

Program and Budget Committee

Thirty-Second Session
Geneva, July 12 to 16, 2021

MEDIUM-TERM STRATEGIC PLAN (MTSP) 2022-2026

prepared by the Secretariat

1. The Medium-Term Strategic Plan (MTSP) for WIPO for 2022-2026 contained in the present document provides high level strategic guidance for the preparation of the corresponding Program and Budgets covered by the MTSP.
2. The MTSP outlines WIPO's strategic direction for the next five years and will serve as a source of inspiration and guidance for the Organization.
3. The following decision paragraph is proposed:
 4. *The Program and Budget Committee (PBC) recommended to the Assemblies of WIPO, each as far as it is concerned, to take note of the Medium-Term Strategic Plan (MTSP) 2022-2026 (document WO/PBC/32/3).*

[Medium-Term Strategic Plan for
WIPO for 2022–2026 follows]

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I. INTRODUCTION

1. This document sets out the medium-term strategic plan (MTSP) for the World Intellectual Property Organization (WIPO) for the period 2022 to 2026.
2. The MTSP outlines WIPO's strategic direction for the next five years and will serve as a source of inspiration and guidance for the Organization. It will also complement the Program and Budget exercise, which seeks Member States' approval for specific activities and key performance indicators within a biennial time frame. In keeping with past practice, we invite Member States to note the MTSP.
3. The core elements of the MTSP are represented by a Strategy House, which consists of the Organization's Vision, Mission, Strategic Pillars and Foundation. Our Vision is to help create a world where innovation and creativity from anywhere is supported by intellectual property (IP) for the good of everyone. To this end, WIPO will continue to lead the development of a balanced and inclusive global IP ecosystem. We will work with Member States and other stakeholders to ensure that IP is seen as a tool for every Member State to create jobs, attract investments, drive enterprise growth, and ultimately develop economies and societies for a better and more sustainable future.
4. The MTSP builds on the Organization's strengths but also offers a fresh perspective and renewed focus on areas where innovation and creativity, supported by IP, can have a positive impact on people's lives.
5. The following overview of the global landscape sets out the broader context in which WIPO and our stakeholders operate. It serves as a reminder of the MTSP's importance in steering WIPO on a course that ensures we remain relevant to, and have an impact on, the fast-moving world in which we live.

II. LANDSCAPE

6. We are living in a time of crisis and opportunity. The pandemic has wreaked havoc on our lives and livelihoods. Economies, societies, businesses and communities have all been profoundly affected. At the same time, the pandemic has demonstrated the power of human ingenuity, with the development and deployment of vaccines and other therapies in record time.
7. Indeed, innovation and creativity are the hallmark of humanity. Our relentless quest to innovate and create for a better future has led to many previously unimaginable advances. Over the last century, global living standards have improved more than six-fold and life expectancy has more than doubled. More recently, a shift to digital, accelerated by the pandemic, has transformed the way we work, live and play. As a result, innovation, creativity and IP are now more central than ever to the lives of everyone in the world.
8. While much has been achieved, many complex global challenges lie ahead of us, as reflected in the United Nations (UN) 2030 Agenda for Sustainable Development. Two stand out in particular: the need to foster broad-based post-pandemic economic recovery, and the need to put the world on an environmentally sustainable footing. In both of these areas, technology, innovation and creativity – and IP – will play an important role.
9. To meet the promise and challenges of the future, it is no longer tenable for us to look at IP only from a technical, legal perspective, and as a matter of concern for IP professionals and experts alone. Going forward, IP must be seen more broadly as a powerful tool for meeting the global challenges that we collectively face, for growth and development, and as a matter of everyday interest to everyone, everywhere.

10. As economies become more innovative and creative, IP becomes a more central issue and deserves greater attention from policy-makers, business leaders and other stakeholders. IP makes it possible to create value from different intangibles – technological edge, brand reputation and image, design appeal and creative flair. These are the bases on which an increasing number of companies compete and individuals make a living. In the S&P 500, a leading benchmark of market performance, intangible assets make up 90 percent of business value.¹ The trend is global. In 2020, the total value of intangible assets reached an all-time high of USD 65.7 trillion surpassing the value of tangible assets and accounting for 54 percent of all global listings.²

11. The increasing importance of IP is well illustrated by the growth in IP filings. In 2019, IP offices around the world received 15.2 million trademark applications, 3.2 million patent applications, and 1.4 million industrial design applications. These figures are, respectively, 2.9-times, 1.7-times and 1.6-times higher than they were a decade ago in 2009. They reflect growing investments in innovative and creative industries and the increasing importance of protecting these investments through IP registration.

12. Globalization over the past few decades has fueled demand for IP protection both locally and internationally, as enterprises and economies look to the cross-border flow of technology, brands, designs and content. This is reflected in the rise in applications filed under WIPO's Global IP Protection Services, most notably, the Patent Cooperation Treaty (PCT), the Madrid (Trademarks) System and the Hague (Designs) System. The volumes of applications handled by these systems over the last 10 years have grown by at least 60 percent. We anticipate growing demand for these services in the years ahead.

13. Over the same period, we have also seen broader participation in the IP system globally. Asia continues its rise as a dynamic region for innovation and creativity, now accounting for around two-thirds of global IP filings. But beyond Asia, we are also seeing the emergence of innovative and creative communities in all other regions of the world.

14. Against this backdrop, multilateral cooperation in IP remains important and WIPO's Global IP Protection Services are highly successful examples of such cooperation. As the global challenges facing us, such as the pandemic, climate change, and other issues, are highly complex and cannot be solved by countries individually but require collective action, such cooperation remains a critical part of our work.

15. WIPO will therefore continue to foster multilateral cooperation by continuing to act as a neutral, inclusive and transparent facilitator. We will also work more closely with other partners in the international system, including our fellow UN agencies, international organizations (IGOs), and non-governmental organizations (NGOs), in order to contribute to finding holistic solutions to these global challenges.

16. Shifting the focus away from the multilateral to regional and national contexts, our work ahead will concentrate on helping Member States use IP for growth and development. To do this effectively, we need look at IP as an enabler of a country's innovation ecosystem. As such, we will broaden our support focus beyond laws and regulations, and also address other elements like the country's sources of innovation and creativity, its levels of awareness, skills and capabilities around IP, the capacity of its enterprises to create and then commercialize IP for business growth, the use of IP as an asset class, the avenues for IP disputes to be resolved, and so on.

¹ <https://www.oceantomo.com/intangible-asset-market-value-study>

² <https://www.ipos.gov.sg/docs/default-source/default-document-library/singapore-ip-strategy-report-2030.pdf>

17. We will pay closer attention to a broader group of stakeholders within the innovation and creative ecosystems. Small and Medium Enterprises (SMEs), for example, constitute 90 percent of all companies in the world, 70 percent of employment and close to 50 percent of global GDP. However, many of them remain unaware of IP or how to use it for business growth. We intend to engage and support this vital but underserved community more extensively, helping them to use IP to take their ideas to the market.

18. Youth will also be a focus of our attention. They are our future innovators, creators and entrepreneurs, and represent a large percentage of the population in many developing countries. We need to ensure that they understand how IP is connected and relevant to their lives and support their aspirations, whether it is to earn a livelihood through innovation and creativity, or to address global challenges.

19. In sum, as the UN agency for IP, WIPO is committed to driving the development of a balanced and inclusive global IP ecosystem, where IP is recognized and used as a tool for Member States to create jobs, attract investment, support business competitiveness and ultimately contribute to growth and development.

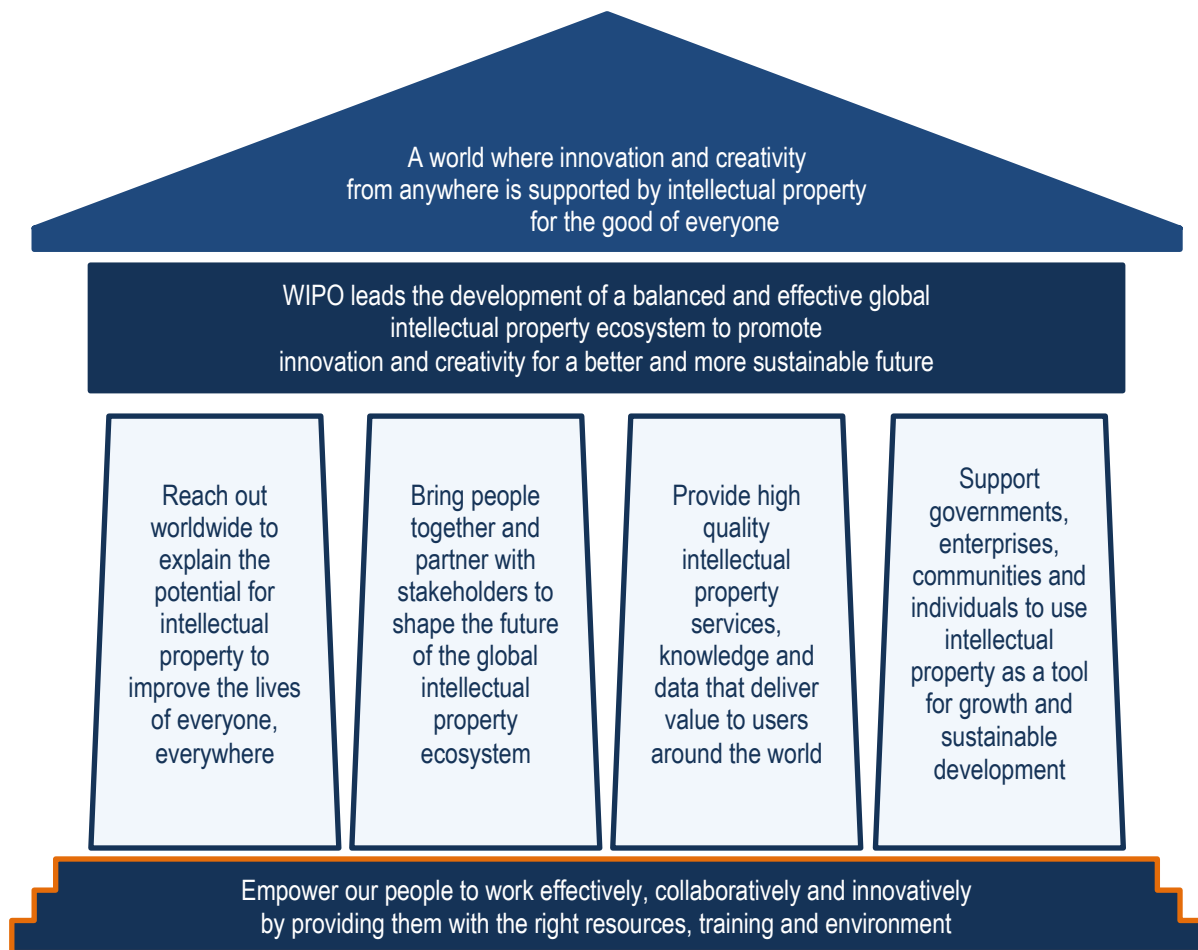
III. STRATEGY HOUSE

20. The Strategy House provides a framework for the Organization to respond to the needs of all stakeholders within the context of the fast-changing external environment outlined above.

21. WIPO has built itself up over decades to be a widely respected neutral international forum for IP issues. It has a strong mandate at the intersection of innovation, creativity and IP, which are areas of increasing importance to people across the globe. WIPO delivers services that businesses around the world rely on every day. The Organization is financially sound and has the resources to invest in its next stage of growth.

22. For these reasons, the Strategy House is rooted in continuity but builds on our strengths, charting a future course with new accents and a fresh focus where these are called for.

23. The Strategy House outlines the Organization's Vision, Mission, Strategic Pillars and Foundation.



THE VISION

A world where innovation and creativity from anywhere is supported by intellectual property, for the good of everyone.

24. This Vision centers on the world. It is the broadest articulation of the value of our work and our aspirations for the future. It draws on the fact that innovation and creativity are a core part of humanity and our desire for IP to support the use of these fundamental human qualities for the good of everyone.

THE MISSION

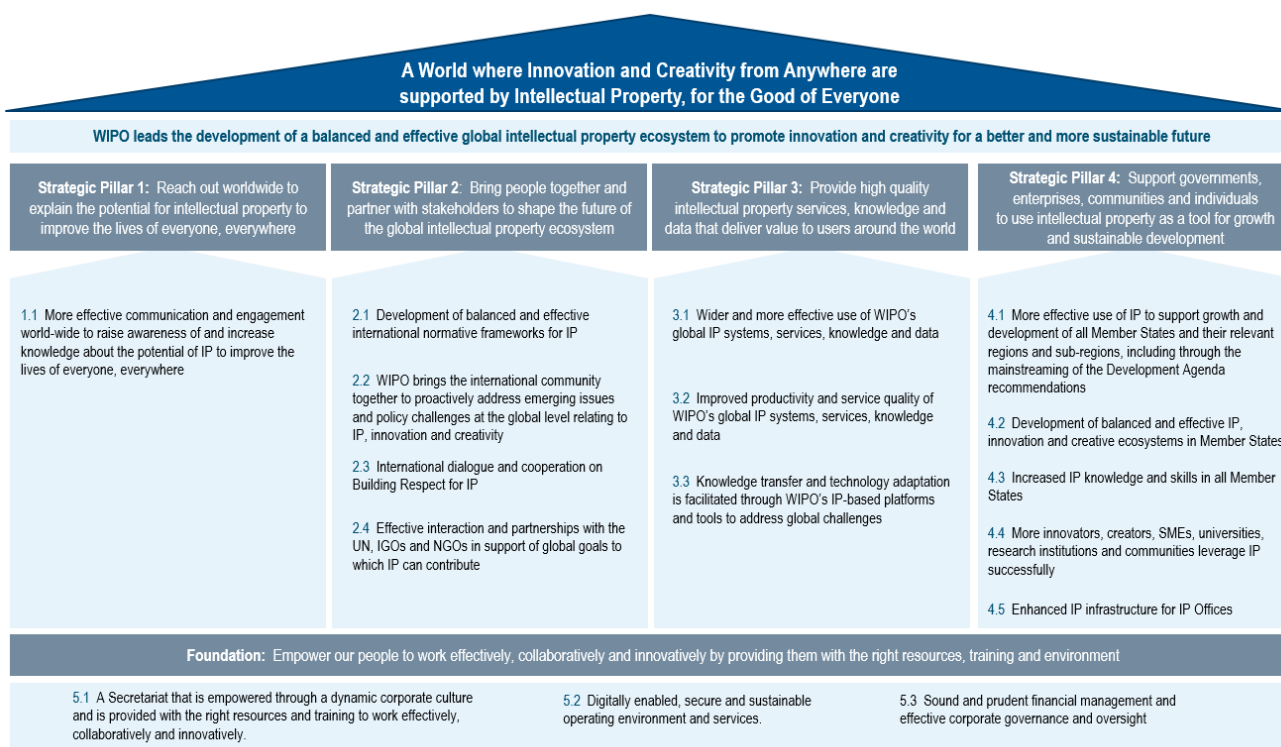
WIPO leads the development of a balanced and effective global intellectual property ecosystem to promote innovation and creativity for a better and more sustainable future.

25. The Mission describes what WIPO will do to achieve its vision of the future. It recognizes that IP is the core competency of the Organization and a tool to promote innovation and creativity. It does not just refer to an IP system, but an ecosystem, which better describes and encompasses the dynamic interplay between law, policy, practice and other elements required for innovation and creativity to support our future. Our description of the road ahead is also drawn from and inspired by the UN Sustainable Development Goals (SDGs) in line with our role as a UN agency.

THE FOUR STRATEGIC PILLARS AND FOUNDATION

26. The four Strategic Pillars underpin the Organization’s Vision and Mission. They represent the Organization’s broad areas of strategic focus, which, in turn, are cascaded into Expected Results, and then specific programs and activities. The Foundation is the bedrock of our Strategy House. It encapsulates all of the work we do internally to provide the right type of resources, environment and culture for our Staff to work well. The Strategic Pillars should not be seen in isolation; they are dynamically interconnected and supported by the Foundation.

27. In the following sections, we will elaborate on each of the four Strategic Pillars and the Foundation, as well as their respective Expected Results.



PILLAR 1: REACH OUT WORLDWIDE TO EXPLAIN THE POTENTIAL FOR IP TO IMPROVE THE LIVES OF EVERYONE, EVERYWHERE

Background

28. Previously, the Organization’s communications activities have generally focused on raising our profile among IP specialists. While this approach has reinforced WIPO’s position as a trusted source of high-quality IP information, research and data, it has also meant that there has been insufficient awareness-raising among the broader public about IP and its relevance to their lives. At the same time, a perception has emerged that IP is only of value to certain enterprises and economies, along with a lack of understanding of the power of IP to improve the lives of everyone, everywhere.

Future Directions

1.1 More effective communication and engagement worldwide to raise awareness of and increase understanding about the potential of IP to improve the lives of everyone, everywhere

29. The single Expected Result under this Strategic Pillar describes a broadening of our communications and engagement activities and its focus on connecting IP with everyday life around the world. The aim will be on building an understanding that businesses, communities and individuals can use IP to translate their ideas into assets that generate income and create economic and social value, and at its broadest, improve the lives of people everywhere.

30. We will do this in several ways.

31. First, the content of our communications will evolve to address a much broader audience. While we will continue engaging at a technical level with IP specialists, we will also tailor content for non-specialist audiences, including the general public, SMEs and youth. Our content will seek to put a human face to IP, reveal the personalities and passions behind the act of innovating and creating, and bring alive the value of IP to our daily lives. The stories we produce will offer a realistic and balanced view of the opportunities – and challenges – that can arise from the use of IP. With simple language and compelling examples, we will demonstrate the relevance and potential benefits of IP, as well as WIPO's leading role in its evolution.

32. Second, our communication channels will gear up to deliver content in more dynamic, creative and exciting ways. The WIPO website will continue to host a rich blend of IP information with greater emphasis on inspiring IP stories. We will enrich these pages with engaging and informative content complemented by compelling and interactive infographics. We will also step up the use of our Media Studio to deliver longer form content on platforms such as our YouTube channel. Greater use of data analytics will yield a better understanding of the needs and interests of target audiences and will enable the Organization to deliver the type of content that resonates with them for maximum impact.

33. Third, we will leverage social media to reach out and connect with youth as a priority. Targeted messaging via social media will also play a key role in reaching new audiences and getting them to understand the value of IP to their lives through channels that are familiar to them.

34. Fourth, reaching out globally requires us to work closely with more partners. We will do this by engaging more deeply with regional media outlets, and delivering content that is customized to different regions. For example, through the syndication of WIPO Magazine content with global media partners, we will seek to make our content accessible to a more diverse readership in local languages. The World Intellectual Property Day campaign will also create opportunities for broader engagement by developing topical campaign themes with wide public appeal, leveraging digital technology and delivering compelling digital assets to drive its expansion.

35. Fifth, we will empower our staff to engage and communicate with our stakeholders, and provide the requisite media and communications training to allow them to do so effectively. We will also strengthen internal communications to support the development of a dynamic culture where staff work collaboratively and innovatively.

PILLAR 2: BRING PEOPLE TOGETHER AND PARTNER WITH STAKEHOLDERS TO SHAPE THE FUTURE OF THE GLOBAL IP ECOSYSTEM

36. This Strategic Pillar centers on WIPO's role as a convener. In this capacity, we bring together stakeholders to shape the future of the global IP ecosystem through the setting of norms and standards and serve as a global forum for the exchange of ideas and best practices. The Pillar also includes our partnerships and multi-stakeholder approach to addressing complex global challenges for which IP has a part to play.

Background

37. Like many other multilateral organizations, work in setting norms and standards has been a core function of WIPO's activities since its establishment in 1967. Indeed, such work has been central to the international community's efforts to establish and grow the international IP system since the late 1800s.

38. In addition to numerous non-binding international instruments, WIPO administers 26 treaties. The negotiations to conclude these international agreements are driven by Member States and take place in various Standing Committees and Working Groups. The WIPO Secretariat plays a key role in facilitating and supporting Member States in this work.

39. A large volume of work is also undertaken to harmonize and set technical standards to ensure that international IP processes remain seamless and are efficient for users. Member States have elaborated 54 technical standards under WIPO auspices so far – ten of them having been developed by the Committee on WIPO Standards since 2010.



Work in setting norms and standards has been a core function of WIPO's work since its establishment in 1967.

40. In addition, we facilitate meetings, “conversations” and other discussions among Member States and stakeholders. The purpose of these activities is not to develop new rules but to enable the exchange of information and sharing of experiences to foster deeper understanding of emerging and complex IP issues. These activities also help shape the IP ecosystem and are invaluable in that they build relationships, promote partnerships, connect people and shape the behavior of IP actors and stakeholders.

41. WIPO also engages and collaborates with fellow UN agencies, other IGOs and specialist NGOs, all of whom may have expertise, practical experience and unique perspectives that can contribute to WIPO's work. Such engagement extends far beyond WIPO's normative work.

Future Directions

42. Our future work in this area will focus on four Expected Results. First, we will continue to support the development of balanced and effective international normative frameworks for IP. Second, we will bring the international community together to proactively address, at the global level, emerging issues and policy challenges relating to IP, innovation and creativity. Third, we will pursue international dialogue and co-operation on building respect for IP. Fourth, we will build effective interactions and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute.

2.1 Development of balanced and effective international normative frameworks for IP

43. In recent years, collaboration on policy and substantive questions has become much more challenging. While there have been some successful outcomes, such as the Beijing³ and Marrakesh⁴ treaties, WIPO's normative agenda includes several negotiations that have been underway for a long time and in which outcomes remain elusive. There are several reasons for this, including the complexity and evolving nature of the issues at stake, the way in which the negotiating processes themselves take place and broader geopolitical dynamics.

44. Notwithstanding these challenges, this aspect of our work is integral to the purpose and nature of an intergovernmental organization and we will continue our utmost to support and facilitate these discussions. However, a number of adjustments to the approach to these discussions may allow delegates to make better use of the work undertaken by these important Committees and Working Groups. For example, Member States could consider options such as setting a date by which a negotiating forum could conclude its work. In line with the Development Agenda, consideration may be given to taking decisions about whether to launch formal negotiations on the basis of evidence and cost-benefit analyses.

45. A more dynamic and creative approach will be adopted to support negotiating processes in terms of the format and modalities of the relevant negotiating body. Fit-for-purpose working methodologies will be tailored to each negotiating process to ensure a suitable balance of efficiency, transparency and inclusiveness. Depending on the circumstances, subject-matter specialists and professional mediators acting as chairs, co-chairs and facilitators may be involved to strengthen the governance of negotiations. Where possible and so agreed, some meetings will be held virtually or in a hybrid format.

46. The value and success of these Committees and Working Groups should be measured against a wider range of negotiated outcomes, including conventions and treaties, model laws, frameworks, standards, platforms, recommendations and guidelines. These may be binding on parties that accede to or ratify them, or they may be voluntary or non-binding. WIPO already has experience in this area, with the successful adoption and practical use of various joint recommendations. Member States will be encouraged to develop flexible, dynamic and shorter-term outcomes that can be re-examined as circumstances and conditions change.

2.2 Bring the international community together to proactively address, at the global level, emerging issues and policy challenges relating to IP, innovation and creativity

47. We will continue to leverage our role as a global, neutral and credible convener to bring stakeholders together to address emerging challenges relating to IP, innovation and creativity. For example, we will broaden the IP and AI Conversations to include other frontier technologies which will have a profound effect on human society and economy, such as quantum computing and mind-machine interfaces. We will also engage in foresight analyses to assess the challenges and opportunities associated with the future development of IP in the mid- to longer-term. And we will continue to find ways to address issues arising from the on-going evolution of the global digital content marketplace. In creating these spaces for information sharing, the exchange of best practices, and other important reflections, we will enrich understanding of emerging IP issues among stakeholders and the broader user community.

48. With our partners, we will also explore the opportunities that the rapid development and deployment of new technologies offer in terms of the way IP offices perform their work, the data

³ The Beijing Treaty on Audiovisual Performances was adopted on June 24, 2012, and entered into force on April 28, 2020.

⁴ The Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled was adopted on June 27, 2013, and entered into force on September 30, 2016.

they produce and the types of services they provide. We will monitor new and emerging uses of IP and ensure the international IP ecosystem keeps abreast of these developments.

49. As we navigate the future of IP, we will pay particular attention to the aspirations, motivations and needs of young entrepreneurs, innovators and creators. It is essential that they have a voice in the conversations and debates we organize around the future of IP. These important conversations, complemented by strategic partnerships, promise to enrich policy debates and will support collective efforts to build the future of our global IP ecosystem.

2.3 International dialogue and cooperation on building respect for IP

50. Building respect for IP is an integral part of IP ecosystems and will continue to be an area of focus for WIPO. Our work in this area will follow a broad and holistic approach to raise IP understanding and awareness among communities, businesses and individuals, including young people.

51. Guided by Development Agenda Recommendation 45⁵, we will work closely with key partners and Member States to coordinate international efforts to build respect for IP. Through the Advisory Committee on Enforcement (ACE), we will continue to facilitate the exchange of information and experiences among Member States to nurture the development of new, innovative approaches to building respect for IP at national, regional and international levels.

52. We will also develop tools and resources for law enforcement officials, members of the judiciary and other key stakeholders and will undertake and publish research on relevant questions in this area. The WIPO ALERT secure, online platform will continue to be developed to assist Member States in combating copyright piracy through cooperation with the advertising industry.

2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute

53. We intend to play a more active role within the UN family of agencies to address the various global challenges encapsulated in the SDGs.

54. The SDGs provide a blueprint for a better and more sustainable future. Innovation and creativity are key to translating this blueprint into reality and finding solutions to the world's development challenges, including climate change, food security and public health. As a powerful tool for translating innovation and creativity into reality, IP has a key role to play in this process.

55. However, addressing complex global challenges requires a multi-faceted and holistic approach. We will work closely with Member States and other UN agencies, IGOs and NGOs, to pool our expertise to find and deliver workable solutions to complex global challenges. For example, we will continue to work with our trilateral partners, the World Trade Organization and the World Health Organization, to develop coherent global solutions to challenges posed by the global pandemic.

56. Another example is our work with the Accessible Books Consortium (ABC), where we engage with multiple non-governmental stakeholders that represent people with print

⁵ WIPO Development Agenda Recommendation 45 calls on WIPO "to approach IP enforcement in the context of broader societal interests and especially development-oriented concerns, with a view that "the protection and enforcement of IP rights should contribute to the promotion of technological innovation and to the transfer and dissemination of technology, to the mutual advantage of producers and users of technological knowledge and in a manner conducive to social and economic welfare, and to a balance of rights and obligations," in accordance with Article 7 of the TRIPS Agreement.

disabilities, institutions like libraries for the blind and standard-setting bodies, and organizations representing authors, publishers and collective management organizations (CMOs). This means that we are able to work collectively with a wide range of stakeholders to increase the number of books worldwide in accessible formats and to make them available to people who are blind, have low vision, or are otherwise print disabled.

57. We will also continue to engage with global IP associations, and other NGOs representing specific interest groups, to enrich our collective efforts to shape the future of IP.

PILLAR 3 : PROVIDE HIGH QUALITY INTELLECTUAL PROPERTY SERVICES, KNOWLEDGE AND DATA THAT DELIVER VALUE TO USERS AROUND THE WORLD

Background

58. This Strategic Pillar centers around the services, knowledge and data WIPO provides to users globally.

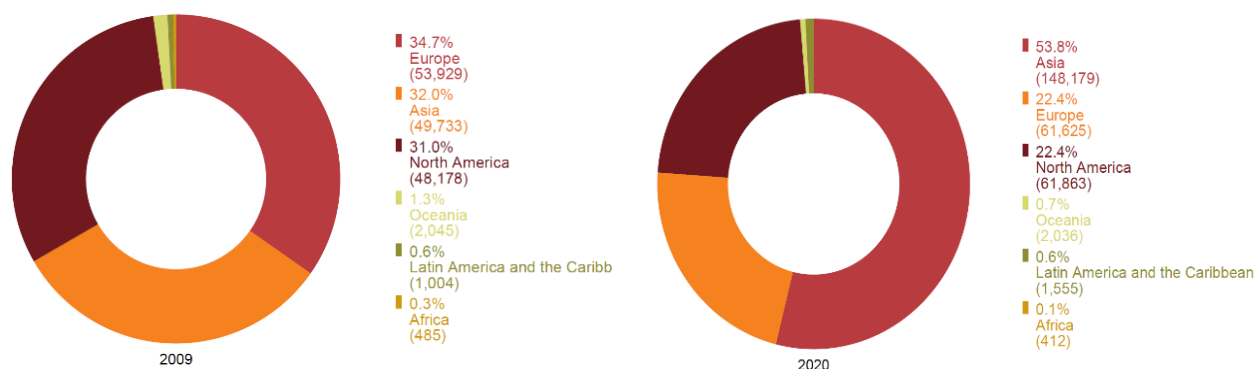
59. These services broadly fall into two categories. The first consists of our Global IP Protection Services, the most important of which are the Patent Cooperation Treaty (PCT) and the international registration systems for trademarks (the Madrid System), designs (the Hague System) and geographical indications (the Lisbon System). The work of the WIPO Arbitration and Mediation Center also falls within this category. The second category consists of various data and knowledge resources that help users and others better understand and navigate the IP landscape.

60. In general, IP rights are registered and administered at the national level, but in a world connected by trade and commerce these rights often need to span multiple countries. For decades and, in some cases, for over a century, WIPO's Global IP Protection Services have offered individuals and enterprises a convenient, seamless and effective way to secure IP rights across borders.

61. Under the PCT, Madrid, Hague and Lisbon systems, an applicant can file a single application that will have legal effect in multiple jurisdictions. These systems greatly reduce the cost of seeking protection for IP rights across the globe. Users can also benefit from additional cost savings when they obtain rights through the Madrid, Hague and Lisbon systems, where any formal changes to these rights can be made centrally at WIPO. The WIPO Arbitration and Mediation Center, which offers dispute resolution services, also alleviates inherent inefficiencies in the management and protection of IP rights across national borders.

62. Continued rise in demand for WIPO's Global IP Protection Services underscores their relevance to the global business community. Between 1995 and 2020, applications filed under the PCT, the Madrid and Hague systems rose by 587 percent, 225 percent and 60 percent, respectively. These systems have successfully absorbed the increasing volume of applications. They continue to adjust to shifts in economic activity and the use of IP, which are increasingly diverse, globalized and driven by a rise in IP filings from Asia⁶, in particular.

⁶ In 2018, for the first time, applicants from Asia accounted for more than 50 percent of PCT filings. Asian companies have consistently ranked among the top five users of the PCT for many years. Similar trends are evident within the Madrid and Hague systems.



PCT applicant share by region, 2009 and 2020.

63. The second category of services under Pillar 3 is concerned with the dissemination of knowledge and data to users everywhere. In the standard knowledge hierarchy model, raw data is collected and curated into information, which is then analyzed to generate knowledge. WIPO provides services at each level of this information hierarchy. We generate data about the IP system, such as published data on IP rights and related IP assets; information, such as statistics, indicators, curated databases and related reports; as well as knowledge in the form of reports on technology trends and other topical issues.

64. We have significantly improved our knowledge and data services in recent years, in particular, through our global databases for patents, trademarks and designs. Our reports and statistical databases have become leading IP references and are helping to inform policy makers worldwide. One example is the Global Innovation Index, which has become a key reference for decision makers and other stakeholders in understanding innovation ecosystems around the world and in designing policies to improve a country's innovation capacity and environment.

Future Directions

65. Areas of action for the future will be first, to push for wider and more effective use of our IP services, knowledge and data. Second, to provide improved productivity and service quality in these areas. Third, to support knowledge transfer and technology adaptation that are needed to address global challenges through WIPO's IP-based platforms and tools.

66. In all these areas, we will pay attention to the evolving needs of our customers and strive to ensure that WIPO's services continue to bring value to users around the world.

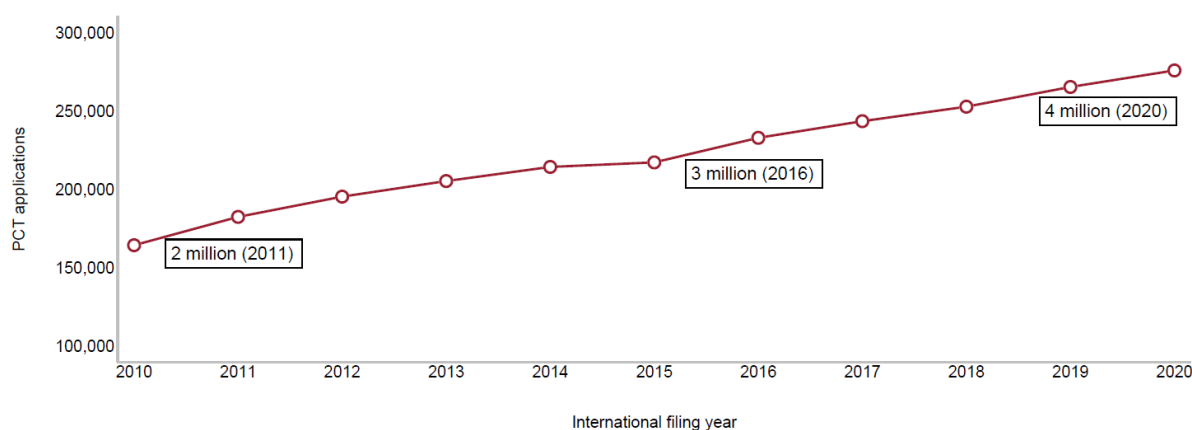
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data

67. Notwithstanding the success of our Global IP Protection Services, there is still significant scope to expand their use. With the global rise in international IP filings, every effort must be made to ensure that our Global IP Protection Services continue to bring value and are seen as the most attractive option for those seeking IP protection in multiple countries.

68. Our ambition in the coming years is to engage with new users in all regions, and SMEs in particular, to make them aware of how they can benefit from these services.

69. We will also sustain efforts to enlarge the geographical coverage of our Global IP Protection Services. Broad geographical coverage will make them more attractive to users: the greater the number of countries covered by a single application, the greater the cost savings for applicants.

70. With 153 Members, the PCT enjoys the broadest geographical coverage. The Madrid System has also become a truly global system, now covering 124 countries with 108 Members. The Hague System is also evolving rapidly. Currently, it has 74 Members, with others indicating their interest in joining in the near future. And, with the entry into force of the Geneva Act in 2020, the Lisbon System, the smallest of our Global IP Protection Systems with 54 Members, now provides flexibilities⁷ that offer special appeal to agricultural and other local communities in many countries.



Growth in PCT applications, 2010 to 2020.

71. All businesses need a trademark, and national trademark filings are typically in multiples of national patent filings. This means there is much growth potential for the use of the Madrid System. To harness this potential, we will engage with SMEs and groups of local producers around the world with ambitions to enter international markets. The time is also ripe for the Hague and Lisbon systems to reach out to local producers of traditional handicrafts and other creative products to raise awareness about how these services can help them to protect their creations and leverage their intangible assets.

72. Lastly, we will partner with national and regional IP offices and business associations, including, for example, export agencies, to promote greater use of WIPO's Global IP Protection Services among these new target groups. Our aim is for these services to be widely recognized as indispensable to IP commercialization and integral to the plans of all businesses with an eye on foreign markets.

3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data

73. Work will continue to advance the digitization of our Global IP Protection Services, which has become even more timely since the COVID-19 pandemic has already accelerated the digitization of national IP offices. We will continue the transition to a more user-friendly customer experience that is fully digital. The procedural and legal aspects of the Global IP Protection Services will be simplified and together with improved web functionality, will ensure a smoother customer journey. Users will be better able to manage their rights through an enhanced WIPO IP Portal and the delivery of mobile-enabled services.

⁷ Under the Geneva Act, collective marks can now also form the basis of an international registration.

74. We will also take our customer orientation to new levels. The users of WIPO's Global IP Protection Services broadly fall into three segments; first, large businesses with a sophisticated knowledge of IP; second, smaller business enterprises with little knowledge of IP or WIPO's services; and third, traditional communities of local producers with limited business skills, and often no awareness of IP or knowledge of WIPO's services. In improving our customer services, we will pay attention to the different needs of these varied customer segments. We will also support Member States in their discussions on expanding the number of languages for the Madrid and Hague systems to make them more accessible to local users.

75. The development of structured data interactions with users and IP offices, which will allow for higher levels of machine-processing of transactions, will be a priority. This will improve the speed and accuracy of our service delivery. However, our ability to harness the potential benefits of such exchanges will also hinge on the commitment of IP offices to modernize their internal processes. WIPO will spare no effort to support IP offices in these all-important digitization processes.

76. In relation to data, information and knowledge, we are in a unique position to provide all of these and in a manner that caters to the evolving needs of multiple stakeholders, whether IP professionals, industries, researchers and policy makers or other public interest groups.

77. We will also continue to collect, curate and disseminate information about IP rights globally to make these resources broadly accessible to users everywhere. This will reinforce our position as a leading source of reliable, high quality IP data, contribute to important policy debates that touch on IP issues and help in growing efforts among Member States to apply evidence-based approaches to IP policy-making. In doing this, close cooperation with other stakeholders in the IP system who are also responsible for generating, collecting and curating such IP data for information and knowledge will be important.

78. IP offices are key repositories and users of IP data and information, and we will continue to coordinate efforts to allow them to make better use of such data and information. In addition, we will assist IP offices in deploying and integrating advanced technologies, such as artificial intelligence and machine learning, into their operations, so that they can make better use of IP data and information, whether to improve their operations, transform their customer experience or provide new services.

79. At the policy level, we will work with Member States to remove any unreasonable barriers to data exchange and improve the availability of IP information worldwide, as required by national and international IP systems. The Organization will also continue to improve the coverage, quality and integrity of the data in its global databases and statistical data collections.

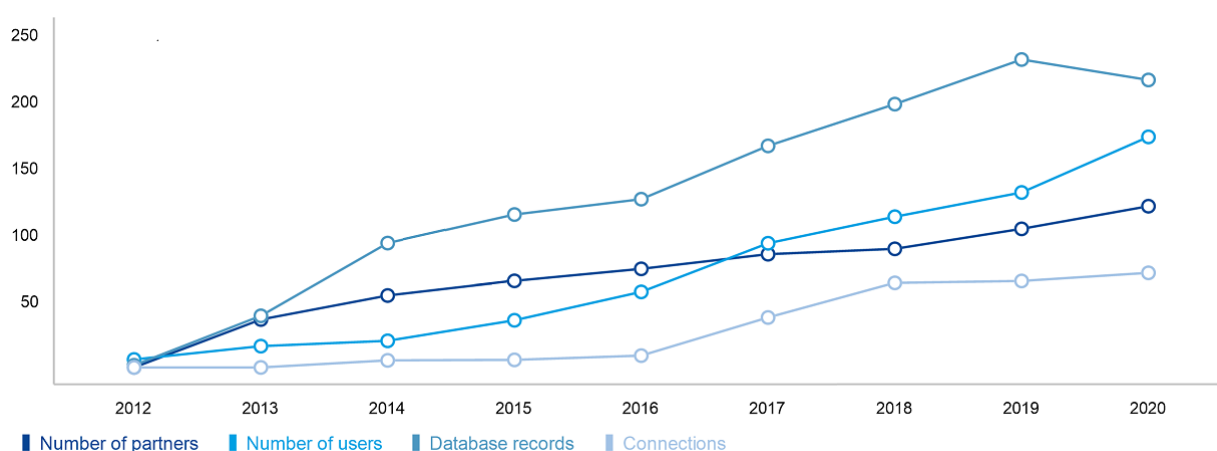
80. With the help of modern data management techniques, WIPO will derive new insights about the dynamics of the rapidly evolving global ecosystems for innovation and creativity and other important issues. We will continue to develop our range of information products, and will investigate options to develop new indicators, for example, to measure the contribution that creative industries make to national economies and to probe the operation and impact of the IP system at national, regional and international levels.

81. We will continue to build the reputation of our flagship knowledge products, such as the Global Innovation Index, the World IP Report and the WIPO Technology Trends series, by including content that is topical. These products will support WIPO's drive to raise awareness about the relevance of IP to everyone, everywhere.

3.3 Knowledge transfer and technology adaptation are facilitated through WIPO's IP based platforms and tools to address global challenges

82. To address certain global challenges, WIPO has launched a number of platforms and tools that leverage our expertise in IP, in collaboration with civil society, universities, researchers and the private sector. They include WIPO GREEN and WIPO Re:Search.

83. WIPO GREEN is an online platform that supports global efforts to address climate change by connecting providers and seekers of environmentally friendly technologies and catalyzing green technology innovation and diffusion. It is unique in that it assembles in one place green technologies at all stages of development, which are available for license, collaboration, joint ventures, and sale. WIPO GREEN will strive to bring added value to the green technology space, transforming from a simple database-centric model to a green business intelligence platform connecting users with a variety of services and resources and maximizing opportunities for green technology transfer, licensing and dissemination.



Evolution of WIPO GREEN, 2012-2020

84. WIPO Re:Search⁸ seeks to accelerate the discovery and development of technologies for neglected tropical diseases (NTDs), malaria and tuberculosis by sharing IP with the global health research community, catalyzing and fostering global health collaborations, and contributing to capacity-building in developing countries. The WIPO Re:Search model will evolve in the coming years to keep pace with the highly dynamic global health ecosystem while continuing to focus on leveraging unused IP resources in support of early stage research and discovery for NTDs, malaria and tuberculosis.

PILLAR 4: SUPPORT GOVERNMENTS, ENTERPRISES, COMMUNITIES AND INDIVIDUALS TO USE INTELLECTUAL PROPERTY AS A TOOL FOR GROWTH AND SUSTAINABLE DEVELOPMENT

Background

85. This Strategic Pillar centers on the use of IP as a powerful tool for growth and sustainable development, and a catalyst for job creation, enterprise growth, economic development and social vibrancy.

⁸ As a public-private partnership administered by WIPO in collaboration with BIO Ventures for Global Health (BVGH), WIPO Re:Search brings together a broad cross-section of global health actors, including research institutions, NGOs and pharmaceutical companies to support early stage R&D in the fight against NTDs, malaria and tuberculosis.

86. Increasingly, Member States view innovation and creativity as key engines for economic growth and social development. Global patent filings have increased 3-fold from 1995 to 2019, global trademark filings almost 6-fold and global industrial design filings 5.5-fold. Global investments in R&D increased 2.7 fold from 1996 to 2018 and the number of countries employing WIPO's Global Innovation Index in the formulation of national innovation strategies has grown.

87. As a corollary, there has been growing interest from Member States, especially those in developing countries and Least Developed Countries (LDCs), in IP and our work. This is also reflected in the number of countries that have sought our assistance to develop national IP strategies⁹ over the past decade. We have also concurrently mainstreamed the Development Agenda recommendations into our work.

88. The increased interest in IP is not confined to the technical and legal aspects of IP, but extends to the enterprise and economic aspects of IP. More IP offices are evolving their role beyond regulating and registering IP to helping to build national innovation and creative ecosystems. Member States are also displaying a growing interest in IP commercialization and financing.

89. The range of national and international stakeholders who are paying attention to IP is also expanding. In addition to IP offices, these stakeholders now include government agencies with responsibility for economic growth, industry associations, research institutions, universities, communities, and individual entrepreneurs, innovators and creators.

90. These are exciting developments. They will support the deeper and broader use of IP as a tool for a better and more sustainable future and they demand a holistic and energetic response from WIPO.

Future Directions

91. As a start, we have created a new Innovation and IP Ecosystem Sector, which will bring our capabilities relating to IP commercialization and the development of IP ecosystems under one Sector. This will create synergies and help us further develop expertise, capabilities and tools to support Member States.

92. In this area, our work will be driven by five Expected Results. First, we will help all Member States make more effective use of IP to grow and develop. We will also take a regional and sub-regional approach to this work. Second, at the national level, we will help Member States build balanced and effective IP, innovation and creative ecosystems. Third, we will help Member States build in-country IP skills and knowledge. Fourth, we will engage with and support a wider range of stakeholders within a country's innovation and creative ecosystem, reaching out to communities, enterprises and individuals. Fifth, we will enhance the infrastructure of IP offices so that they can play a strong and effective role in developing their country's innovation and creative ecosystems.

4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations.

⁹In 2010, the Development Agenda Project_DA_10_05 was implemented to develop a methodology for the formulation of national IP strategies. The Project was launched in 2012, with six pilot countries. [By the end of 2019](#), 80 countries had adopted national IP strategies with WIPO's support

93. The WIPO Development Agenda will continue to be an important mechanism to ensure that everyone benefits from the global IP ecosystem. We will adopt a multi-pronged approach that engages actors in both the public and private arenas (e.g. UN agencies, IGOs, and civil society). In this regard, the engagement of governments is critically important as they play a central role in creating and shaping thriving innovation ecosystems that support the transformation of ideas into tradeable products and services. We will also continue to make use of our External Offices to raise awareness of IP, deliver products, services and support, and otherwise assist in the use of IP as a tool for growth and development at the national level and where appropriate, at the regional level.

94. Following the principles of the WIPO Development Agenda, we will work to facilitate and strengthen horizontal cooperation among Member States. The developing world is replete with success stories and best practices associated with the creation of value through IP, the implementation of effective IP policies and the efficient administration of the IP registration systems. WIPO will work to ensure that this knowledge and these best practices are widely shared among countries at regional and inter-regional levels. This exercise offers significant scope to ramp up South-South and North-South cooperation. We will also welcome Member States to continue using the Funds-in-Trust mechanism to support the advancement of our work.

95. WIPO will also engage with Member States and stakeholders to shift our work towards a project-based approach. By favoring projects over one-off, stand-alone initiatives, our aim is to generate practical outcomes that have a positive impact on and enduring value for individuals, businesses and the IP ecosystem as a whole. While our focus will be strategic, with an eye on quality over quantity to maximize the impact of these activities, the success of this approach will hinge on a high level of engagement and the long-term commitment of our partners.

4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States

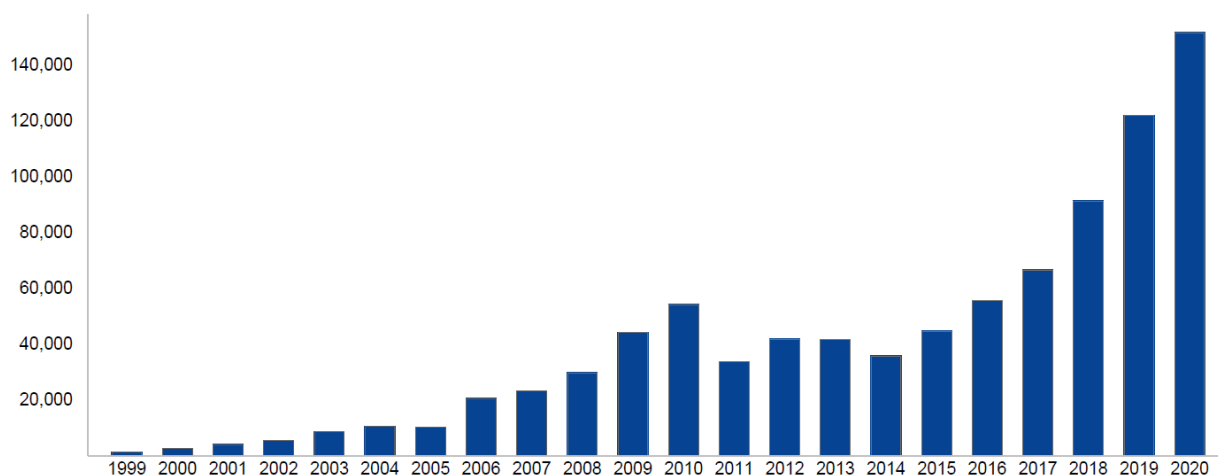
96. Our IP policy work will adopt a more strategic approach that supports the active implementation of policies, guidelines and recommendations. Our focus will be on ensuring that our contributions to IP policy development have a positive impact, in particular, in relation to the implementation of national IP strategies. To support this, WIPO will continue to develop the necessary in-house expertise and will draw on our networks of experts to find the best expertise to assist Member States. Combined with the local team's sound knowledge of national needs, challenges and strengths, this will support the development of balanced and effective national IP ecosystems. Success in this area will also depend on high-level political support and the active involvement of different public and private sector actors on the ground.

97. Beyond IP policies, we will continue to provide assistance to support the drafting of national and regional IP laws that are balanced, robust and up-to-date. This has been a mainstay of our support to Member States, and will continue being so. In relation to IP dispute resolution, which is an important component of any IP ecosystem, WIPO will continue to assist national judiciaries in fulfilling their vital role in the resolution of IP disputes. At the same time, we will continue to support the establishment and use of alternative dispute resolution mechanisms, such as arbitration and mediation. These complementary efforts will help Member States build a range of options for the resolution of IP disputes, and thereby strengthen an important function of their national IP ecosystem.

4.3 Increased IP knowledge and skills in all Member States

98. With its global reach and linguistic diversity, the WIPO Academy is uniquely placed to deliver much-needed IP education, training and skills building to users and IP professionals in

all countries. The Academy's extensive network of partners, its global pool of talented IP experts and its franchising model will enable us to take IP education and training to new levels.



WIPO Academy participants 1990-2020

99. The WIPO Academy will continue to strengthen its highly successful franchising model for IP education and training, through its partnership with national IP institutes. Building skills in the practical use of IP and its commercialization will be a priority, and will be targeted especially at entrepreneurs and enterprises, including SMEs. Training activities will move towards blended learning approaches, combining in-person training activities with online activities and self-paced learning. We will enrich these programs with coaching, mentorship, and on-the-job training modules.

100. To support professional IP and business skills development in all regions, the WIPO Academy, in collaboration with other WIPO sectors, will work with governments and local partners to build national programs for the formal certification and accreditation of IP paralegal and other IP and business-related skills, such as patent drafting, IP management and technology transfer.

4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully.

101. Our biggest challenge going forward is to expand the number and range of those who leverage IP successfully. To scale up our work and make progress in this area, we will need to strengthen our engagement with key strategic partners at every stage of the IP journey. These include IP offices, relevant government agencies, professional and business associations, technology transfer hubs, incubators, universities, financiers and others. Together, we will develop initiatives that respond to the different needs of users, whether at the level of the individual, enterprise, institution or community levels.

102. To support innovators, we will develop a series of tools and resources to help them effectively use patent information and understand technology trends in different fields.

103. We will also continue to expand our range of patent landscape reference materials, including the WIPO Technology Trends series, and our Patent Landscape Reports, which currently include over 240 free-of-charge reports in fields ranging from public health and energy to the environment, information and communications technologies.

104. We will continue to work to empower creators and other right holders especially in developing countries, to license their creative works, performances and sound recordings

effectively. This will enable them to benefit from the royalties that flow from the use of their work at home and abroad.

105. Through *WIPO for Creators*, our new public-private partnership, we will work with well-known artists to build IP knowledge among musicians, artists and other creators. This initiative will enable creators to learn about their IP rights and what they need to do to be fairly compensated and recognized for their creative works.

106. To strengthen the global ecosystems for creators further, we will ramp up our work with Collective Management Organizations (CMOs), especially in developing countries. These organizations play a key role in ensuring that artists and creators receive payment for the use of their work. We will further develop and accelerate the deployment of WIPO Connect, a unique IT solution for CMOs. WIPO Connect addresses a key concern among CMOs by enabling them to accurately and correctly manage the vast amounts of data they collect about right holders and how their works are used.

107. SMEs are an important component of national economies, and we will put in place national and regional programs that will support them in using the IP system to take their ideas to market. Tools and services, such as IP diagnostics for SMEs, will be developed and offered to IP offices to help them reach out to SMEs and deploy these tools, so that IP becomes a core part of their business strategy. We will work closely with government and SME intermediaries to integrate IP-related support into their existing menu of services for SMEs. We also intend to deploy the Inventor Assistance Program and the Patent Drafting Program, which will be especially relevant to technology-driven SMEs. All in all, we will work to allow SMEs to become better at IP commercialization and management, and ultimately use IP more effectively to grow their businesses.

108. To support research institutes and universities, we will deepen our work around patent analytics, which has become an integral part of IP management and R&D commercialization strategies for some time. Indeed, a growing number of IP offices are using these data to enhance their service offering to users. There is also a notable increase in interest among IP offices in developing countries to acquire skills in this field and to provide related services.

109. In response to this trend, WIPO will establish an Expert Community of Practice (CoP) on patent analytics to enable practitioners (from government, academia and industry) to meet, network and exchange views on the latest methodological approaches, use of data sources and best practices. CoP members will meet regularly at an annual conference and will have access to a dedicated member platform (to be developed by WIPO), to facilitate collaboration on joint projects throughout the year.

110. With respect to implementation of university IP policies and national innovation and technology transfer policies, we will work to strengthen university-industry linkages to help the translation of research into impact. Unprecedented levels of cooperation among scientific communities from all regions is playing an important role in the rapid development of solutions to global challenges and local needs. The design of institutional policies and the establishment of technology transfer structures within universities and research institutions will facilitate the transformation of science and technology into marketable products and processes. WIPO will reinforce its work in this area.

111. WIPO will also work with its partners to catalyze international discussions on the important questions of IP valuation and IP finance. Although business value created through innovation and creativity is largely in the form of intangible assets – IP, data, trade secrets, know how etc., there is still no global standard for valuing these assets. This makes it difficult for companies to use their IP assets as collateral to secure debt financing to grow, as well as for investors, financiers and business owners to more accurately understand true enterprise value. At the

regulatory level, governments remain unclear about how intangible assets are connected to the economy and their impact on it, bringing into play questions about taxation, global trade and international finance. We hope that the discussions we facilitate will help to raise awareness about and begin to address these important issues.

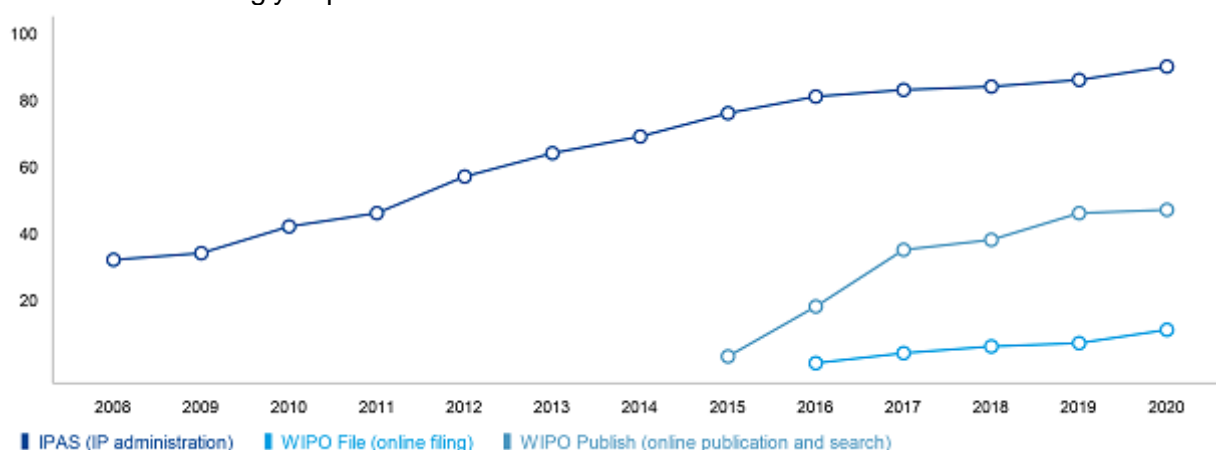
112. As for communities, we will pioneer new ways for them to use IP for growth. Building on an earlier successful pilot, the *WIPO Creative Heritage Project* will enable Indigenous and local communities to document and preserve their cultural heritage through digital means while concurrently managing and leveraging their IP rights. Another example is the customized training, mentoring and match making services WIPO is currently offering to women entrepreneurs from Indigenous and local communities, which provides them with IP, business and life skills.

113. Another way in which we will help communities is to assist them and local small-scale producers to use geographical indications (GIs) to add value to their products. There is a growing global market for origin-based specialty products. GIs offer a means for local producers to take a more active role in that market. WIPO will offer concrete assistance in defining and implementing appropriate protection and commercialization schemes, in close collaboration with all local stakeholders, to help producers and rural communities reap a bigger portion of the economic value flowing from their origin-based products.

4.5 Enhanced IP infrastructure for IP offices

114. IP offices are the backbone of the IP system and a critical node in the innovation and creative ecosystems of all countries. WIPO provides resource-constrained IP offices with services and platforms that enable them to provide their local users with modern and efficient IP services. At present, around 90 IP offices, mainly in developing countries, are using these services and platforms.

115. To keep pace with users' evolving needs, IP offices will need to digitize. We will help in these efforts and make it easier for IP offices to deliver easily accessible online services that customers increasingly expect.



IP offices using WIPO business solutions. WIPO will continue work to enable IP offices to operate as fully digital registries with a wide range of online services that improve the accessibility and usability of the IP system.

116. While the online delivery of IP services is advancing, in the wider economy the speed of innovation and changes in supply chains and business models will continue to affect how IP rights are used. IP offices will need to adapt to these trends. In the past decade, IP offices have recognized the need to go beyond the provision of basic registry services. Many are evolving into innovation agencies to support the development of national innovation ecosystems and

reach a broader community of users. This important evolution will require new skills, new services and new digital solutions.

117. We will continue work to enable IP offices to operate as fully digital registries with a wide range of online services that improve the accessibility and usability of the IP system. These activities will help ensure that IP offices, especially in developing countries, are able to serve their customers and countries effectively and become fully integrated members of the global IP ecosystem.

FOUNDATION: EMPOWER OUR PEOPLE TO WORK EFFECTIVELY, COLLABORATIVELY AND INNOVATIVELY BY PROVIDING THEM THE RIGHT RESOURCES, TRAINING AND ENVIRONMENT

Background

118. The success of our medium-term strategic plan depend on a strong Foundation, which constitutes the management and administrative functions of WIPO and its organizational culture. This Foundation, in turn, has to evolve to provide the best working environment for WIPO Staff to deliver the Expected Results and impact for Member States.

119. As with all other organizations, the COVID-19 pandemic has resulted in major changes to the way we work. We have invested significantly in automating end-to-end administrative and management business processes, and have adapted remarkably quickly to the additional demands placed on us by the pandemic. The adoption of new models for the delivery and implementation of technical assistance and the uninterrupted provision of quality Global IP Protection Services are evidence of this. Increased digitalization and greater agility and responsiveness characterize the services and products we offer. Currently, many parts of the Organization function electronically, but we have not yet transitioned to digital solutions across all business lines to the degree needed.

120. Our administrative and management frameworks and processes have evolved significantly to better serve internal business owners and external stakeholders. However, a tension remains between strict adherence to UN system approaches and meeting the needs of WIPO's hybrid mandate as a specialized UN agency that delivers competitively priced, high-quality services to a growing number of fee-paying customers. To a large extent, with the guidance of its Member States, WIPO has balanced these needs carefully and effectively.

121. Strong financial management strategies and frameworks have been put into place; positive financial results over several years have enabled us to build a healthy level of reserves in line with established policies and objectives for financial resilience and risk management. We also have strong business processes with robust controls. However, the regulatory framework is rules-based, overly prescriptive and lags behind organizational needs.

122. The current approach also focuses largely on standardizing policies and compliance. It does not sufficiently stimulate sound judgement across all layers of the hierarchy and offers limited margin for initiative.

123. Moreover, the UN contractual framework, under which WIPO operates, provides job stability for staff, resulting in a high retention rate. This, and the fact that the number of new staff positions has not increased for some time, has resulted in limited opportunity to bring new skills and profiles into WIPO. Low levels of mobility across the Organization have compounded the situation. Meanwhile, the world of work is evolving in favor of a more networked and elastic workforce, which includes greater reliance on contract workers and service providers.

124. Workforce planning currently relies on the identification of business needs and skills gaps from the top down and then finding or developing the required skills. Efforts to prepare for the future have mainly focused on skills gaps and linear career paths. This model does not adapt well to uncertainty and evolving needs.

125. WIPO's organizational structure is results-oriented and vertical. Its culture has tended to be formal, hierarchical, and risk averse, with a legacy of highly centralized decision-making. As such, there is a major opportunity to empower staff to cultivate greater ownership of the organization across all levels.

Future Directions

126. We intend to focus on three Expected Results.

127. First, we will build a Secretariat that is empowered through a dynamic corporate culture and provided with the right resources and training to work effectively, collaboratively and innovatively. Second, WIPO will be digitally enabled and will have a secure and sustainable operating environment and services. Third, we will continue to exercise sound and prudent financial management and put into place effective corporate governance and oversight systems.

5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively

128. The most fundamental change will be the transformation of our culture and the way we work.

129. People and culture are not just a responsibility for the Human Resource (HR) Department, but for everyone in WIPO. In the years ahead, we will embark on an inclusive and participatory quest to put the individual at the center of people management at WIPO. We will listen to our workforce to better understand their motivation and aspirations, and how to improve their well-being. Our aim is to understand better what drives our people and to create a trust-based, dynamic and rewarding culture. HR strategies and people practices will be reviewed accordingly.

130. We will move towards a more employee-centric organization, and will foster a team-based culture, in which all team members feel valued and where cross-sector collaboration becomes a natural reflex. In addition to more employee-centric design and more user-friendly systems, we will shift away from the traditional architecture of managing work that includes a role with rigid requirements, competencies and an expectation of progressive seniority within a hierarchical structure. Gradually, we will transition to a work environment that combines vertically managed people, where expertise is developed with horizontally distributed work to meet complex external challenges and the demands of our stakeholders. Most of the current concepts of people management will undergo significant change. This new way of managing work and talent will be underpinned by platforms and networks that match work and capabilities dynamically. The performance and development space will be a major focus as new skills requirements and new jobs emerge.

131. We will also align our workforce strategies with evolving employment practices and examine how to develop talent within WIPO. Talent management will be integral to our HR approach and will focus on a deeper understanding of our organizational needs, as well as the nurturing of in-house skills and the external acquisition of capabilities to meet skills gaps. We will also need to enable staff to rotate into new positions within the Organization to develop new skills to support our work as we evolve. This mobility strategy should also help us adapt to an ever-evolving external environment.

132. For our future workforce, it will be key to ensure that we are an innovative, creative workplace where employees have a sense that they are contributing to the greater good. Leaders will be coached to nurture their people, creating a common sense of purpose, sharing a vision of what needs to be achieved, empowering individuals, championing diversity and enabling adaptability.

133. Regarding diversity, we will take meaningful action to create a culture that is truly diverse and inclusive. WIPO sees multilingualism as an important vehicle for achieving this. Multilingualism will not be restricted to the six official languages of the UN, but will be driven by organizational needs. WIPO is fully committed to using advanced technologies to support this goal.

5.2 Digitally enabled, secure and sustainably operating environment and resources

134. Further digitalization of our end-to-end business processes and the adoption of new technologies to drive value for stakeholders and customers (including internal customers) will be a top priority over the next few years. As an increasing number of products and services become fully digital, we must ensure that our ICT architecture and solutions are optimized and deployed sustainably. Eventually, platforms and frameworks will enable us to reinvent and continuously adapt our internal and external products and services in line with market forces and technology trends.

135. The digitalization journey will involve cultivating a digital mindset to maximize returns on investment. Customer-centric approaches and design thinking will support the emergence of an adaptive customer journey for users of our products and services. Only by listening to external and internal customers will it be possible to drive improvements in customer experience. Enhancing digital skills will be a key focus to enable effective delivery of results and to manage hybrid and virtual teams effectively.

136. Data are central to WIPO's digital transformation. Putting into place cutting-edge data quality, governance and management practices will enable mature use of the Organization's intangible assets. Transformative use of data analytics will help WIPO embed more sophisticated decision-making processes into the delivery of our internal and external products and services. Advanced knowledge management capabilities that take advantage of key external datasets, such as WIPO's global databases, and internal datasets, such as our enterprise content management system, will enable us to achieve these goals. Issues of data governance and data privacy will be central to these activities.

137. Finally, we will pay increased attention to our carbon footprint and the use of innovative business management processes to help make WIPO a leader in this regard within the UN family and beyond in line with the SDGs.

5.3 Sound and prudent financial management and effective corporate governance and oversight

138. WIPO's financial situation has remained healthy, including during the COVID-19 crisis in 2020. This can be attributed firstly to increasing IP filings, as interest in IP and innovation grows around the world and, secondly, to prudent financial management. The high demand for our services and the fee-financed nature of the organization has allowed us to deliver results that are valuable for Member States and enable the financing of longer-term investments.

139. Prudent and sound financial management will remain a hallmark of WIPO. Revenues cannot be taken for granted, especially in view of the economic uncertainties engendered by the pandemic. More importantly, we have a responsibility to ensure that our resources are used efficiently to deliver programs that offer "value for money" and create impact.

140. Effective governance is also key to the success of the Organization. The Joint Inspection Unit (JIU), the independent external oversight body of the UN System, has recognized our system of implementation of oversight recommendations as mature and one that is leading among UN agencies. We will continue to maintain high governance standards, and further refine our governance and oversight systems, working closely with the Independent Advisory Oversight Committee (IAOC), the external auditors, the JIU and other relevant agencies to ensure that we continue to do this well.