Internal Audit of WIPO Office in China

Internal Oversight Division
Internal Audit Engagement

IOD Ref: IA 2025-08
Date: January 16, 2026



WIPO
WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

This report has been re-issued on January 21, 2026, to reflect updated rating terminology. These changes do not affect the engagement conclusion.
This report has been redacted in line with Internal Oversight Division Report Publication Policy.

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1

Executive Summary

Engagement conclusion:

As included in Annex 1, IOD has 5 ratings:
1) Satisfactory
2) Satisfactory, Some improvement needed
3) Partially satisfactory, Major improvement needed
4) Unsatisfactory
5) N/A

(Ratings revised as of March 2025).

Satisfactory is the highest rating/conclusion that can be assigned, indicating that assessed governance arrangements, risk management, and controls were adequately established and functioning well.

The Internal Oversight Division (IOD) conducted an audit of **the WIPO Office in China** to assess the adequacy and effectiveness of Governance, Risk Management, and Controls around the key processes. The audit covered activities in 2025. The audit was conducted in conformance with the Global Internal Audit Standards issued by the Institute of Internal Auditors.

Engagement Conclusion

In IOD's opinion • The assessed governance arrangements, risk management, and controls were adequately established and functioning well. • Issues identified by the audit, If any, are unlikely to affect the achievement of the objectives of the audited entity/area.	**Satisfactory**

Audit ratings by key audit area

Governance: Alignment with the Expected Results	**Satisfactory**
Governance: Budget Execution and Resources	**Satisfactory**
Governance: Monitoring Performance	**Satisfactory**
Risk Management	**Satisfactory**
Key Risks and Controls	**Satisfactory**
Business Continuity Management	**Satisfactory**
Tools and Systems to support operations	**Satisfactory**

IOD has not issued any formal recommendations.

2.1 Background – People's Republic of China Profile (1 of 2)

Free stock Photos
https://www.pexels.com







Key Facts

- Full Name: People's Republic of China[1]
- Capital City: Beijing[1]
- Major Cities: Beijing, Shanghai, Guangzhou, Shenzhen, Chongqing.
- Area: Approximately 9.6 million km² [2]
- Population: Around 1.41 billion[3]
- Official Language: Standard spoken Chinese (Putonghua, Mandrin) [1]
- Currency: Renminbi (Chinese Yuan, RMB) [4]

Economy

- Gross Domestic Product: Around 135 trillion RMB [3]
- Key Industries: Manufacturing, technology, agriculture, services.
- Exports: Electronics, textiles, machinery.

Culture

- UNESCO World Heritage Sites: Great Wall, Forbidden City, Terracotta Army, Classical Gardens of Suzhou.[5]
- Traditional Arts: Calligraphy, painting, opera (Beijing Opera), martial arts.
- Festivals: Spring Festival (Chinese New Year) – most important traditional holiday. Mid-Autumn Festival, Dragon Boat Festival.
- Cuisine: Regional diversity: Sichuan (spicy), Cantonese (dim sum), Shandong, Jiangsu. Staple foods: Rice, noodles, dumplings.

Source

[1] Constitution of the People's Republic of China
[2] Central Government of the People's Republic of China
[3] National Bureau of Statistics of the People's Republic of China
[4] Law of the People's Republic of China on the People's Bank of China
[5] UNESCO - World Heritage List

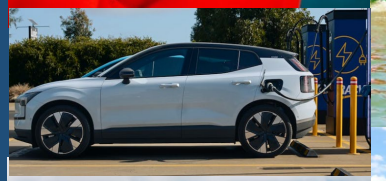
















2.2 Background – People's Republic of China Profile (2 of 2)

Key Sectors of the China Economy

Services Sector	• Telecommunications, financial, trade, transport
Industry and Manufacturing	• Mining, manufacturing, energy production
Agriculture	• Crop production, livestock, forestry, fishing
Creative Economy	• Design, entertainment, media, and the arts

Source: gov.cn accessible here

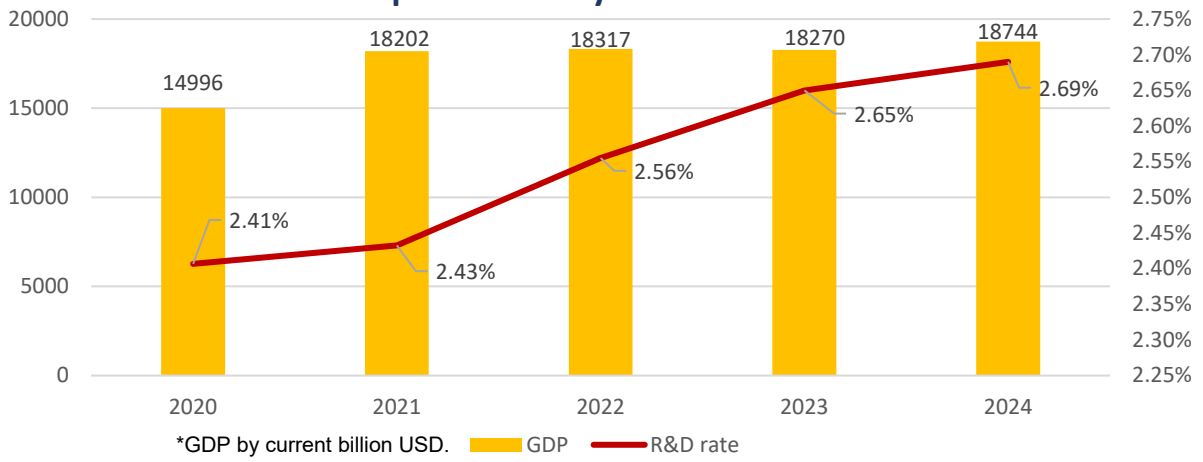






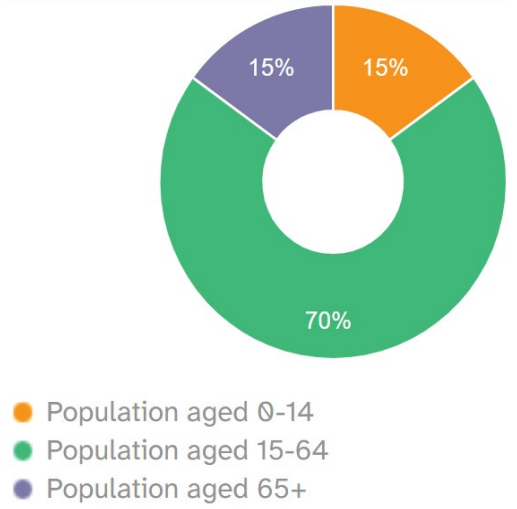


China's GDP and R&D Expense Rate by Year*



Source: World Bank | Data National Bureau of Statistics of China

Population, by age group, per cent (2025)

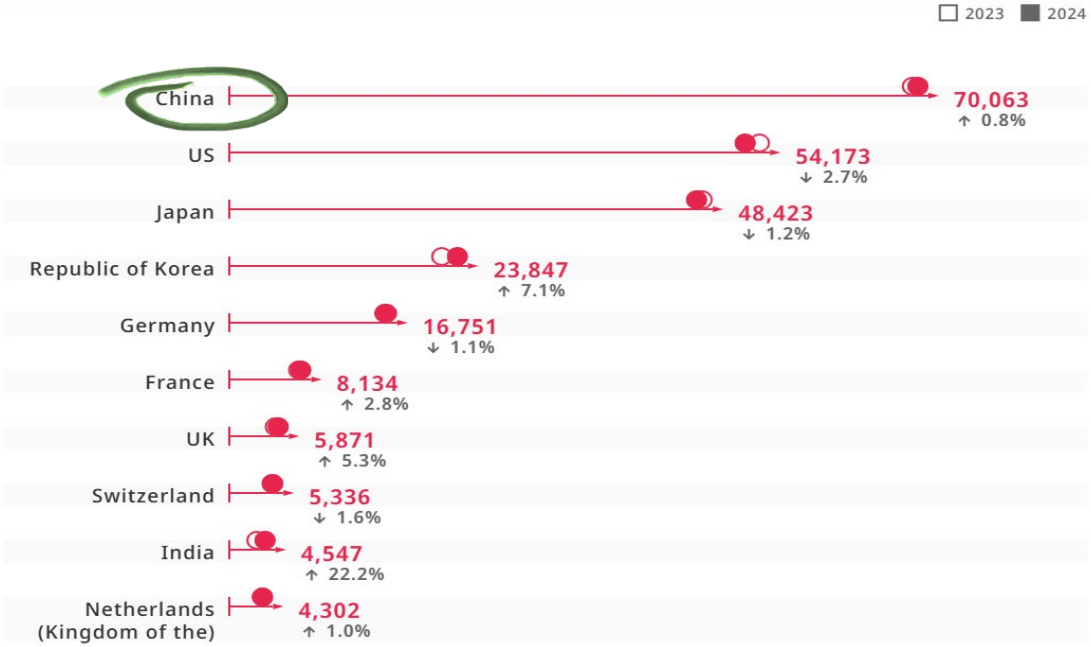


Source: United Nations Population Fund Dashboard

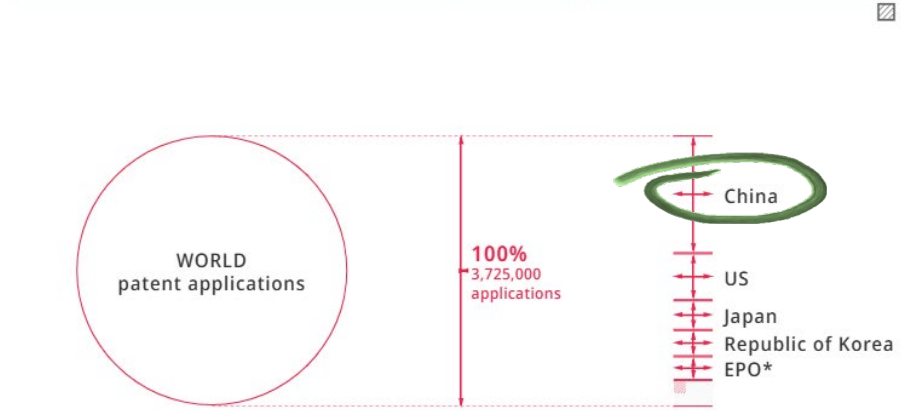


2.3 China: IP Facts and Figures - Patents

Which countries are the biggest users of the PCT System?

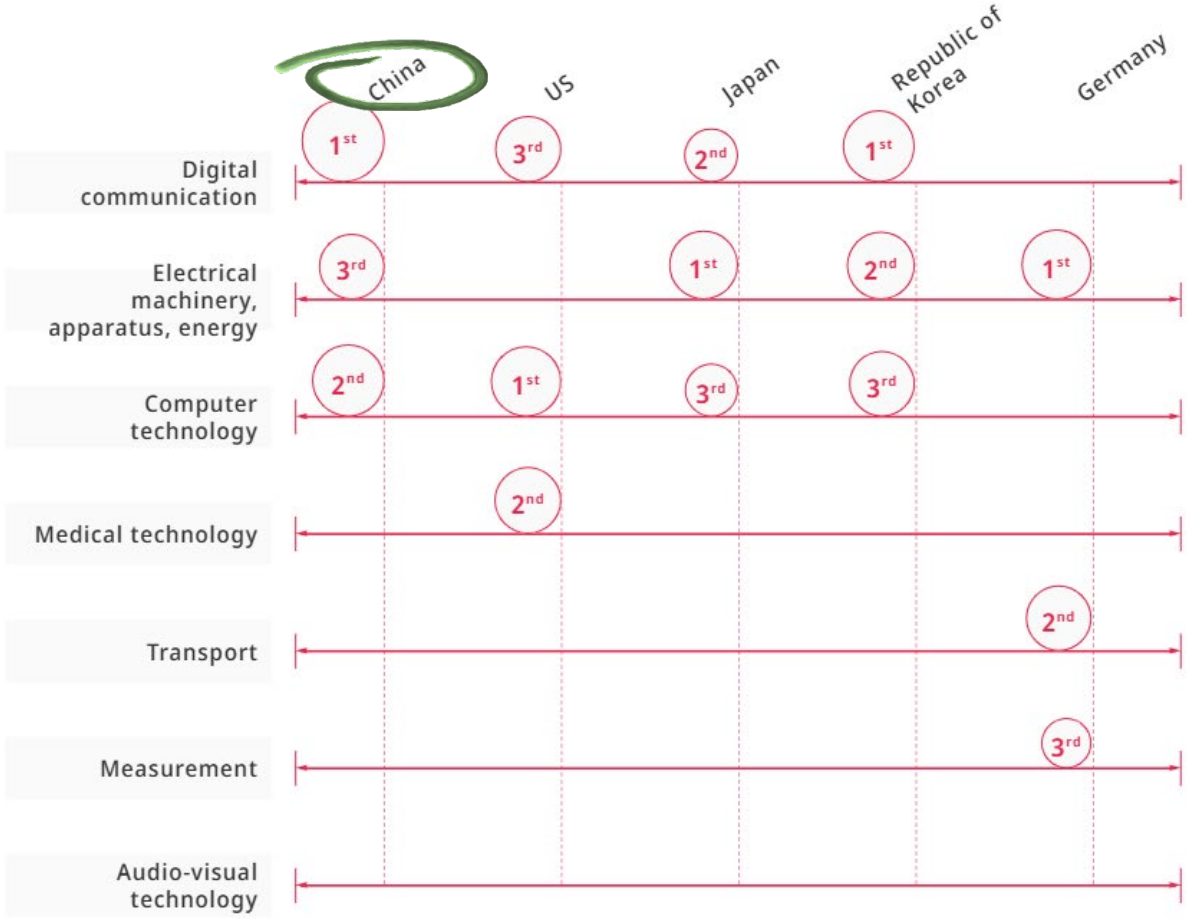


Which offices received the most patent applications?



* EPO is the European Patent Office

What were the top technologies for PCT applications from different countries?



Source: WIPO Statistics Database, September 2025
https://www.wipo.int/en/ipfactsandfigures/patents

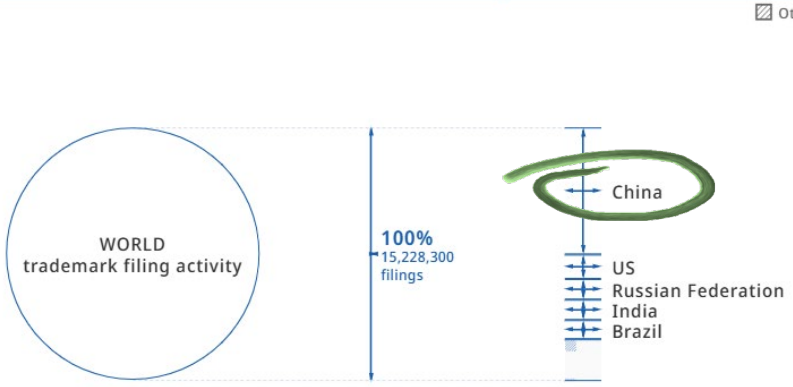
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2.4 China: IP Facts and Figures - Trademarks

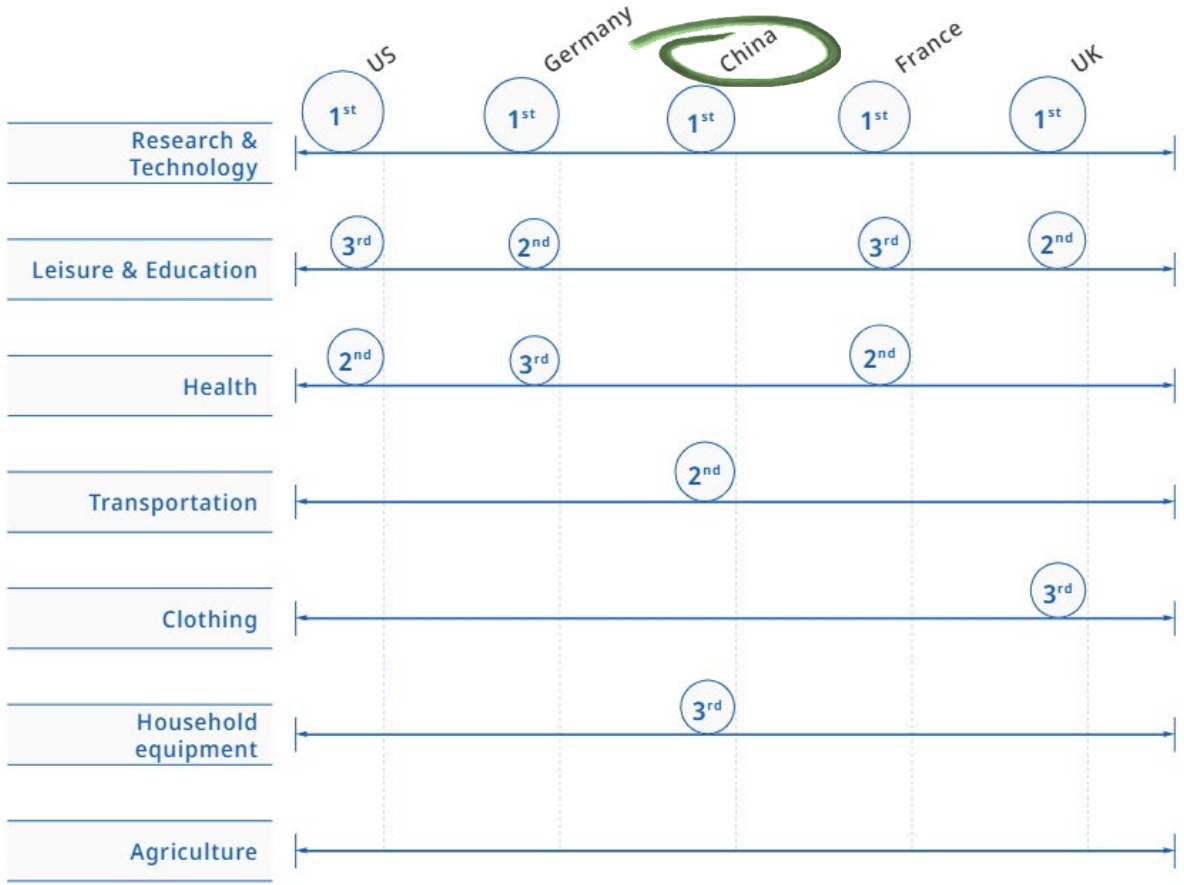
Which countries are the biggest users of the Madrid System?



Which offices saw the most trademark filing?



What were the top industries for Madrid trademark filings from different countries?



Source: WIPO Statistics Database, September 2025
https://www.wipo.int/en/ipfactsandfigures/trademarks

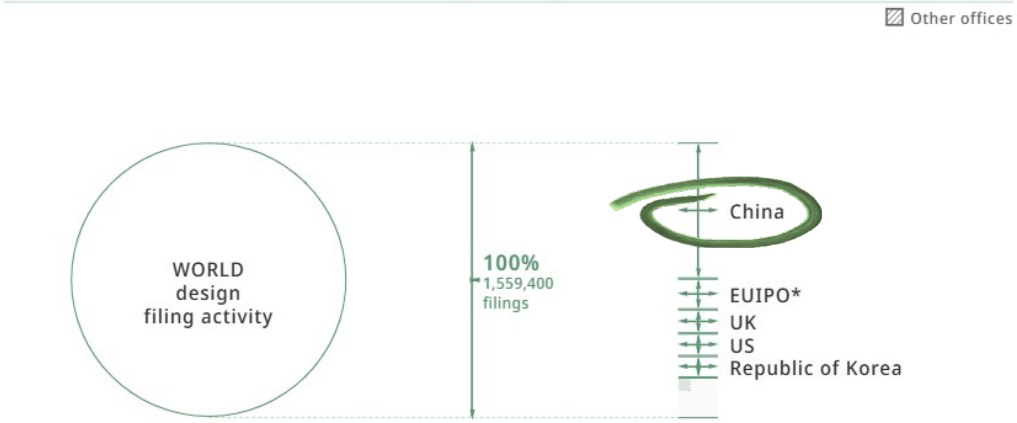
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2.5 China: IP Facts and Figures - Designs

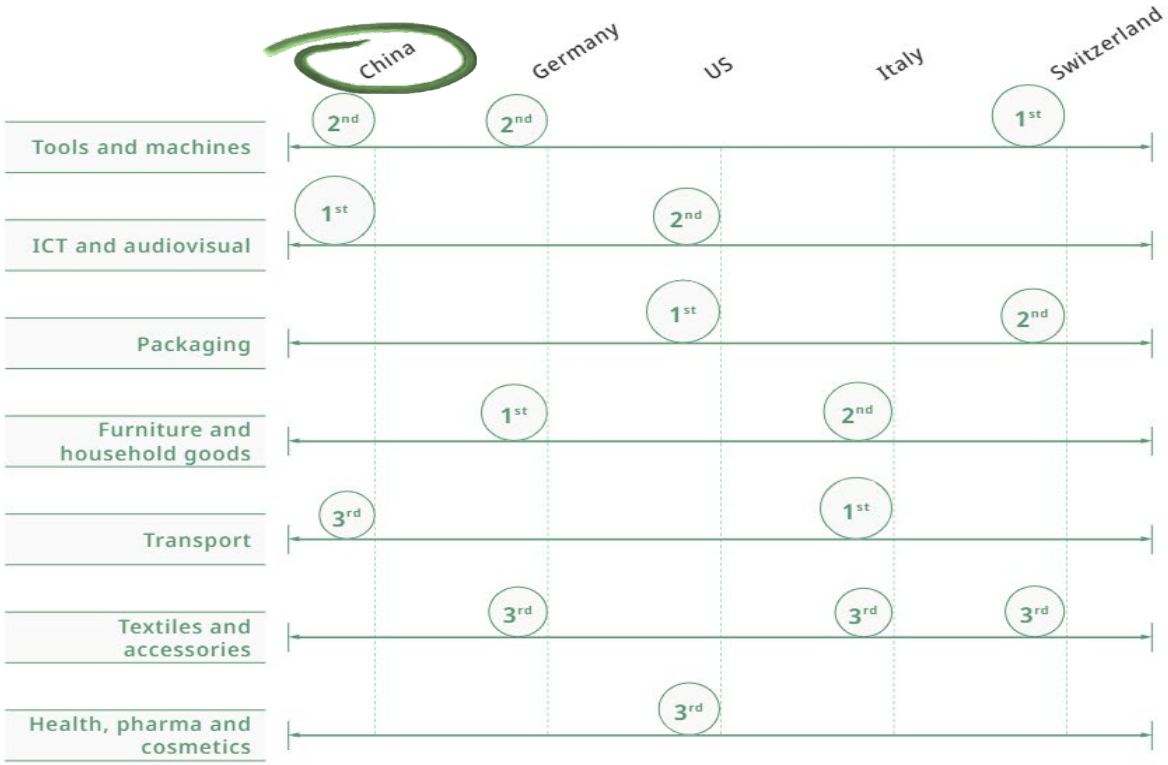
Which countries are the biggest users of the Hague System?



Which offices saw the most design filing?



What were the top industries for Hague design applications from different countries?



In 2024, applicants from China filed mostly in the field of ICT and audiovisal. Applicants located in Germany filed mostly in furniture and household goods. US-based applicants filed mostly in the field of packaging and for applicants based in Italy, transport attracted the most filing. Applicants from Switzerland filed mostly in tools and machines.

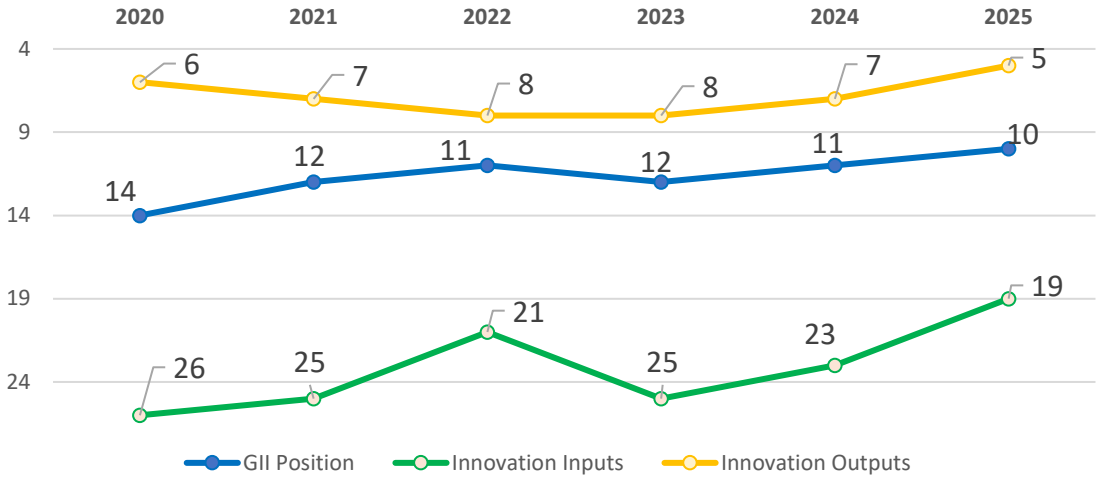
Source: WIPO Statistics Database, September 2025

Source: WIPO Statistics Database, September 2025
https://www.wipo.int/en/ipfactsandfigures/designs

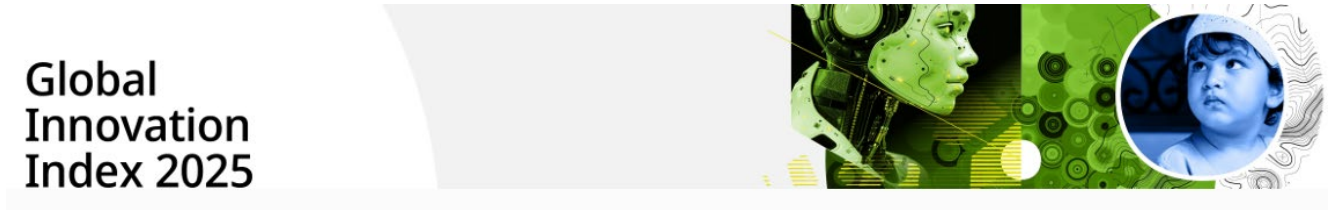
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2.6 Global Innovation Index 2025: China

China GII Ranking (2020-2025)



Source: Global Innovation Index 2025 - China





China ranked 10th among the 139 economies featured in the GII 2025. The Global Innovation Index (GII) ranks world economies according to their innovation capabilities. Comprising approximately 80 indicators, grouped into innovation inputs and outputs, the GII seeks to capture the multidimensional aspects of innovation.

China had 24 clusters in the world's top 100 innovation clusters of the GII 2025, with 6 among the top 20.

Global Rank	Cluster Name	Top Patent Field	Top Academic Subject
1	Shenzhen–Hong Kong–Guangzhou	Digital communication	Engineering
4	Beijing	Digital communication	Engineering
6	Shanghai–Suzhou	Computer technology	Engineering
13	Hangzhou	Computer technology	Engineering
15	Nanjing	Computer technology	Engineering
18	Wuhan	Semiconductors	Engineering



The Shenzhen–Hong Kong–Guangzhou cluster was ranked first among the World's Top 100 Innovation Clusters for the first time in 2025. Link

2.7 Background – WIPO Office in China , Beijing and WIPO Arbitration and Mediation Shanghai Service

WIPO Office in China, Beijing



Overview & mission
The WIPO Office in China (WOC), opened in Beijing in July 2014, acts as WIPO's representative presence in China.
It aims to promote WIPO's international intellectual property (IP) services and systems within China, facilitating cooperation with Chinese IP stakeholders. The office handles engagement with local offices, supports administrative liaison, training, outreach, and coordination functions for WIPO's broad IP services (patents, trademarks, designs, etc.).

Significance
Serving as WIPO's "home base" in China, it helps bridge international norms, procedures, and IP dispute resolution mechanisms with the local Chinese context. It provides contact facilities and acts as a local point for WIPO's operations in China.

Key Functions of WOC
The office plays a pivotal role in capacity-building initiatives, offering training programs and technical assistance to strengthen IP systems in China. It also supports enterprises, innovators, and research institutions in leveraging WIPO's global IP tools, fostering innovation and competitiveness in both domestic and international markets.

Strategic Impact
By promoting WIPO's Alternative Dispute Resolution (ADR) services and facilitating dialogue on emerging issues such as artificial intelligence and digital economy, WOC contributes to shaping a forward-looking IP ecosystem Its activities enhance cooperation between WIPO and Chinese authorities, ensuring alignment with global IP standards while addressing local priorities.

WIPO Arbitration and Mediation Shanghai Service



The **WIPO Arbitration and Mediation Shanghai Service** was established in October 2019 in the China (Shanghai) Pilot Free Trade Zone. It is the first international arbitral institution approved by China's Ministry of Justice of the People's Republic of China to provide arbitration and mediation services for foreign-related IP disputes within China. For more information refer to Annex II.

3

Objectives, Scope, Methodology

Objectives

A. Review the effectiveness of **governance**, **risk management and internal controls** surrounding the operations of the WIPO Office in China.

B. Assess the adequacy of **tools and systems** to support operations.

Scope

Operations in 2025. Some historical data was reviewed for contextual understanding.

Methodology

-**Interviews** and meetings **with relevant stakeholders**

- Review and analyses of documents and records
- Walkthroughs and test of controls
- Data analytics



International Professional Practices Framework® (IPPF)

WIPO

4.1

Governance

- WIPO Strategy House – A conceptual framework developed by the World Intellectual Property Organization (WIPO) to outline its strategic vision and operational approach. This model is detailed in WIPO's Medium-Term Strategic Plan (MTSP) for 2022–2026 Link.

Where WOC **contributes to** within the WIPO Strategy House

A world where
Innovation and Creativity from Anywhere is
supported by Intellectual Property, for the good of Everyone

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

Strategic Pillar 1: Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere	**Strategic Pillar 2**: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem	**Strategic Pillar 3:** Provide high quality intellectual property services, knowledge and data that deliver value to users around the world	**Strategic Pillar 4**: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development
	2.1 Development of balanced and effective international normative frameworks for IP	**3.1** Wider and more effective use of WIPO's global IP systems, services, knowledge and data	**4.1** More effective use of a balanced IP system 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
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	**2.2** WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	**3.2** Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	**4.2** Development of balanced and effective IP, innovation and creative ecosystems in Member States
	2.3 International dialogue and cooperation on Building Respect for IP		**4.3** Increased IP knowledge and skills in all Member States
	2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	**3.3** Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	**4.4** More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully
			4.5 Enhanced IP infrastructure for IP Offices

Foundation: Empower our people work effectively, collaboratively and innovatively by providing them with the right resources, training and environment

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	**5.2** Digitally enabled, secure and sustainable operating environment and services	**5.3** Sound and prudent financial management and effective corporate governance and oversight

4.2

Governance

- MTSP – WIPO Medium-term Strategic Plan. Link.
- PW&B – WIPO Program of Work and Budget 2024/25. Link.
- PMSDS – Performance management and staff development system. Sets the roles and responsibilities, quality standard, and individual performance targets of staff.
- DDG: Deputy Director General.
- DELLS - Division for External Offices and Least Developed Countries, Landlocked Developing Countries and Small Island Developing States Coordination

Governance: Alignment with the Expected Results

WIPO MTSP and PW&B: Strategic Decision-Making

Expected Results allocated to WOC: 1.1, 3.1, 3.3, 4.2, 4.3, 4.4.

WOC Workplan Activities

2024/25 Budget of WOC: 2.92 Million CHF which is 0.34 % of the total WIPO budget (857 million CHF for 2024/25).



WIPO Accountability Framework

4.3

Governance

Procure - to - Pay

WIPO Headquarters centrally manages the acquisition of goods and services and subsequent payments at WOC (procure-to-pay cycle). WOC's procurement thresholds and steps are in accordance with the WIPO Procurement Manual.

IOD conducted a detailed walkthrough of the acquisition process and performed substantive testing of purchase transactions on a sample basis.

AIMS - Administrative Integrated Management System
ALT1 – Alternate 1
BDS – Brands and Design Sector
CSD – Central Services Division
DDG – Deputy Director General
PBRMD – Planning, Budget and Risk Management Division
SIAD - Security and Information Assurance Division
WOC – WIPO Office in China

Governance: Approval Workflow in the Procure-to-Pay Cycle



"Generalized" Acquisition Approval Workflow based on walkthrough of WOC transactions.

Business Case

WOC prepares the justification (business case) for why certain goods or services are needed. The justification is communicated and confirmed with relevant stakeholders (for example, DDG BDS, PBRMD, CSD, SIAD among others).

Selecting the most appropriate Solicitation Method

The method of solicitation is selected depending on the estimated value. The majority of purchases at WOC fall under informal solicitation methods: "Low-value orders" (up to 1,000 Swiss Francs) and "Direct Purchases" (less than 20,000 Swiss Francs).

Contract

When relevant, the contract is reviewed and cleared by the Senior Legal Officer of the Central Services Division.

The Procurement Officer signs the contract.

Requisition

After checking available funds, a requisition is created by the responsible WOC personnel (requester).

The requisition is approved by the Program/Fund Manager (Director, WOC). The Director's threshold is CHF 200 000 (ALT1).

Purchase Order

The Procurement Officer (buyer) prepares the Purchase Order (PO).

Receipts

After the verification and validation of received goods or services, the receipt is recorded in AIMS.

Payment

The vendor receives payment.

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4.4

Governance

Analysis of Key Performance Indicators (KPI)

KPIs are reported annually to the Program Performance and Budget Service (PPBS) and validated before inclusion in the WIPO Performance Report (WPR), which is presented to Member States. The last WPR for 2022/23 was presented at the 57th Session of the WIPO General Assembly (GA), Geneva, July 9 to 17, 2024. The WPR for 2024/25 will be presented at the 58th Session of the GA in July 2026.

WePerform – WIPO Performance Management Tool.

Governance: Monitoring Performance

Key Performance Monitoring Mechanisms

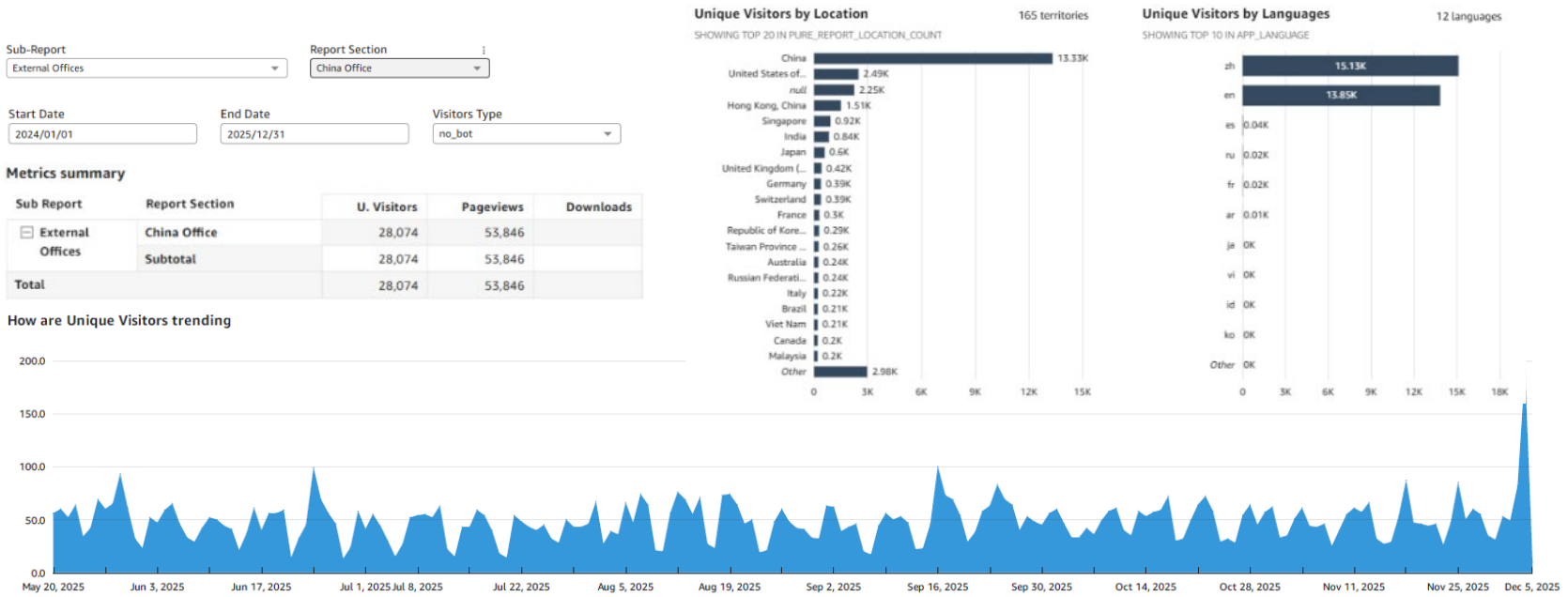
Management Meetings
Analysis of the progress of activities in the pipeline; planning ahead.

WePerform Data
Analysis of the execution of the WorkPlan

Ad-hoc Reports
Ad-hoc status checkups.

Key Performance Indicators monitored by WOC

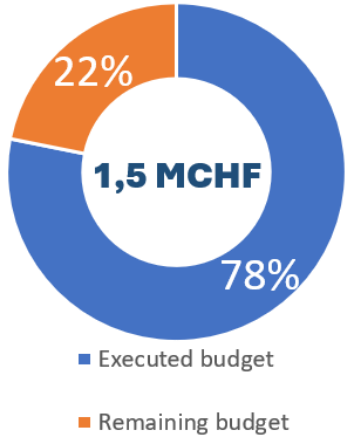
To evaluate contributions toward specific Expected Results, a set of Key Performance Indicators (KPIs) is assigned to the WIPO Office in China in WePerform. Examples include: the Number of unique visitors to the WIPO Office in China website and the visits to WeChat public account and Baijiaohao Accounts (linked to Expected Result 1.1), the Level of participant satisfaction in WIPO training and skills development programs (linked to Expected Result 4.3). Baseline values and targets for the most significant KPIs are published in the WIPO Program of Work and Budget. For instance, for the 2024/25 biennium, the KPI for website visitors had a Baseline of 23,868 unique visitors, with a target of 20% increase (requiring a minimum of 28,642 unique visits per biennium). As of Mid- December 2025, this target had been nearly achieved (data: 28,074 as of December 16). The graphs below illustrate how KPI performance is monitored. Across the 2024/25 biennium, WOC's digital content output totaled 1,662 posts, achieving 40.46 million views—a 70% increase compared to the previous biennium. WeChat attracted 338,313 unique views of 342 articles – a 20.8% increase compared to the previous biennium. Baijiahao received 40,06 million unique views of 592articles - a 68% increase compared to the previous biennium.



4.5 Governance – WOC Budget allocations and execution as of November 2025

Expected Result	Activity	Number of Workplan Activities	Number of related main events and activities	Budget Personnel Resources	Budget Non-Personnel Resources	Budget Total	Sum of Actual Personnel Resources	Sum of Actual Non-Personnel Resources	Sum of Actuals Total
ER1.1	WA: Communication - Organization, participation in, and coordination of, relevant promotional and awareness raising activities, including the development and dissemination of country and office specific content/information	3	12	80,700	46,267	126,967	62,770	2,822	65,592
	WA: Service orientation - Provision of an efficient and effective interface with stakeholders, including responses to inquiries	9	61	129,958	175,250	305,208	101,083	157,387	258,470
ER3.1	WA: Support the promotion of, accession to and use of WIPO's Global IP Systems, treaties and the Global Databases, including the use of IP ADR	10	40	333,558	130,500	464,058	259,447	119,531	378,978
ER3.3	WA: Platforms, Tools and Databases: Provision of information on, organization/coordination of, and participation in relevant training and promotional activities	1	5	142,930	10,000	152,930	111,174	4,482	115,655
ER4.2	WA: Support Member States in the formulation, adoption, implementation and revision of policy, particularly national IP strategies and related IP development plans	1	1	71,428	5,000	76,428	55,558	-	55,558
ER4.3	WA: Support for and coordination of the organization and delivery of skills and knowledge building programs on specific topics.	3	14	131,340	26,500	157,840	102,159	24,912	127,071
ER4.4	WA: Support for innovators, creators, SMEs universities, research institutions and communities in identifying, managing and using IP (including commercialization and IP financing)	2	2	86,975	3,000	89,975	67,651	-	67,651
	WA: Support for the establishment of IP institutional policies for academic, research and business institutions.	2	7	83,605	-	83,605	65,030	7,300	72,330
	WA: Support the establishment, development and effective functioning of TISC networks	1	1	68,058	3,000	71,058	52,936	-	52,936
Grand Total		**32**	**143**	**1,128,552**	**399,517**	**1,528,069**	**877,808**	**316,434**	**1,194,241**

Budget Execution, November 2025



Analysis of budget allocations:
The bulk of the budget was allocated to activities and events contributing to Expected Results 1.1 and 3.1, which together accounted for 59% (CHF 896,000) of the 2025 budget. This correlated with the fact that these Expected Results encompassed 51% of the WOC work plan activities.

Further slides (4.6 – 4.11) summarize some of the key events and activities of WOC in 2025.

Note: Many events and activities organized by WOC have a cross-cutting impact on multiple Expected Results. To prevent duplication, each activity listed in the table above has been recorded only once and linked to the Expected Result that is most relevant to that activity.

ADR – Alternative Dispute Resolution
IP – Intellectual Property
SME – Small and Medium Enterprises
TISC – Technology and Innovation Support Center
WA – Workplan Activity

4.6 Key Cross-Cutting Activities by the Director General in 2025

March 25 to 29, 2025 visit, Beijing:

- Delivered a keynote speech in the opening ceremony of the 2025 ZGC Forum Annual Conference.
- Participated in a parallel Forum: Global Forum on IP Protection and Innovation, jointly hosted by WIPO and the Beijing Municipality.
- Met with Beijing Mayor.
- Discussed global AGI trends and IP's role in innovation with the CEO of Unitree Robotics.
- Visits to Zhipu AI and China National Archives for Publication and Culture.

Bilateral Meetings with Key Ministries

- Ministry of Justice
- Ministry of Agriculture and Rural Affairs
- Ministry of Foreign Affairs
- China National Intellectual Property Administration (CNIPA)
- National Copyright Administration of China (NCAC)

ZGC Forum – Zhongguancun (ZGC), the ZGC Forum is a global, comprehensive, open, and high-level international event for enhancing global innovation in science and technology.



2025 ZGC Forum Annual Conference
(March 2025, Beijing)



10th China International Copyright Expo
(October 2025, Qingdao)

Other engagements

- Video engagements
- Meeting/farewell/welcome to China Permanent Representative to WIPO in Geneva

October 12 to 17, 2025 visit, Liaoning and Shandong:

- 14th China International Patent Fair (CIPF) and 25th WIPO-CNIPA Awards
- Lecture and engagement at Dalian University of Technology (DUT)
- 10th China International Copyright Expo and 2025 International Copyright Forum
- Engagement with Local Enterprise: Meeting with POP MART International Group

Bilateral Meetings with Key Ministries and Provincial Governments

- China National Intellectual Property Administration (CNIPA)
- National Copyright Administration of China (NCAC)
- Leadership in Liaoning Province, Dalian City and Shandong Province



WIPO FACE (Frontier Technologies, AI, Creativity, and Entrepreneurship) exhibition in the 10th China International Copyright Expo (October 2025, Qingdao)

4.7 Patents and Technology Sector: Some key events and activities in 2025

High Level Cooperation Events (examples)

14th China International Patent Fair

The Fair was held in Dalian from October 13 to 15, 2025, focusing on patent commercialization and innovation. The WIPO DG attended and spoke, highlighting the importance of IP for global innovation and China's role, alongside discussions on patent awards and international cooperation in IP.

Zhijiang Business Environment Forum

The Forum was held in Hangzhou, from November 7 to 10, 2025. WIPO participated to share AI updates, promote global IP services to AI companies, and explore cooperation opportunities with multiple stakeholders.



14th China International Patent Fair
(October 2025, Dalian)



PCT related divisions visit China
(May 2025, Beijing)

PCT Promotion

Greater Bay Area High-Value Patent Competition, February 25, 2025

Event included the award ceremony and field visit in Jiangmen to promote high-value patent cultivation and transformation in the Greater Bay Area.

PCT Feedback Collection, June 25, 2025

Based on feedback from PCT applicants and agents, and through a PCT user survey, WIPO revised the PCT-related pages on the public website and Training Videos with Chinese Subtitles.

Other PCT promotion activities:

- World Intellectual Property Day Celebration side event in Wuhan, April 22, 2025.
- Foshan High-Value Patent Achievement Competition, April 25, 2025.

Industry Engagement & Capacity Building (examples)

World Manufacturer Convention, September 21 to 22, 2025

Organized by CNIPA and Anhui Provincial IP Administration. WIPO delivered a keynote address themed "Intellectual Property and Artificial Intelligence" during the opening ceremony and held discussions with PCT user enterprises in Hefei City.

Other industry engagement and capacity building events:

- China Patent (Hong Kong) Limited Delegation Visit, February 25, 2025.
- Patent Examiner Exchange Program in Hubei Province, April 22, 2025.
- WIPO Standard Essential Patents (SEP) Forum, September 18 to 19, 2025.
- Energy Low-Carbon Development Forum, September 27, 2025
- Longtian IP Agency PCT Usage Symposium, October 28, 2025





WIPO PCT website pages upgraded with Chinese subtitled training videos
(June 2025, online)

4.8 Brands and Design Sector: Some key events and activities in 2025

Cooperation Events (examples)

Belt and Road (BRI) Legal Services International Forum, March 30 to 31, 2025

Deputy Director General (DDG) Brands and Design Sector (BDS), on behalf of WIPO, participated in this event, which gathered over 300 participants from 25 Belt and Road Initiative (BRI) countries, legal professionals, government officials, and academics.

World IP Day themed events, April 22, 2025

Invited by CNIPA, WOC co-hosted the 2025 World IP Day-themed event with Hubei Provincial IP Administration in Wuhan. More than 300 representatives from Hubei's provincial and municipal government IP departments, universities, research institutions, enterprises, and IP agencies attended.

Co-organizing events under the 8th China International Import Expo, November 5, 2025

Co-organization of the 8th International Cooperation Forum in Protecting IPR and Fighting Against IPR Infringement and Counterfeiting in collaboration with the State Administration for Market Regulation and the Ministry of Commerce, and the 2025 Intellectual Property Protection and Enterprise International Development Forum in collaboration with the Patent Protection Association of China under the 8th China International Import Expo.

Other cooperation events include:

- Partnered with China IP News to host the High-Level Forum on China's IP Protection, theme "Opportunities and Challenges: Intellectual Property Governance in the Context of Artificial Intelligence“, April 21 to 22, 2025.
- DDG BDS attended the World Internet Conference (WIC) Digital Silk Road Development Forum in Quanzhou, July 24, 2025
- Jointly organized a sub-forum at the 14th China Intellectual Property Annual Conference (CIPAC), themed: IP Enables Private Sector Entities to Global Markets, September 11 to 12, 2025.
- Participated in the 7th Guangdong-Hong Kong-Macao Greater Bay Area IP Trade Expo, October 31 to November 2, 2025.



World Internet Conference (WIC) Digital Silk Road Development Forum(July 2025, Quanzhou)



22nd Shanghai International Intellectual Property Forum (October 2025, Shanghai)



International Cooperation Forum in Protecting IPR and Fighting Against IPR Infringement and Counterfeiting (November 2025, Shanghai)

Promoting WIPO Systems (examples)

Promoting the Madrid System

- Digital Marketing Campaign for Madrid system on WOC platforms across 2025.
- Participation in the 3rd Guangdong Trademark Brand Annual Conference, February 28, 2025.
- Facilitation of the Madrid Protocol extension to Hong Kong SAR through the DG's visit to China and bilateral meetings with CNIPA
- Organization of Madrid Workshops in different provinces (Anhui, Fujian, Hebei, Hubei, Jiangxi) from March to August 2025.
- Participation in the China Resources (Holdings) IP Awareness Week 2025 Forum, April 23, 2025
- Delivery of lectures in WIPO summer schools in East China University of Political Science and Law and Nanjing University of Science and Technology.
- Attended the 2025 China Trademark Festival (CTF) and the Roundtable on the Madrid System, September 5-8, 2025.

Promoting Hague System

- Cooperation with Hague Information and Promotion Section, creating a WeChat group for interested companies, targeting Chinese “under-users”, March 5, 2025.
- Participation in the Annual Conference of Auto IP, invited by China Automotive Technology and Research Center, delivered keynote address titled "The Future of Transportation Innovation from the IP Perspective“, May 17, 2025.

Promoting Lisbon System

- Co-organized the Geographical Indications Forum themed “Empowering Rural Revitalization” with Chinese IP News, April 21, 2025.
- Participation in the 2nd International Exchange Event on GI in Yunnan Province, September 16 to 18, 2025.
- Participation in the 4th International Geographical Indications Product Expo, September 26, 2025.
- Participation in the 10th World Geographical Indications Brand Distribution Service Conference, October 20, 2025.

4.9 Copyright and Creative Industries Sector: Some key events and activities in 2025

Cooperation Events (examples)

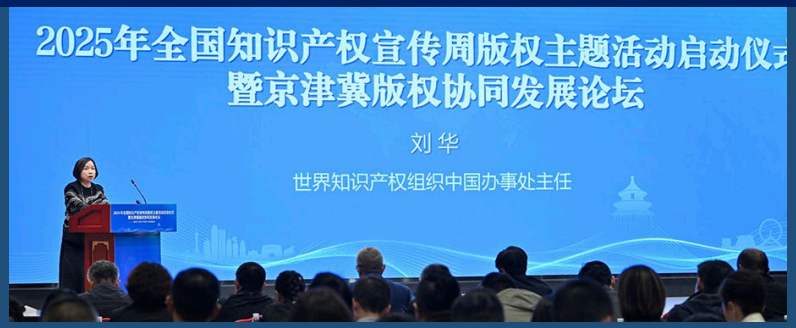
Copyright Theme Event & Beijing-Tianjin-Hebei Copyright Collaborative Development Forum (April 18, 2025):
During the keynote address, the Director of the WIPO Office in China (WOC) highlighted two major waves of innovation—"Digital Era" and "Deep Science." The remarks emphasized the challenges presented by the digital and AI era and encouraged participants to fully leverage WIPO's five sets of "golden keys."

4th China National Conference on Reading (April 23, 2025):
The Director of WOC delivered a keynote speech underscoring the significance of the WIPO-administered Marrakesh Treaty, introduced World IP Day, and presented WIPO's copyright-related resources.

10th China International Copyright Expo (CICE) and WIPO-NCAC Copyright Awards (October 16–18, 2025):
Co-hosted by WIPO and NCAC, this event featured the Director General's opening speech at 10th CICE and the 2025 International Copyright Forum and the presentation of WIPO-NCAC Copyright Awards to distinguished recipients.

National Workshop on the Digital Entertainment Industry in Malanshan V Zone (September 28–30, 2025):
Jointly organized by WIPO and NCAC, this workshop was part of the Case Study Program of Best Practice in Copyright Protection, focusing on the Malanshan Video Cultural and Creative Industrial Park.

International Copyright Training – Nanning (November 13–15, 2025):
This training, co-organized by WIPO and NCAC, brought together approximately 90 practitioners from copyright departments across China, along with industry representatives, to enhance professional capacity and share best practices.



Beijing-Tianjin-Hebei Copyright Collaborative Development Forum (April 2025, Beijing)



Forum on the Protection of Reading Rights of the Print-disabled (April 2025, Taiyuan)

Support Cultural and Creative IP Events

2025 World IP Economic Development Conference and Global IP Authorization Expo (May 10–12, 2025): Co-organized by the Guangdong Copyright Protection Association and leading creative industry enterprises, the event focused on integrating intellectual property with culture and the digital economy.

Sichuan International ICH Brand IP Licensing Expo – Chengdu (May 28, 2025): Hosted by the Sichuan Provincial Department of Culture and Tourism, the expo highlighted China's recent achievements in protecting and leveraging intellectual property within Intangible Cultural Heritage brands.

Capacity Building Events (examples)

Roundtable on Copyright Challenges in the Digital Age (March 13, 2025): Organized by WOC, with invited representatives from NCAC and multiple copyright-related associations. The discussion called on all stakeholders to jointly promote innovation in copyright protection, addressing emerging challenges posed by artificial intelligence (AI).

Beijing Copyright Classroom (September 5, 2025): Invited by the Beijing Publishing Copyright Association to share insights on "Copyright Achievement Development and Transformation."

Tianjin Copyright Management and Foreign-related Copyright Risk Prevention and Control Training Course (September 11–12, 2025): Organized by the Tianjin Municipal Copyright Bureau, this training program introduced an innovative approach combining classroom instruction with field study.

Seminar on Artificial Intelligence and Copyright Protection in the Digital Economy Era (October 30, 2025): Jointly organized by WIPO and the Shenzhen Market Supervision Administration. The event gathered over 100 representatives from government agencies, judicial bodies, universities, and enterprises.



WIPO Case Study of Best Practice in Copyright Protection (September 2025, Changsha)

4.10 Other WIPO Sectors

Other WIPO sectors work closely with the WOC, each contributing expertise that strengthens its ability to deliver services, partnerships, and outreach across China.

Examples:

IP and Innovation Ecosystems Sector (IPIES)
- Strengthening cooperation with China's Ministry of Justice, including an MoU to support WIPO's ADR services.
- Organizing / participating in major IP events: Belt & Road Legal Services Forum, SPC–MOJ Workshop, BRST Conference, GII Roundtable.

Infrastructure and Platforms Sector (IPS)
- Advocacy for WIPO's strategic IP agenda through forums (e.g., Nanhu Forum, Zhijiang Business Environment Forum).
- Conducting high level visits and IP publicity activities with CNIPA and Chinese institutions.

Global Challenges and Partnerships Sector (GCPS)
- Implementing WIPO GREEN initiatives, including the City Acceleration Project in Beijing and Shanghai.
- Supporting dissemination of sustainable and green technologies through WIPO GREEN's platform and partnerships.

Regional and National Development Sector (RNDS)
- Launching and expanding the WIPO Academy's entry level IP online course (DL001) for students.
- Extensive WIPO–China Summer Schools across six major universities.

Administration, Finance and Management Sector (AFMS)
- Providing operational support to WOC: ICT, Procurement, Finance, Governance.
- Enabling legal engagement, and IP outreach events in China.
- Representing WIPO at the Cultural Heritage Digitalization Forum.



WIPO and the MOJ signed MoU (March 2025, Beijing)



2025 Zhijiang Business Environment Forum (November 2025, Hangzhou)



WIPO GREEN City Acceleration Project (Beijing, April 2025)



WIPO Summer School, Zhongnan University of Economics and Law (June 23–July 4, 2025, Wuhan)



4.11 WOC Engagement with Stakeholders

CNIPA – China National Intellectual Property Administration
NCAC – National Copyright Administration of China

CNIPA

Role:
CNIPA is the national authority responsible for administering intellectual property (IP) in China.

Major Responsibilities:
- Patent Administration: Examination, granting, and management of patents.
- Trademark Administration: Registration and protection of trademarks.
- Geographical Indications: Oversight and protection of GI products.
- IP Policy & Strategy: Formulating IP laws, regulations, and national IP strategies.
- International Cooperation: Engaging with global IP organizations, including WIPO, to promote IP development and enforcement.



Themed Event on High-Quality Brand Development and Global Strategy. (September 2025, Beijing)

Key Events with CNIPA in 2025

- High-level Forum on China IP Protection 2025 , April 21 to 22, 2025
- Hubei Sub-venue Event of the 2025 National Intellectual Property Publicity Week, April 22, 2025
- The 2025 World Manufacturing Convention's IP Protection and Utilization Matchmaking Event, Hefei, September 21-22, 2025
- Issue of WIPO-CNIPA Patent Awards, Dalian, October 14, 2025
- 2nd Yunnan International Exchange Activity for Geographical Indications, September 16-18, 2025
- 2025 Taiyuan Energy Low-Carbon Development Forum and IP Parallel Forum , September 27, 2025
- 22nd Shanghai International Intellectual Property Forum, October 18 and 19, 2025
- 3rd Yazhou Bay IP Forum, Sanya, October 23 to 24, 2025



International Symposium on Intellectual Property and Traditional Cultural Expressions
(November 2025, Quanzhou)

NCAC

Role:
NCAC is the government agency responsible for copyright administration and policy in China.

Major Responsibilities:
- Copyright Policy & Legislation: Drafting and implementing copyright laws and regulations.
- Copyright Registration: Managing registration of works and related rights.
- Enforcement & Supervision: Overseeing copyright protection and combating infringement.
- Public Awareness: Promoting copyright knowledge and education.
- International Cooperation: Collaborating with global organizations, including WIPO, on copyright development and enforcement.

Key Events with NCAC in 2025

- The Forum on the Protection of Reading Rights of the Print-disabled, Taiyuan, April 23, 2025
- National Workshop on the Digital Entertainment Industry in Malanshan V Zone, Changsha, September 29 to September 30, 2025
- 10th China International Copyright Expo and 2025 International Copyright Forum, Qingdao, October 16 to 18, 2025
- Issue of WIPO-NCAC Copyright Awards, Qingdao, October 16, 2025
- 2025 International Copyright Training on Overseas Risks Prevention and Control for Copyright Industry, Nanning, November 13 to 15, 2025
- International Symposium on Intellectual Property and Traditional Cultural Expressions, Quanzhou, November 25 to 27, 2025

4.12 Summary of IOD Meetings with Stakeholders

As part of the audit, the IOD team engaged with government agencies, enterprises, and IP associations during its visit to better understand the WOC's operating environment and the IP landscape in China. The key topics discussed at each meeting included:

- An overview of the mandate and operations of the organization.
- The organization's engagement with WOC and WIPO to date and lessons therefrom.
- Targeted opportunities and their expectations for further collaboration with WIPO to advance their use of Global IP systems and services.

IOD meetings in Beijing

December 1, 2025
Beijing Municipal Intellectual Property Office

December 1, 2025:
China National Intellectual Property Administration (CNIPA)

December 2, 2025
National Copyright Administration of China (NCAC)

December 2, 2025
Bluetech Clean Air Alliance (BCAA)

December 3, 2025
Beijing IP Operation Management Company

December 3, 2025
China Association of Inventions



Beijing Skyline



Shanghai Skyline

IOD meetings in Shanghai

December 5, 2025
Shanghai Intellectual Property Administration (SIPA)

December 5, 2025
Shanghai High People's Court

December 5, 2025
Shanghai Shylon Technology WIPO Global Award Winner, 2022

4.13

Risk Management

- WIPO RM Framework: For the explanation and review of components of the framework, refer to WIPO Risk Handbook
- WIPO Risk Appetite Statement – The document explains the amount and type of risk WIPO is willing to take to meet its strategic goals and expected results. Link.
- ERM - A central repository to log, track, and manage risks.
- Sector Risk Coordinators (SRC) coordinate with Sector Leads, Managers, and the central risk team in the Office of the Controller to keep risks and response actions up-to-date in the ERM system. Refer to the SRC listing: Link.

Risk Management (RM)

WIPO RM Framework

Managing Risk: Steps

RM Steps	WOC "As is"	Done?	Documented?
1. Identification	Management is well informed about key risks and events that may prevent, accelerate or delay the achievement of the WOC's objectives. Risks are identified during the regular analysis and review of business processes and workflows; also during the internal management meetings with HQ.	Yes	Yes
2. Analysis	Management understands the risk exposure by considering the likelihood of occurrence and potential impact of events. This allows for a clearer understanding of which risks require greater attention.	Yes	
3. Response	The review of processes showed WOC's ability to adequately respond to key risks. This is mainly done through implementation of mitigating actions and controls. Some risks are also avoided or accepted in line with the WIPO Risk Appetite Statement.	Yes	
4. Reporting	As per WIPO Risk Handbook, Risk Owners and Response Action Owners, with the support of their Sector Risk Coordinators, record risks in the Enterprise Risk Management (ERM) system. The key risks of the WOC are recorded and registered in the ERM system.	Yes	
5. Monitor & Review	Regular management meetings, monitoring of key performance indicators, and analysis of external environment help the WOC be up-to-date on existing and emerging risks.	Yes	

Overall, WOC ensures effective risk management through regular risk monitoring and developing risk mitigation actions or controls. Key WOC risks and controls are presented on the next slide.

4.14 Key Risks and Controls

WOC – Key Risks and Controls

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4.15 Business Continuity

BCC – Business Continuity Coordinator
ICTD – Information Communication and Technology Division
UNDSS - United Nations Department for Safety and Security
BCAP – Business Continuity Action Plan
UN – United Nations

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4.16

Tools, Systems, Communication

- EOCU – External Offices Coordination Unit, WIPO Headquarters
- DA – Development Agenda
- NIPS – National Intellectual Property Strategy
- PBC – Program and Budget Committee
- GA – General Assemblies

Tools and systems to support WOC operations

Main Tools and Systems

WOC has access to all main Tools and Systems utilized at WIPO Headquarters to support operations.

AIMS - Administrative Integrated Management System

TRESORIT – Cloud storage platform with end-to-end encryption

WePerform – budgeting and performance management software.

Office365 - product family of productivity software, collaboration and cloud-based services owned by Microsoft.

Communication with HQ

WOC communicates regularly with WIPO Headquarters. This is done by various tools (Email, Teams, Zoom, Phone Calls) and also through physical visits.

Monthly Meetings with EOCU
- Planning
- Budgeting
- Projects
- Communications
- UN coordination
- Management Issues
- DA, NIPS, other matters

Ad-hoc meetings with relevant WIPO HQ Departments

Participation in WIPO PBC / GA meetings, WIPO Town Halls, Trainings, Workplan meetings

Acknowledgement

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5
Annexes

ID	Description
Annex I	Rating of Engagement Conclusions, Significance of Findings, and Rating of Controls and Residual Risks
Annex II	Introduction for WIPO Arbitration and Mediation Shanghai Service

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ANNEX I: RATING OF ENGAGEMENT CONCLUSIONS, SIGNIFICANCE OF FINDINGS, AND RATING OF CONTROLS AND RESIDUAL RISKS

Engagement Conclusion	Definition
Satisfactory	• The assessed governance arrangements, risk management, and controls were adequately established and functioning well. • Issues identified by the audit, If any, are unlikely to affect the achievement of the objectives of the audited entity/area.
Satisfactory, Some improvement needed	• The assessed governance arrangements, risk management practices, and controls were generally established and functioning, but need some improvement. • Issues identified by the audit do not significantly affect the achievement of the objectives of the audited entity/area.
Partially satisfactory, Major improvement needed	• The assessed governance arrangements, risk management practices, and controls were established and functioning but need major improvement. • Issues identified by the audit could significantly affect the achievement of the objectives of the audited entity/area.
Unsatisfactory	• The assessed governance arrangements, risk management practices and controls were not adequately established and not functioning well. • Issues identified by the audit could seriously compromise the achievement of the objectives of the audited entity/area.
N/A	• Not Applicable.

Engagement Finding Significance	Definition
Low Significance	Matters and/or findings considered to be of **minor importance** to the maintenance of internal control, compliance, good corporate governance, or good practice for processes. Findings raised may also relate to matters warranting consideration for improving the efficiency of existing processes subject to availability of specified resources or technology.
Medium Significance	Matters and / or findings considered to be of **importance** to maintenance of internal control, compliance, good corporate governance or good practice for processes. Findings raised may also relate to matters warranting consideration for improving the efficiency of existing processes subject to availability of specified resources or technology.
High Significance	Matters and / or findings considered to be **fundamental** to maintenance of internal control, compliance, good corporate governance, or good practice for processes. The matters and / or findings should be subject to agreed remedial action either immediately or within three (3) months from date of issue of final report to management.

Effectiveness of Controls and Residual Risk Rating: The Residual Risk Ratings in the table below are driven by the combination of Inherent Risk (the level of risk before the effect of mitigating controls) and the Effectiveness of Controls.

		Inherent Risk			
		Low	Medium	High	
Control Effectiveness	Not Effective	Low	Medium	High	Residual Risk
	Partially Effective	Low	Medium	High	
	Effective	Low	Low	Medium	

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ANNEX II: INTRODUCTION FOR WIPO ARBITRATION AND MEDIATION SHANGHAI SERVICE

Services & Functions

The WIPO Arbitration and Mediation Shanghai Service handles alternative dispute resolution (ADR) methods—mediation, arbitration, expedited arbitration, and expert determination—for IP and technology disputes. Since October 2021, the WIPO Arbitration and Mediation Center (AMC) has signed agreements with the High People's Courts in 6 provinces (Shanghai, Fujian, Hainan, Guangdong, Chongqing, and Sichuan) to strengthen cooperation on ADR in the area of IP. Under these agreements, courts can refer foreign-related IP cases to the WIPO Arbitration and Mediation Shanghai Service for mediation.



WIPO and Ministry of Justice of China signed MoU
(March 27, 2025, Beijing)

Key Activities

Case Administration Guidelines

- Operates under WIPO Mediation, Arbitration, Expedited Arbitration, and Expert Determination Rules.
- Reduced fees for mediation cases referred by Chinese courts.

Panel of Experts

- Maintains a database of over 2,500 mediators and arbitrators from 100+ countries, including about 100 from China.

Promotion & Training

- Organizes and participates in forums, meetings, and training programs.
- Engages with delegations and responds to customer inquiries.

Collaboration with Chinese Courts

- MoUs signed with the Supreme People's Court (SPC) and six High People's Courts to refer foreign-related IP cases for mediation.
- The SPC and Ministry of Justice support the promotion and expansion of WIPO's ADR services in China.

Administration of Cases

- Since inception, 194 mediation cases have been referred by Chinese courts, with a 60% settlement rate when a mediator is appointed.
- Disputes cover trademarks (56%), copyright/digital content (23%), patents (15%), commercial disputes (5%), and ICT (1%).
- Business sectors include luxury goods, fashion, entertainment, IT, mechanical processes, and life sciences.
- Parties from 19 countries have participated.

Arbitration Milestone

- In September 2024, the Service rendered its first arbitral award in a foreign-related IP dispute, which was fully complied with by all parties.



The 22nd Shanghai International IP Forum
(October 20, 2025, Shanghai)

Future Plans

Future work focuses on:

- Strengthening outreach in key sectors (Artificial Intelligence, life sciences, digital copyright, Standard Essential Patents (SEP) / Fair, Reasonable and Non-Discriminatory Licensing (FRAND).
- Expanding arbitration services, especially for users of WIPO's Global IP Services and SMEs.
- Exploring new fee arrangements with local courts and agencies.



Training Program on WIPO's Global IP Services
(July 10, 2025, Shanghai)