMOs:
“Each Collecting Society will take reasonable steps to ensure that its employees and agents are aware of, and at all times comply with, this Code. In particular, a Collecting Society will take reasonable steps to ensure that its employees and agents are
aware of the procedures for handling complaints and resolving disputes set out in clause 3, and are able to explain those procedures to Members, Licensees and the general public.”

Australian Collecting Societies Code of Conduct

CISAC:
“Each Member shall encourage the development of appropriate skills and knowledge amongst its staff by having in place training and development program for the benefit of all staff.”

CISAC Professional Rules

IFRRO:
“[A CMO] educates and trains its staff to meet the standards of this Code.”

IFRRO Code of Conduct

11.3 Good practice tools

80. A CMO should encourage the development of appropriate skills and knowledge amongst its staff, and document that it has established procedures, which ensure that the staff is updated on rules relevant to its operation.

81. A CMO should take steps to ensure that its employees and agents are aware of the procedures for handling complaints and dispute resolution, and are able to explain those procedures to Members, Users/Licensees and the general public.

12. Complaints and dispute resolution procedures

12.1 Explanation

It would be to the mutual benefit of CMOs, Rightholders, Members and Users/Licensees that clear complaints and dispute resolution procedures are readily available, preferably by electronic means, for disputes between Members/Rightholders and between the CMO and Users/Licensees. To ensure transparency and predictability, the statutory provisions should provide a standard for the dispute resolution bodies when deciding rate disputes between a CMO and a User/Licensee.

Such a standard could, for instance, be expressed as a “willing buyer, willing seller” test (cf. USCA, s. 114), or that the tariff should reflect “the value of the use of rights in trade” (cf. EU Directive 2014/26/EU, Article 16(2)).

12.2 Examples

12.2.1 Member States

Brazil:
“CMOs must establish rules to find expeditious and efficient solutions for cases on conflicts regarding directory information that result in retention of distribution of values to owners of works, interpretations or phonograms.”

Article 15(3), Decree no. 9.574, of November 22, 2018
Ecuador:
“A formally constituted association, union or representative group of users, whose representation is duly accredited, may request mediation by the competent national authority for intellectual property rights matters if it considers that the rates fixed and authorized in respect of a collecting society for the collective management of copyright or related rights do not meet the conditions laid down in this Code, in the specific case that is at issue.”
Article 262, *Organic Code on the Social Economy of Knowledge, Creativity and Innovation*

Japan:
“1) In the case where an order was made in accordance with the provisions of the preceding Article, paragraph (4) and an agreement was not reached, the parties concerned may apply for an arbitration by the Commissioner of the Agency for Cultural Affairs with respect to the royalty rules concerned.

(2) The Commissioner shall, in receipt of an application for arbitration mentioned in the preceding paragraph (hereinafter referred to as “arbitration”), notify thereof to other parties concerned and give them an opportunity to express their opinions during a considerable period of time designated.

(3) When having applied for arbitration before the day of enforcement of the royalty rules or received a notice mentioned in the preceding paragraph, a designated management business operator shall not enforce the rules concerned until the day when the arbitration is made, even after the lapse of a period during which the rules shall not be enforced in accordance with the provisions of Article 14.

(4) The Commissioner shall, when intending to make an arbitration, consult with the Culture Council.

(5) The Commissioner shall, upon making an arbitration, notify thereof to the parties concerned.

(6) In the case where an arbitration was made to the effect that it is necessary to change the royalty rules, the rules shall be changed in accordance with the decision made by that arbitration.”

*Article 24, Law on Management Business of Copyright and Neighboring Rights*

Pakistan:
“Determination of objections. ---
(1) Every objection lodged, at the Copyright Office (…) shall, as soon as may be, be referred to the Board and the Board shall decide such objection in the manner, hereinafter provided.
(2) The Board shall not withstanding that no objection has been lodged, take notice of any matter which, in its opinion, is one for objection. (3) The Board shall give notice in respect of every objections to the performing rights society concerned and shall
give to such society and the person who lodged the objection a reasonable opportunity of being heard.

(4). The Board shall, after making the prescribed enquiry, make such alterations in the statements as it may think fit, and shall transmit the statements thus altered or unchanged, as the case may be, to the Registrar, who shall thereupon as soon as practicable after the receipt of such statements, publish them in the official Gazette and furnish the performing rights society concerned and the person who lodged the objection with a copy thereof.

(5). The statement of fees, charges or royalties as approved by the Board shall be the fees, charges or royalties which the performing rights society concerned may respectively lawfully sue for or collect in respect of the issue or grant by it of licenses for the performance in public of works to which such fees, charges or royalties relate.

(6). No performing rights society shall have any right of action or any right to enforce any civil or other remedy for infringement of the performing rights in any work claimed by such society against any person who has tendered or paid to such society the fees, charges or royalties which have been approved by the Board as aforesaid.”

Sections 32 and 33, Copyright Ordinance, 1962

United States of America:
In the U.S., the regular rate setting procedures for certain compulsory licenses use a willing buyer, willing seller standard when setting the rate.

Sections 114 and 115, U.S. Copyright Act

Venezuela:
“To ensure the exercise of administrative and other functions pertaining to registration, surveillance and inspection as provided for in this Law, the National Directorate for Copyright has been created under the Ministry that has given jurisdiction over these matters, by virtue of the law organizing the Central Administration.

That Directorate shall: (…)

(6) Act as arbitrator, when requested by the interested parties, in conflicts arising between right holders; between CMOs; and between CMOs or right-holders and users of works, products or productions protected by this Law.”

Article 130, Copyright Act 1993

European Union:
“Member States shall ensure that a collective management organisation makes public at least the following information: […] the complaint handling and dispute resolution procedures available in accordance with Articles 33, 34 and 35.”

“Complaints procedures
1. Member States shall ensure that collective management organisations make available to their members, and to collective management organisations on whose behalf they manage rights
under a representation agreement, effective and timely procedures for dealing with complaints, particularly in relation to authorisation to manage rights and termination or withdrawal of rights, membership terms, the collection of amounts due to rightholders, deductions and distributions.

2. Collective management organisations shall respond in writing to complaints by members or by collective management organisations on whose behalf they manage rights under a representation agreement. Where the collective management organisation rejects a complaint, it shall give reasons.”

Article 21(1) j), and Article 33, EU Directive 2014/26/EU

“Alternative dispute resolution procedures

1. Member States may provide that disputes between collective management organisations, members of collective management organisations, rightholders or users regarding the provisions of national law adopted pursuant to the requirements of this Directive can be submitted to a rapid, independent and impartial alternative dispute resolution procedure. (…)”

Article 34, EU Directive 2014/26/EU

“Dispute resolution

1. Member States shall ensure that disputes between collective management organisations and users concerning, in particular, existing and proposed licensing conditions or a breach of contract can be submitted to a court, or if appropriate, to another independent and impartial dispute resolution body where that body has expertise in intellectual property law.

2. Articles 33 and 34 and paragraph 1 of this Article shall be without prejudice to the right of parties to assert and defend their rights by bringing an action before a court.”

Article 35, EU Directive 2014/26/EU

12.2.2 Stakeholders organizations

CISAC:
“Each Member shall resolve any dispute which arises between it and:

a. one of its Affiliates in accordance with the provisions of its affiliation agreement with such Affiliate and in accordance with the law governing such agreement; and

b. each Sister Society in accordance with the provisions of the contract for the time being in force between such Societies and with the law governing such Contract.”

CISAC Professional Rules

WIPO Arbitration and Mediation Center:
The WIPO Arbitration and Mediation Center (WIPO Center) (http://www.wipo.int/amc/en/) provides alternative dispute resolution (ADR) advice and case administration services to help
parties resolve disputes arising in the area of collective management outside the courts.

In this regard, the WIPO Center collaborates with copyright authorities in the promotion of the use of ADR for copyright disputes (http://www.wipo.int/amc/en/center/specific-sectors/ipoffices/).

The WIPO Center also collaborates with relevant stakeholders and organizations, including the Association of International Collective Management of Audiovisual Works (AGICOA) and the Entidad de Gestión de Derechos de los Productores Audiovisuales (EGEDA) to provide adapted mediation and arbitration procedures for disputes involving CMOs and their members (http://www.wipo.int/amc/en/center/specific-sectors/collecting-societies/).

12.3 Good practice tools

82. CMO should make available to its Members, Rightholders and other CMOs with whom they have a Representation Agreement, information on complaint and dispute resolution procedures, which should clearly describe to whom the complaint should be addressed, at which address (or e-mail address), and describe the timescales and stages of appeal.

83. In case of disputes between a CMO and a User/Licensee, parties should be entitled to submit the dispute to a Court or an independent dispute resolution body with expertise in copyright, where it exists. The WIPO Arbitration and Mediation Center offers ADR options to resolve disputes relating to copyright collective management outside the courts, including recommended contract clauses (http://www.wipo.int/amc/en/clauses/index.html). Voluntary dispute resolution procedures between CMOs and Users/Licensees should also be encouraged.

13. Supervision and monitoring of CMOs

13.1 Explanation

CMOs should be governed, and the CMO management supervised and controlled, by the right holders who own the rights and who have made a decision to entrust the management of their rights to the CMO.

Governments play an essential role in introducing the regulatory framework for the establishment, operation, governance and supervision of CMOs, including standards for good governance, financial management, transparency and accountability. This is essential to make sure that the CMOs operate in the best interest of their members and right holders they represent.

It is equally essential that the regulators or supervisory bodies’ role reflects the need to create and maintain the right framework for efficient, transparent and accountable collective management. Governments should not unnecessarily become involved in the operation of CMOs, which manage Rightholders’ property rights on their behalf, but should, as far as possible, ensure proper management by the CMOs, through impartial and transparent means. Supervision of CMOs should be fair, transparent and proportionate, and
governments should avoid setting requirements which place disproportionate administrative and financial burdens on CMOs.

CMOs, Users and Governments can also put in place a supervisory and monitoring mechanism by mutual agreement. In this scenario, it is customary that a code of conduct will be published, to ensure that all relevant parties clearly understand their obligations and rights.

13.2 Examples

13.2.1 Member States

Brazil:
“The exercise of the collection activity referred to in art. 98 will depend on previous qualification in a Federal Public Administration body, as set forth in regulations, whose administrative process will observe (…)”

Article 98-A, Law on Copyright and Neighboring Rights

Ecuador:
“The competent national authority for intellectual property matters may, proprio motu or at the request of an interested party, conduct inspection and monitoring visits to verify the proper functioning of collective management organizations and to conduct summary proceedings or investigations in cases of infringement of the regulations governing them.

In any event, the competent national authority for intellectual property matters may, either proprio motu or at the request of an interested party, conduct inquiries and investigations and intervene with regard to a collective management organization if it fails to comply with the applicable regulations. Such intervention shall cover all areas of the collective management organization. Once the intervention has taken place, acts and contracts must be authorized by the competent national authority for intellectual property matters to be valid.

The intervention may be ordered by the competent national authority for intellectual property rights matters, after an investigation and by a properly reasoned administrative act, as a precautionary measure prior to or during the conduct of an investigation or inquiry concerning a collective management organization. For this purpose, the competent national intellectual property authority shall appoint one of its officials or another person who is technically qualified to perform the task as controller. The intervention shall last until the conclusion of the summary proceedings or investigation. In cases identified by the competent national intellectual property authority, intervention may be ordered as a measure to ensure compliance with the penalties imposed on the collective management organization for infringements of the regulations governing intellectual property rights, and until such time as they are remedied.”

WIPO FOR OFFICIAL USE ONLY
Article 258, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

“If the collective management organization fails to comply with the provisions of this Code, the respective regulation or its Statutes, in accordance with the procedure in the previous article; and does not remedy the non-compliance within the term established by the competent national authority, the authority may impose any of the sanctions laid down in this article, having regard to the seriousness of the infringement or the recidivism. Sanctions shall be imposed taking into account the following criteria: the seriousness of the non-compliance and failure to follow the rules set out in this Code, together with other applicable rules, and whether the violation was single or repeated.

In case of concurrence of misconduct, the penalty for the most serious misconduct will be imposed. If they are all of equal severity, the maximum penalty will be imposed. The sanctions are as follows:
1. written reprimand;
2. fine;
3. suspension of the operating permit for a period of up to six months; and
4. cancellation of the operating permit.

When a collective management organization is sanctioned, it shall inform its members of the scope of the sanction and the competent national authority for intellectual property matters shall publicize the sanction as stipulated by the relevant regulation. In the event of non-compliance with this provision, the competent national authority for intellectual property rights may sanction it with the fine stipulated in the regulations for this purpose.

Where the infringements are the result of willful misconduct or gross negligence on the part of the Director General, managers, members of the Board of Directors or Monitoring Committee, the collective management organization shall take further action against the officials for damages by way of a fine under this Article.”

Article 259, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

“The competent national authority for intellectual property matters may, propio motu or at the request of an interested party, carry out inspections or proceedings to establish non-compliance with the rules of this Code and other rules applicable to the operation of collective management organizations by the managers, the Board of Directors and the Monitoring Committee. In the event that responsibilities are established by the competent national authority for intellectual property rights matters, it shall provide that the collective management organization shall take further action against the officials for damages by way of a fine under this Article.”

Article 260, Organic Code on the Social Economy of Knowledge, Creativity and Innovation
“Where the suspension of the operating permit is decreed, the collective management organization shall retain its legal personality solely for the purpose of remedying the breach. If the company does not remedy the breach within six months after the suspension has been decreed, the competent national authority for intellectual property rights shall definitively cancel the company’s authorization to operate. The collective management organization shall then be liquidated and the corresponding sums shall be distributed immediately to all members, in equal parts.”

Article 261, Organic Code on the Social Economy of Knowledge, Creativity and Innovation

Germany:
“Supervisory authority
(1) The supervisory authority shall be the German Patent and Trade Mark Office.
(2) The supervisory authority shall perform its duties and exercise its powers only in the public interest.”

Section 75, German Collecting Societies Act, 2017

“Powers of the supervisory authority
(1) The supervisory authority may take all necessary measures to ensure that the collecting society properly fulfils the obligations incumbent upon it under this Act.
(2) The supervisory authority may forbid a collecting society from continuing its business operations if the collecting society 1. acts without authorization or 2. repeatedly contravenes one of the obligations incumbent upon it under this Act, despite a warning from the supervisory authority.
(3) The supervisory authority may require the collecting society to provide information at any time regarding all matters concerning the management and to produce the books and other business documents.
(4) The supervisory authority shall be entitled to participate, through entitled persons, in the general assembly of members as well as in the meetings of the supervisory board, of the management board, of the supervisory body, of the representation of delegates (section 20) and of all the committees of these bodies. The collecting society shall inform the supervisory body in good time of the dates of the meetings referred to in the first sentence.
(5) Where there is reason to believe that a person authorized by law or under the statute to represent the collecting society does not possess the reliability needed in the exercise of his activity, the supervisory authority shall set the collecting society a deadline for his dismissal. The supervisory authority may prohibit him from continuing his activity until the expiry of this deadline if this is necessary to prevent serious adverse effects.
(6) Where there are indications that an organization requires authorization in accordance with section 77, the supervisory authority may require the information and documents needed to examine the obligation to obtain authorization.”
Section 85, German Collecting Societies Act, 2017

Guatemala:
“[...] Collective management societies shall be subject to inspection and supervision by the State, acting through the Intellectual Property Registry.”

Article 113, Law on Copyright and Related Rights

“The Intellectual Property Registry is authorized to inspect and supervise collective management societies, examine their books, seals, documents and request the information it deems relevant, in order to verify compliance with legal and statutory regulations. [...]”

Article 61, Law on Copyright and Related Rights

Italy:
“1. [...] theAutorità per le garanzie nelle comunicazioni (Communications Supervisory Authority, AGCOM), supervizes compliance with the provisions of this decree, exercising inspection and access powers and acquiring the necessary documentation.

2. Members of a collective management organization, the rights holders, users, collective management organizations and other interested parties shall report by electronic means to the Autorità per le garanzie nelle comunicazioni (Communications Supervisory Authority, AGCOM), activities or circumstances that constitute violations of the provisions of this decree.”

Article 40, Law-Decree No. 35/2017

“1. Unless the fact does not constitute a crime, the Autorità per le garanzie nelle comunicazioni (Communications Supervisory Authority, AGCOM) shall apply administrative pecuniary sanctions [...] to any person who violates the obligations [...] The same sanctions are also applied in the event of non-compliance with the measures relating to supervision or in the event of non-compliance with requests for information or those related to carrying out checks, or in the event that the information and documents acquired are untruthful and incomplete. In the event of particularly serious violations, the Autorità per le garanzie nelle comunicazioni (Communications Supervisory Authority, AGCOM) may suspend the activity of collective management organizations and independent management entities for up to six months or may order the cessation of the activity.

2. [...] In case of violations of particular gravity, the Autorità per le garanzie nelle comunicazioni (Communications Supervisory Authority, AGCOM) may suspend the activities of the collective management organizations and independent management entities for up to six months or may order the cessation of the activity.

3. In the event of multiple violations of the provisions sanctioned in subparagraphs 1 and 2, the more serious sanction provided increased up to one third shall be applied.

6. The Autorità per le garanzie nelle comunicazioni (Communications Supervisory Authority, AGCOM) regulates by
its regulation to be issued within three months from the date of entry into force of this decree, the procedures aimed at ascertaining violations and the imposition of sanctions under its jurisdiction, ensuring the subjects involved the full knowledge of the investigative documents, the right to be heard in written and oral form, the minutes, and separation of inquiry functions and decision-making functions."

*Article 41, Law-Decree No. 35/2017*

Republic of Korea:

"The Minister of Culture, Sports and Tourism may demand a copyright trust service provider to submit a necessary report on the duties of the copyright trust service. In order to promote the protection of rights and interests of authors and the convenient use of works, the Minister of Culture, Sports and Tourism may issue necessary orders concerning copyright trust service."

*Article 108(1)(2), Copyright Act*

"A copyright trust service provider shall, each year, report the business result of the preceding year and the business plan of the relevant year as stipulated by Ordinance of the Ministry of Culture, Sports and Tourism."

*Article 52(1), Enforcement Decree of the Copyright Act*

"A copyright trust service provider shall prepare following matters as of the end of each month and make a report to the Minister of Culture, Sports and Tourism by the 10th of the following month: List of works, etc. under management of a copyright trust service provider; Information on the right to works; Contact information of a copyright trust service provider."

*Article 52(3), Enforcement Decree of the Copyright Act*

European Union:

"Supervisory function

1. Member States shall ensure that each collective management organisation has in place a supervisory function for continuously monitoring the activities and the performance of the duties of the persons who manage the business of the organisation.
2. There shall be fair and balanced representation of the different categories of members of the collective management organisation in the body exercising the supervisory function.
3. Each person exercising the supervisory function shall make an annual individual statement on conflicts of interest, containing the information referred to in the second subparagraph of Article 10(2), to the general assembly of members.
4. The body exercising the supervisory function shall meet regularly and shall have at least the following powers:
   (a) to exercise the powers delegated to it by the general assembly of members, (…);
   (b) to monitor the activities and the performance of the duties of the persons [who manage the business of the collective management organization], including the implementation of the
decisions of the general assembly of members and, in particular, of the general policies [of a CMO].
5. The body exercising the supervisory function shall report on the exercise of its powers to the general assembly of members at least once a year.”

*Article 9, EU Directive 2014/26/EU*

"Compliance

1. Member States shall ensure that compliance by collective management organisations established in their territory with the provisions of national law adopted pursuant to the requirements laid down in this Directive is monitored by competent authorities designated for that purpose.
2. Member States shall ensure that procedures exist, enabling members of a collective management organisation, rightholders, users, collective management organisations and other interested parties to notify the competent authorities designated for that purpose of activities or circumstances which, in their opinion, constitute a breach of the provisions of national law adopted pursuant to the requirements laid down in this Directive.
3. Member States shall ensure that the competent authorities designated for that purpose have the power to impose appropriate sanctions or to take appropriate measures where the provisions of national law adopted in implementation of this Directive have not been complied with. Those sanctions and measures shall be effective, proportionate and dissuasive."

*Article 36, EU Directive 2014/26/EU*

**13.2.2 Stakeholders’ organizations**

**CISAC:**

“If a Member is legally required to obtain authorization from a statutory body in order to operate, then it shall ensure that it so obtains such authorization prior to so operating."

“If a Member is appealing against the refusal of such statutory body to allow it to operate, it shall continue as a Member at least until the final appeal decision has been delivered.”

*CISAC Professional Rules*

**13.3 Good practice tools**

70. In the case of self-regulation and monitoring, a working group should be established, comprising all stakeholders, including, but not limited to, Rightholders, CMOs, Users and Government. The working group should consult and collaborate on the drafting of a code of conduct, which should be mutually agreed before being published.

71. In both the case of self-regulation and monitoring, and by provision in national laws, the provisions should include sections on at least:

(a) the role and functions of CMOs;
(b) transparency;
(c) accountability and consultation;
(d) governance structures;
(e) licensing policies;
(f) Distribution policies;
(g) Operating Expenses and deduction policies;
(h) data protection;
(i) dispute resolution.
Appendix 1

International identifiers

EIDR: The Entertainment Identifier Registry (EIDR) was created by the EIDR Association, a not-for-profit industry association that was founded to meet a crucial need across the entertainment supply chain for universal identifiers for a broad array of audiovisual objects. EIDR uniquely identifies an audiovisual object, which can be used for both physical and digital video objects that are part of the movie and television supply chain.

IPI: The purpose of the Interested Party Information (IPI) system is the globally unique identification of a natural person or legal entity with an interest in an artistic work across all categories of works, different roles in relation to a work (composer, arranger, publisher, etc.) and the corresponding rights in a work.

IPI System: The IPI system and database are administered by the Swiss CMO SUISA in accordance with the CIS guidelines and standards established by CISAC. IPI System contains the names of all the Rightholders in both of copyright protected works and public domain works. The collation and presentation of the information is standardized according to CIS regulations and supports the documentation, distribution and accounting processes of the member CMOs linked to the IPI system.

IPN: The International Performer Number (IPN) is a unique identifier assigned to a performer registered in the IPD.

ISAN: The International Standard Audiovisual Number (ISAN) is an ISO standard. It is a voluntary numbering system and metadata schema for the unique and persistent identification of any audiovisual works and versions thereof including films, shorts, documentaries, television programs, sports events, advertising, etc.


ISNI: The International Standard Name Identifier (ISNI) is an ISO standard, in use by numerous libraries, publishers, databases, and CMOs. It is used to uniquely identify persons and organizations involved in creative activities, as well as public personas of both, such as pseudonyms, stage names, record labels or publications.

ISRC: The International Standard Recording Code (ISRC), built by IFPI, enables recordings to be uniquely and permanently identified. ISRC helps to avoid ambiguity and simplifies the management of rights when recordings are used across different formats, distribution channels or products. The ISRC for a recording remains a fixed point of reference when the recording is used across different services, across borders, or under different licensing deals.

ISSN: The International Standard Serial Number (ISSN) role is to identify a publication, including newspapers, annual publications (reports, directories, lists, etc.), journals, magazines, collections, websites, databases, blogs on all media—print and electronic.

ISWC: The International Standard Musical Work Code (ISWC) is an ISO standard, and a unique, permanent and internationally recognized reference number for the identification of musical works.
VRDB-ID: A unique identifier assigned to a sound recording or an audio-visual work in VRDB.

**Exchange formats and protocols**

CRD: The Common Royalty Distribution (CRD) is a CISAC standard reporting format. It is an Electronic Data Interchange format designed to facilitate the reporting of distributed royalties for CMO-to-CMO and CMO-to-members.

CWR: The Common Works Registration (CWR) is a CISAC standard format for the registration and revision of musical works. It is built for the communication data relating to musical works and specifically collection shares between publishers and composers in those works.

DDEX: The Digital Data Exchange, LLC (DDEX) is a not-for-profit, membership organization, and is focused on the creation of digital music value chain standards. DDEX was established by a consortium of leading media companies, music licensing organizations, Rightholders, digital service providers and technical intermediaries.

SDEG: The SCAPR Data Exchange Guidelines (SDEG) is a protocol to allow two CMOs to exchange between them metadata for the transfer of performer’s remuneration abroad.

**Industry IT standards**

AV Index: The Audio-Visual Index (AV Index) contains information on audiovisual works. It allows CMOs to document and search information related to musical works used in audiovisual works in listings known as "cue-sheets”. The AV Index database identifies the CMOs managing the cue-sheets for particular audiovisual works.

Cis-Net: Cis-Net is a network of databases built upon the CISAC's Common Information System (CIS) Standards. Each database constitutes a node within the overall network. There are three types of nodes: (i) Local nodes, maintained by individual CISAC member CMOs; (ii) Regional nodes, developed by regional groups of member CMOs; and (iii) WID Center, the CISAC database of musical works used by a large number of CMOs. The network can be accessed from a web-based search engine.

IDA: The International Documentation on Audiovisual works (IDA) index is an international centralized database facilitating the identification of audiovisual works and rights holders. The purpose of IDA is to simplify the identification of audiovisual works on an internationally-integrated basis and improve cross-border information exchanges by a local member CMO.

IPD: The International Performers Database (IPD) is a SCAPR tool to register individual performers and to assign a unique ID (the IPN) for the purpose of identifying individual performers in sound recordings and audio-visual works. Furthermore, the IPD contains information about the mandates a performer has given to CMOs on a territory, period and use type basis.

VRDB: Centralized system to enable SCAPR-members to more efficiently and accurately identify recordings, audio-visual works, usage of both and Performers’ information necessary
to properly run distributions locally. VRDB maximizes the flow of royalties exchanged between the member societies of SCAPR.
Appendix 2

List of legislation, regulations and codes of conduct compiled in this document

1) Legislation

- **Albania**: Law No. 35/2016 of March 31, 2016, on Copyright and Related Rights
- **Andean Community**: Decision No. 351 established the Common Regime on Copyright and Neighboring Rights, 1993
- **Belgium**: Code of Economic Law (consolidated version of 2016) (French)
- **Bosnia and Herzegovina**: Law on the Collective Management of Copyright and Related Rights, 2010
- **Brazil**: Law No. 9.610 on Copyright and Neighboring Rights, 1998 (as amended by Law No. 12.853 of August 14, 2013)
- **Canada**: Copyright Act (R.S.C., 1985, c. C-42) (as amended up to June 22, 2016)
- **Chile**: Law No. 17.336 on Intellectual Property (as amended up to Law No. 20.750 on the Introduction of Digital Terrestrial Television) (Spanish)
- **Colombia**: Law No. 44 of 1993 (February 5), amending and supplementing Law No. 23 of 1982 (and amending Law No. 29 of 1944)
- **Cote d’Ivoire**: Law No. 2016-555 of July 26, 2016, on Copyright and Related Rights (French)
- **Dominican Republic**: Law No. 65-00 on August 21, 2000, on Copyright
- **Ecuador**: Organic Code on the Social Economy of Knowledge, Creativity and Innovation, 2016 (Spanish)
- **France**: Intellectual Property Code (consolidated version as of January 1, 2021)
- **Germany**: Act on the Management of Copyright and Related Rights by Collecting Societies (Collecting Societies Act, as amended up to Act of July 17, 2017)
• **Guatemala**: Law on Copyright and Related Rights, Government agreement 233-2003

• **Japan**: Law on Management Business of Copyright and Neighboring Rights (Law No. 131 of November 29, 2000, as last amended by Law No. 28 of May 2, 2008) (Japanese)

• **Malawi**: Copyright Act, 2016 (Act No. 26 of 2016)

• **Mexico**: Federal Law on Copyright (consolidated text published in the Official Journal of the Federation on January 13, 2016), last amended on July 1, 2020 (Spanish)

• **North Macedonia**: Law on Copyright and Related Rights, 2010

• **OAPI**: Bangui Agreement Relating to the Creation of an African Intellectual Property Organization, Constituting a Revision of the Agreement Relating to the Creation of an African and Malagasy Office of Industrial Property (Bangui (Central African Republic), March 2, 1977)

• **Pakistan**: The Copyright Ordinance, 1962

• **Paraguay**: Law No. 1328/1998 on Copyright and Related Rights

• **Peru**: Copyright Law (Legislative Decree No. 822 of April 23, 1996)

• **Republic of Korea**:

  Copyright Act (Act No. 432 of January 28, 1957, as amended up to Act No. 14634 of March 21, 2017)

  Enforcement Decree of the Copyright Act (Presidential Decree No. 1482 of April 22, 1959, as amended up to No. 28251 of Aug. 22, 2017)


  Monopoly Regulation and Fair Trade Act (Act No. 3320 of December 31, 1980, as amended up to Act No. 15694 of June 12, 2018)

• **Senegal**: Law No. 2008-09 of January 25, 2008, on Copyright and Related Rights

• **Spain**: Intellectual Property Law, approved by Royal Legislative Decree 1/1996 on 12 April 1996

• **Switzerland**: Federal Act of October 9, 1992, on Copyright and Related Rights (status as of January 1, 2017)

• **Uganda**: Copyright and Neighbouring Rights Act, 2006

• **United States of America**: Copyright Law of the United States (Title 17 of the U.S. Code)
Uruguay: Law No. 17616 of January 10, 2003, amending Law No. 9.739, relating to the Protection of Copyright and Related Rights

Venezuela: Law on Copyright of August 14, 1993

2) Regulation

Brazil: Decree No. 9,574, of November 22, 2018 (Portuguese)


Colombia:

Decree No. 0162 of 1996 (January 22), by which the Andean Decision No. 351 of 1993 and Law No. 44 of 1993, in connection with the Collecting Societies Management of Copyright and Related Rights is regulated (Spanish)

Decree No. 3942 of 2010, by which regulates Law 23 of 1982, 44 of 1993 and Article 2 c of the Law 232 of 1995, relating to copyright or related rights collecting management organization, the collecting entity and other provisions (Spanish)

Italy: Law-Decree No. 35/2017 (Italian)

Nigeria: Copyright (Collective Management Organizations) Regulations, 2007

United States of America: Title 37 Code of Federal Regulations §210, Compulsory License for Making and Distributing Physical and Digital Phonorecords of Nondramatic Musical Works

Venezuela: Regulation to the Statutory Deposit Law, 1997 (Spanish)

3) Codes of conduct

Australian CMOs: Australian Code of Conduct for Collecting Societies

The Australian Code of Conduct for Collecting Societies was developed and adopted by Australian CMOs in 2002. The Code, which is reviewed every three years, seeks to ensure that CMOs protect the interests of creators and users of creative works.

Further information: https://www.copyrightcodeofconduct.org.au/code
• **BCC:** [The British Copyright Council’s Principles of Good Practice for Collective Management Organizations](https://www.britishcopyright.org)

  The British Copyright Council is a not-for-profit organization that provides a forum for discussion of copyright law and related issues at UK, European and International levels.

  Further information: [https://www.britishcopyright.org](https://www.britishcopyright.org)

• **CISAC:** [Statute, Professional Rules](https://www.cisac.org)

  CISAC, the International Confederation of Societies of Authors and Composers, is the world’s leading network of authors’ societies (also referred to as Collective Management Organizations, or CMOs). CISAC protects the rights and represents the interests of creators worldwide. With 230 member societies in 121 countries, CISAC represents over four million creators of music, audio-visual, drama, literature, and visual arts.

  Further information: www.cisac.org | Twitter: @CISACNews | Facebook: CISACWorldwide

• **IFPI:** [Code of Conduct](https://www.ifpi.org) for Music Industry MLCs

  IFPI, the International Federation or Phonographic Industry, is the voice of the recording industry worldwide, representing over 8,000 record company members across the globe. They work to promote the value of recorded music, campaign for the rights of record producers and expand the commercial uses of recorded music around the world. IFPI works with music licensing companies (collective management organizations) across the world to help ensure that those who produce and perform music used for public performance and broadcast are fairly rewarded for their work.

  Further information: www.ifpi.org | Twitter: @IFPI_org | Facebook/LinkedIn: IFPI

• **IFRRO:** [Code of Conduct](https://www.ifrro.org)

  IFRRO, the International Federation of Reproduction Rights Organisations, is the international network of collective management organisations operating in the field of text and image (known as Reproduction Rights Organisations, or RROs). IFRRO has 156 member organisations from over 80 countries. 106 are RRO members and 50 are Creator or Publisher Association members.

  Further information: www.ifrro.org

• **SCAPR:** [Code of Conduct](https://www.scapr.org)

  SCAPR, the Societies’ Council for the Collective Management of Performers’ Rights, founded in 1986, and based in Brussels, Belgium is an umbrella association representing 60 Performers’ Collective Management Organizations (CMOs). Their members represent over a million performers (singers, musicians, actors, conductors, dancers) from most of the world nations. SCAPR’s mission is to foster effective co-operation between performer CMOs and to support, promote, and maintain a worldwide, cross-border system of collecting and distributing performer royalties that is fair, efficient, accurate, transparent and continually improving.

  Further information: www.scapr.org