

Intellectual Property Office of the Philippines

Strategic Plan: 2007-2009
Back to Basics

VISION

IP Philippines: Fostering a creative Philippines using IP as a strategic tool for national development and global competitiveness

MISSION

To foster creativity and competitiveness by:

- Delivering quality patents and trademarks;
- Facilitating technology transfer;
- Providing speedy and effective legal remedies;
- Supporting SMEs and creative industries; and
- Leading the IP system in developing a vibrant IP culture.

STRATEGIC GOALS

- Deliver quality and timely patents
- Deliver quality and timely trademarks
- Improve results-oriented technology transfer interventions
- Provide speedy and effective legal remedies
- Institutionalize copyright development and support services
- Sustain dynamic leadership in the IP system

MANAGEMENT GOAL

A self-sustaining organization investing in people, technology, and facilities

CORE VALUES

Leadership and Responsibility. IP Philippines' senior leadership directs and ensures the formulation of policies, strategies, systems, and procedures for effective and efficient product and service delivery. Its senior officials serve as role models by their ethical behaviour and active involvement in all aspects of managing and leading the organization.

IP Philippines' officers and employees take full responsibility for their actions and performance at all times.

Performance Excellence. The IP Philippines is committed to performance excellence through Total Quality Management. A "listening and learning" organization, IP Philippines focuses on the needs and expectations of its employees, clients, and other stakeholders to continuously improve the delivery of its products and services.

Professionalism and Dedication to Public Service. IP Philippines' officials and employees are committed to perform and discharge their duties with the highest degree of professionalism.

Honesty and Integrity. IP Philippines' officials and employees are committed to work with honesty, integrity, and with respect for others. High standards of personal behavior will be observed in their relationships with their colleagues, stakeholders, and other third parties, and also in the use of IP Philippines' resources.

Teamwork and Cooperation. The spirit of teamwork and cooperation drives all teams, levels, and business divisions within the organization. It inspires good relations between management and employees.

To build the spirit of cooperation, IP Philippines breaks down bureaucracy and hierarchies. It promotes a culture that encourages delegation and rewards entrepreneurship. It communicates openly and actively. It regards information as something belonging to everyone in the organization.

1.0 INTRODUCTION

The Nature of Intellectual Property

Intellectual property (IP) is an asset that a person can own, sell, license, or even give away at pleasure. Unlike other assets however, IP is intangible and its distinct types, namely—patents, designs, trademarks, and copyrights—are assets that are borne from people's creativity and innovation. However, the lack of physical parameters by which these assets can be defined or identified does not preclude the recognition of their innate value and the need to protect them from theft or unauthorized use, just like tangible assets. This is the primary reason for the establishment of intellectual property offices throughout the world. Protection of intellectual property rights stimulates further creativity and innovation, which in turn spur progress in industries and ultimately leads to national development.

The Relevance of Intellectual Property Rights

IPR has gained prominence as one of the most contentious issues in the international arena, whether in discussions on public health, food security, education, trade, industrial policy, traditional knowledge, biodiversity, biotechnology, the Internet, or the cultural industries.

Over the past few years, IPR has joined fiscal, monetary, trade and industrial policies, and overseas development assistance, as a strategic tool for policymaking, with cross-cutting concerns affecting country strategies. In the context of a global knowledge-based economy, the protection of creations, inventions, and innovations has become a priority in the competitive strategy of powerful economic industries and countries.

With the increased recognition of IPR as a powerful tool for national development, the need to harness, protect, and promote Filipino creativity and talent to secure the country's future through IP has become more urgent.

The Intellectual Property Office of the Philippines (IP Philippines)

IP Philippines is the lead agency in the country mandated to implement state policies on intellectual property. It was created by Republic Act No.8293, otherwise known as the *Intellectual Property Code of the Philippines* (IP Code), which was signed into law on June 6, 1997.

The IP Code updated and consolidated the country's laws on patents, trademarks, and copyright in the face of emerging global issues in the field of intellectual property and in compliance with commitments under international conventions and treaties to which the country is a party. The modifications embodied in the IP Code guaranteed that the rights of inventors, trademark owners, authors, and other generators of intellectual property would be given utmost protection. The Code also ensured compliance of the Philippines with the provisions of the Agreement on the Trade-Related Aspects of Intellectual Property (TRIPS Agreement).

The main responsibilities of the IP Philippines include the grant of patents, registration of trademarks and other marks of ownership, utility models, industrial designs, and technology transfer arrangements. The IP Philippines also promotes the use of patent information as a tool for technology transfer and provides speedy and effective legal remedies for the protection of IP rights. To encourage the creativity of Filipinos and protect the country's cultural heritage, the IP Philippines is also mandated to provide support for copyright sectors.

2.0 FIRST YEAR OF TRANSITION: *BREAKING GROUND*

After almost a decade, the IP Philippines needed to step beyond its primary mandate of administering the IP system in the country and reassess its role in Philippine society. It has moved beyond regulation to ensure that the IP system makes concrete contributions to national development and give maximum benefits to Filipinos and Philippine industries. To remain relevant, the IP Philippines had to undergo organizational changes and undertake structural reforms.

To prepare for its new role, IP Philippines had to conduct a strategic review of its capabilities and resources. With the assistance of the EC-ASEAN Intellectual Property Rights Cooperation Programme (ECAP II), a "Resource Audit and Management Project for the Philippines Intellectual Property Office" (RAMP), was undertaken between September 2004 to November 2004. Following the results of the RAMP, a transition roadmap for IP Philippines was crafted.

In 2006, to meet the challenge to change on its first year of transition, the IP Philippines set ambitious strategic objectives, cut administrative costs, rationalized the organization, reduced backlogs, streamlined systems and procedures, institutionalized policy research and planning and budgeting, and strengthened human resources capability.

In addition, the IP Philippines reestablished its lead role in inter-agency work, spearheaded the formulation of a national IP strategy, increased visibility in the media and public events, strengthened linkages with private and public stakeholders, and maintained its presence in the international arena.

The shift in the programs and organizational priorities of the IP Philippines reflects its vision to make IP relevant in the daily lives of Filipinos and to transform it into a potent tool for national development. Its IP and Public Health program will pave the way for more affordable medicines for diseases that afflict Filipinos. Its trademark registration system will ensure that it will become conducive to business. The IP Philippines will coordinate efforts for a nationwide branding strategy for the country's products and services, as well as the tourist destinations.

The copyright program of IP Philippines will encourage respect for the works of the creative industries, indigenous artists, and other creators, while maintaining a balance between their rights and people's access to these works. Filipino scientists and researchers, inventors and innovators will have the mechanism to commercialize their works and spur renewed scientific activity.

Through the *IP Research and Training Institute*, the IP Philippines will respond to the country's need for a higher level of IP consciousness across sectors and will bring IP closer to its various publics. The IP system will be strengthened through effective and aggressive awareness programs and a comprehensive IP education.

3.0 BACK TO BASICS, DELIVERING RESULTS

After a year of transition, the IP Philippines will give more focus to its basic strategic goals in order to fulfill its mandate under the IP Code and meet the challenge to continue delivering results and remaining a strong and relevant institution in Philippine society.

Internal Challenges

- Streamline policies, regulations, and procedures to completely eradicate and prevent backlogs of patent and trademark applications and adjudication of IP cases. New, creative, and modern approaches will be institutionalized to shorten the processing time for both patent and trademark applications and in adjudicating IP cases.
- Enhance the capability of IP Philippines personnel through training and continuing education to ensure quality of examination and improved services rendered to the public.
- Maximize the use of IT, upgrade its electronic and online tools, and modernize its facilities to streamline and support internal processes and procedures.

- Ensure that public electronic IP databases are accurate and updated real time and encourage mining of patent information, an invaluable tool that will allow Filipino scientists and researchers and local industries to innovate and build on existing knowledge.
- Develop a comprehensive communication plan and to ensure that the information dissemination programs reach a wider audience and that confidence in IP Philippines as a public institution is enhanced.
- Educate SMEs, R & D institutions, and the academe on the relevance and value of IP in the protection, utilization, and commercialization of their intellectual assets to enhance their competitive advantage in both the domestic and export markets.
- Develop comprehensive collaborative programs between IP Philippines and (1) SMEs, Local Government Units, Department of Trade and Industry, Department of Agriculture, and other relevant government agencies and private entities for collective and certification marks/geographical indications and traditional knowledge and the promotion of local brands; (2) Universities and Research and Development Institutions, Department of Science and Technology, and SMEs/industry for patents and technology transfer; and (3) creative industries for copyright.
- Develop a modern, value-added information management strategy and move beyond the acquisition of data (the manipulation, storage and transfer of administrative intellectual property information) to the production of "knowledge" or valued-added information.

The IP Philippines' valued-added information strategy will combine intellectual property data with related data from the Department of Trade and Industry, National Economic Development Authority, National Statistics Office and other government agencies. It will employ the expertise and automated systems of both public and private organizations to provide Filipinos with state-of-the-art technological and commercial information that they can exploit to the Philippines' economic advantage.

- Modernizing the IP Philippines necessarily includes acquiring or putting up a new building with modern facilities and equipment and developing an integrated intellectual property management system to upgrade its electronic tools which are aligned with internationally accepted standards.

External Challenges

- Since the current IP system does not address the protection of genetic resources, traditional knowledge, and folklore, the IP Philippines is faced with the challenge of determining the best way of protecting

them, taking into consideration their increasing economic, scientific, and commercial values and their being part of the national patrimony.

- The relationship of patents and access to drugs and health care is a major concern of a developing country such as the Philippines. The challenge is how IP Philippines could strike a balance between the interests of IP rights holders and the Filipino society. IP Philippines will need to formulate more responsive policies and laws for the benefit of all and ensure that these are utilized and implemented effectively.
- Considering that IP is of major importance in the international arena and has been a primary concern of developed, developing, and least developed countries, the IP Philippines needs to maintain its presence in the international community, strengthen relations with its fellow ASEAN Member Countries, contribute to the development of ASEAN as a formidable bloc in the community of nations, and explore partnerships, cooperation programmes, and provision of technical assistance to non-ASEAN developing and least developed countries.
- The IP Philippines needs to continue reinventing itself and the services it provides its various publics by keeping track of the latest developments in the international IP community and determining what can be adopted to benefit Filipinos. It must also provide Filipino trademark owners and designers access to cost-effective facilities for the registration of their trademarks and designs by acceding to the Madrid Protocol for the International Registration of Marks and promoting an ASEAN Design Filing System, respectively. The IP Philippines will continue to adhere to international classification standards and accede to the Nice and Vienna Agreements.

4.0 STRATEGIC GOALS

Considering its experiences during its year of transition and the internal and external challenges it faces, the IP Philippines has refined its strategic goals. As a self-sustaining organization, it will continue to invest in people, technology, and facilities to meet these challenges and ensure its contribution to national development by:

- Delivering quality and timely patents;
- Delivering quality and timely trademarks;
- Improving results-oriented technology transfer interventions;
- Providing speedy and effective legal remedies;
- Institutionalizing copyright development and support services; and
- Sustaining dynamic leadership in the IP system

4.1 Delivering quality and timely patents

The grant of patents involves a balancing of rights—the exclusive right of the creator to reap benefits from a patent and the public right of access to information associated with the patent.

The role of IP Philippines is to continuously attract the inflow of cutting-edge technology through patent filings by assuring inventors and innovators that patents granted in the Philippines have a high presumption of validity and enforceability. With more local and foreign patent filings, there will be better opportunity for technological information to eventually be diffused to Philippine businesses, which will spur the growth of the technological and innovative capacity of the country.

The overriding goal for IP Philippines is the achievement of continuous improvement in the quality of patents granted and timeliness of the delivery of service. Improving quality means improving both the presumption of validity of granted patents and Filipinos' access to the information associated with patents. Improving service delivery means reducing turnaround times for the processing of patent applications.

Strategic Responses

- Streamline rules and procedures to reduce the processing time of patent applications and identify measures to determine quality of patents granted.
- Provide electronic tools to ensure accurate and timely processing of applications.
- Enhance the capability of patent examiners through training and continuing education to improve the quality of their examination.
- Educate SMEs, R & D institutions, and the academe on the relevance and value of patents to encourage them to use the patent system to protect their creations.

Objectives

1. *Reduce the turnaround time for the processing of patent applications and improve the quality of examination.*

Activities

- 1.1 Standardize examination procedures and institute quality control and review mechanisms to ensure quality and consistency of decisions.
- 1.2 Provide examiners with continuing training programs on substantive patent examination and revise the manual of substantive examination,
- 1.3 Implement a certification program to ensure a high level of quality of patent examiners.
- 1.4 Develop partnerships with universities to offer courses on intellectual property to science, technology, and engineering students, or internship and training programs for students who may wish to become patent examiners.

- 1.5 Upgrade the electronic patent administration tool to improve the processing of patent applications
2. *Institute policy reforms to improve the patent system and its administration and promote awareness and use of the patent system in the country by Filipinos*

Activities

- 2.1 Promote the use of the patent system by Filipino scientists and researchers by raising their level of awareness about the patent system and the effective use of patent information.
- 2.2 Provide technical assistance to Filipino scientists and researchers intending to file patent applications.
- 2.3 Review and revise patent rules and recommend amendments to the patent law to integrate the flexibilities granted by TRIPS and enable Filipinos to make better use of the patent system.
- 2.4 Foster a higher level of professional patent practice by institutionalizing the Patent Agent Qualifying Examination (PAQE).

Performance Indicators

- 50% increase in number of patent applications filed by Filipinos.
- 30 % of patent applications are filed electronically.
- Reduced turnaround time: 4.5 years for inventions, 3 months for industrial designs, and 6 months for utility models.
- 80% of examiners passing the Patent Examiners' Certification Program.
- 80% of agents taking the Patent Agents Qualifying Examination.
- IP courses for science, technology, and engineering courses and internship programs are instituted in at least 2 universities.

4.2 Delivering quality and timely trademarks

Trademarks are valuable economic assets that serve three main functions: as indicator of source, guarantee of quality, and as an advertising tool. As the most powerful of all intellectual property rights, trademarks serve as potent tools for businesses, both local and foreign.

Trademark filings have increased by increments of approximately 3% over the past few years. In 2006, however, trademark filings increased by 14%, with local filings constituting 55% of the total trademark applications.

As local businesses continue to grow, the need for them to use trademarks to distinguish their products and services becomes even more important. With a strong trademark system, foreign entities that bring their businesses into the country will be assured of protection for their marks. And with numerous products and services available to them, Filipino consumers will need trademarks to help them choose and to protect them from confusion.

By registering quality trademarks in a timely manner, the IP Philippines will respond to the needs of consumers, the local industries, and businesses operating in the country.

Strategic Responses

- Streamline rules and procedures to further reduce the processing time of trademark applications and identify measures to determine quality of trademarks registered
- Provide electronic tools to ensure accurate and timely processing of applications and allow applicants to monitor their applications anytime, anywhere
- Enhance the capability of IP Philippines personnel through training and continuing education to ensure quality of search and examination
- Educate SMEs, R & D institutions, and the academe on the relevance and value of trademarks to enhance their competitive advantage in both the domestic and export markets

Objectives

1. *Reduce and maintain first action pendency to four months and dispose of trademark applications within six months by 2008*

Activities

- 1.1. Streamline the end-to-end trademark workflow, eliminate non-value adding processes, and review time frame for compliance with requirements
- 1.2. Eliminate data entry of bibliographic information by promoting the use of online filing and making electronic filing compulsory
- 1.3. Upgrade the electronic search and examination tool and end-to-end electronic workflow for better management and real-time monitoring of trademark applications

2. *Improve quality of trademark search and examination*

Activities

- 2.1. Standardize examination procedures and institute quality control and review mechanisms to ensure consistency of decisions
- 2.2. Embed quality and integrity in all stages of trademark examination and implement written procedural guidelines
- 2.3. Prepare a manual of substantive examination to ensure the quality of trademarks registered
- 2.4. Implement a quality assurance program to ensure consistency and accuracy of decisions
- 2.5. Ensure that the trademark database is 100% accurate and updated real-time
- 2.6. Institutionalize a comprehensive training program for new examiners and continuing training for senior trademark examiners
- 2.7. Foster a higher level of professional trademark practice by establishing certification programs for practitioners and examiners

3. *Institute policy reforms to improve trademark administration and promote awareness and use of the Philippine trademark system*

Activities

- 3.1. Study the feasibility of and mechanism for the protection of non-traditional trademarks
- 3.2. Implement a comprehensive developmental program for the effective use of and registration for collective and certification marks
- 3.3. Accede to the Madrid Protocol and the Nice and Vienna Agreements
- 3.4. Foster a higher level of trademark practice by establishing a Trademark Agent Qualifying Examination

Performance Indicators

- First action pendency reduced to four (4) months
- Applications disposed of within six (6) months from filing by the end of 2008
- Trademark registrations are upheld in cancellation or opposition proceedings (excluding those reversed on the basis of prior use)
- All trademark applications are filed electronically
- Clear and consistent decisions on trademark applications
- Database is 100% accurate and updated real-time
- Upgraded electronic search and examination tools and workflow management systems ready for deployment by the end of 2008.
- Accession to the Nice and Vienna Agreements by early 2008 and to the Madrid Protocol by early 2009.

4.3 Improving results-oriented technology transfer interventions

Technology transfer is an important mechanism that can stimulate the formation and growth of advanced technology entrepreneurial start-ups, increase revenues of existing firms, and make a difference in a country's economic development. Transfer of technology is important to inventors and entrepreneurs looking to innovate or build on existing technology, as well as firms striving to create new innovations and manufacturers conducting research and development (R&D) to generate new products.

IP Philippines is a repository of cutting-edge technological information contained in its patents database. These technological information can be mined and packaged into forms usable by business and R & D institutions.

Universities and R & D institutions also play a significant role in technology transfer. These institutions are a valuable source of new technologies that can build new companies, develop into products, and create jobs. The IP Philippines can help them commercialize these new creations by providing them adequate technical support in developing their IP policies and establishing their technology licensing offices.

To fulfil its goal of improving the state of technology transfer in the country, the IP Philippines will need to build upon existing relationships, and expand its

relationship with other partners in the private sector to increase technology dissemination, diffusion, and absorption in the Philippines. The IP Philippines will expand its cross-country network of intermediaries comprising of provincial research and innovation organizations, university research centers, and the private sector for the transfer of intellectual property information.

Strategic Response

- Establish strong partnerships with universities, R&D institutions, SMEs and local industries, and DOST and encourage them to make effective use of patent information for technological advancement

Objectives

1. *Develop mechanisms for the efficient use, commercialization, and transfer of technology*

Activities

- 1.1. Provide universities and R&D institutions with technical assistance for the evaluation of existing IP policies and development of effective policies on intellectual property.
 - 1.2. Provide universities with technical assistance for the establishment and/or operationalization of technology licensing offices.
 - 1.3. Establish IP Business Development Services Hub that will provide assistance on patent drafting, licensing, business counselling, valuation, and other IP-related services.
2. *Develop an effective information management program that goes beyond the acquisition of data to the production of "knowledge" or valued-added information.*

Activities

- 2.1. Provide technological and scientific information that R & D institutions, universities, and local industries can harness to improve on existing and develop new technologies.
- 2.2. Develop patent mapping tools for use by R&D institutions and SMEs.

Performance Indicators

- At least 20% of universities with R&D capabilities have IP policies implemented or ready for implementation
- At least 5% of universities have TLOs
- IP BDS is established, with at least 3 networks in different parts of the country
- 50% increase in number of patent applications filed by Filipinos
- At least 5% of local patents are in the commercialization phase
- Patent mapping tools are developed and used by R&D institutions and SMEs

4.4 Provide speedy and effective legal remedies

Providing effective means to protect intellectual property rights will not mean much to rights holders if they are unable to enforce their rights. One crucial step towards effectively protecting IP rights is the provision of speedy and effective legal remedies.

The IP Philippines, through its Bureau of Legal Affairs (BLA), has been the alternative to the more tedious judicial process of securing redress for IP rights violations. The BLA also decides trademark opposition proceedings. With IP violations becoming increasingly difficult to curb, the BLA's role as an alternative to the Courts becomes even more important. And it becomes even more imperative for the BLA to position itself not only as an institution that provides speedy and effective legal remedies, but more importantly, as a modern and more efficient alternative to the Courts. It must become the forum of choice for IP rights holders.

In addition to the legal remedies it provides, the IP Philippines needs to establish a modern mediation unit that will serve as a viable alternative to the adjudication of cases. Mediation as an alternative means to adjudication will not only unclog the dockets of BLA, but it will also serve as an expeditious and cost effective way of resolving IP disputes.

Strategic Responses

- Streamline rules and procedures to further reduce the processing time IP violations and inter partes cases
- Make effective use of electronic tools to ensure the timely disposition of cases
- Enhance the capability of IP Philippines hearing officers and legal staff through training and continuing education to ensure quality and consistency of decisions
- Strengthen mediation as an alternative means of resolving IP disputes

Objectives

1. *Resolve cases of IP violations and inter partes cases within 12 months and 10 months from filing, respectively*

Activities

- 1.1. Review and amend rules and regulations to eliminate non-value adding processes and non-critical requirements and streamline end-to-end workflow to minimize delays in the processing and transmission of documents.
- 1.2. Ensure conduct of continuous hearings.
- 1.3. Maximize the use of ICT in monitoring case status and management of cases.

2. Improve the quality of decisions rendered by the BLA.

Activities

- 2.1. Standardize procedural guidelines and prepare a manual for use by hearing officers to ensure consistency of rulings.
- 2.2. Implement a quality assurance program to ensure consistency and accuracy of decisions
- 2.3. Institutionalize a comprehensive and continuing training program for hearing officers

3. Provide mediation mechanism as an alternative means to resolve disputes

Activities

- 3.1. Establish a mediation unit as an integral part of IP Philippines and formulate policies and guidelines on how parties can avail themselves of mediation as an alternative mechanism to settle disputes.
- 3.2. Formulate policies on accreditation and training of mediators.
- 3.3. Promote mediation as an alternative mode of settling disputes through information campaigns and dialogues with stakeholders.

Performance Indicators

- Cases of IP violations are resolved within 12 months from filing.
- Inter partes cases are resolved within 10 months from filing.
- Completed procedural guidelines and manual for hearing officers.
- Electronic case management and monitoring tools are being used by hearing officers, legal staff, and litigants.
- Mediation unit is set up and at least 5% of IP cases are settled through mediation.

4.5 Institutionalize copyright development and support services

The creative industry has been one of the marginalized IP sectors in the country. This is a source of grave concern because a country inhabited by some of the most creative individuals in the world needs a strong copyright program to protect the works of its people. Filipino creators need to be made aware of their rights, know how to assert these rights, and benefit from their intellectual creations.

The copyright protection program of IP Philippines will be geared towards encouraging and rewarding Filipinos for their creativity. Under its general copyright program, the IP Philippines intends to help artists and copyright holders by empowering them and making them informed of their rights and how they can benefit from these.

Strategic Responses

- Establish strong partnerships with the different creative groups and empower the creative industries by educating them on the relevance and value of IP protection.

- Build up the capacity of IP Philippines for the formulation of policies on copyright by strengthening its copyright unit and training personnel on copyright

Objectives

1. *Conduct information dissemination activities and make training and educational support available to copyright industries*

Activities

- 1.1. Hold basic IP (with emphasis on copyright) orientation for the various creative groups
- 1.2. Provide support and advisory services for copyright holders

2. *Provide technical assistance to the creative sector*

Activities

- 2.1. Evaluate existing copyright licensing contracts and revise them according to the needs of the various creative groups.
- 2.2. Assist in formulating an accreditation system for collection societies.
- 2.3. Help establish collection societies to help the creative industries manage arrangements for licensing, marketing, and distribution of their works, collection of royalties, and enforcement of their rights.

3. *Strengthen the copyright support services of IP Philippines*

Activities

- 3.1. Develop a comprehensive copyright program, including the formulation of policies on the copyright support services of IP Philippines.
- 3.2. Establish a copyright services unit and provide training to IP Philippines personnel on copyright, including digital copyright.

Performance Indicators

- All organized creative groups are given orientation on IP.
- Templates of licensing contracts are prepared for the various groups.
- At least 4 collecting societies are established.
- Comprehensive copyright program is ready for implementation.

4.6 Sustain dynamic leadership in the IP system

In the last two years, the IP Philippines exercised its role as the lead agency of the country's intellectual property system by, among others:

- initiating the formulation of a national IP strategy through the National Intellectual Property Policy & Strategy (NIPPS) project
- coordinating inter-agency efforts on the protection and enforcement of intellectual property rights

- leading the efforts on removing the Philippines from the US Special 301 Priority Watch List (downgraded to Ordinary Watch List)
- formulating domestic and international IP policy

The Philippine government has recognized this lead role of IP Philippines and has officially designated the office as oversight agency on IP.

Strategic Responses

IP Philippines will have to sustain this leadership role so it can effectively achieve its vision of fostering a creative Philippines that uses IP as a tool for national development and global competitiveness. It will have to see through the completion and implementation of NIPPS, the institutionalization of the inter-agency coordination on IPR enforcements, the expansion of IP education, a marketing and communications campaign for public awareness, and making a strong and effective international presence.

Objectives

1.0 Lead the formulation and begin the implementation of the National IP Strategy

Activities

- 1.1 Validate the initial findings and recommendations of the National IP Policy and Strategy (NIPPS) Project Team.
- 1.2 Expand the NIPPS to allow the active participation of other government agencies and non-government organizations (NGOs).
- 1.3 Draft the National IP Policy and Strategy and hold consultations with government agencies and NGOs.
- 1.4 Submit the Philippine IP Policy and Strategy for National Development for approval by the President.

2.0 Establish the Intellectual Property Research and Training Institute (IPRTI) as the center of training, education, and research on IP in the country

Activities

- 2.1 Raise the level of IP awareness and knowledge among academic and research and development institutions, SMEs, business, IP users and rights holders through training programmes.
- 2.2 Provide continuing education and training to IP professionals (lawyers and other IP practitioners, teachers, researchers, creators, inventors, innovators, and other IP generators).
- 2.3 Develop partnerships and networks with universities and individual educators for the institutionalization of IP courses/programs.
- 2.4 Promote the inclusion of IP in basic and secondary education.
- 2.5 Conduct research to broaden IP knowledge and strengthen the competencies of IP professionals.

3.0 Enhance policy research capacity to improve the legal and policy infrastructure of IP Philippines and advance the country's interests in the international arena through a strong policy research unit.

Activities

- 3.1 Establish the policy research and international relations unit to conduct research on IP, review international agreements, make recommendations on policy issues, provide technical support to lawmakers in crafting legislation on IP, and monitor developments in the international community.
- 3.2 Participate in international fora to keep abreast of the latest developments in the field of IP and represent the Philippines in various meetings, including the APEC-IPEG and AWGIPC.

4.0 Foster a vibrant IP culture through an intensified public awareness campaign

Activities

- 4.1 Conduct a nationwide information dissemination campaign to raise the level of awareness on IP, promote respect for IP, and encourage participation in the IP system.

5.0 Strengthen relations with fellow ASEAN Member Countries, contribute to the development of ASEAN as a formidable bloc in the community of nations, and explore partnerships, cooperation programmes, and provision of technical assistance to non-ASEAN developing and least developed countries.

Activities

- 5.1 Continue to participate in international fora such as the APEC-IPEG and the AWGIPC as a vehicle to advance the national interests and promote the development of ASEAN as a strong force in the international community.
- 5.2 Take the lead in the establishment of an ASEAN Design Filing System for the benefit of nationals of ASEAN Member Countries.
- 5.3 Coordinate with the World Intellectual Property Organization (WIPO) and high-achieving IP offices for the development of cooperation with and technical assistance programs to non-ASEAN developing and least developed countries.

Performance Indicators

- The Philippine IP Policy and Strategy for National Development is approved by the President and implemented by 2009.
- The IPRTI is established and an initial 3-year blueprint for its operations is approved by its Board of Trustees by the 2nd quarter of 2007.
- The Policy Research and International Relations Unit has the necessary competencies to improve the legal and policy infrastructure of IP Philippines by the 2nd quarter of 2007.

- Regular participation by the IP Philippines in the APEC-IPEG and AWGIPC Meetings.
- AWGIPC's endorsement of the ASEAN Design Filing System by the 3rd quarter of 2008.
- Cooperation programme with at least 1 developing country is developed and technical assistance is provided to at least 1 least developed country.

5.0 MANAGEMENT GOAL: *A self-sustaining organization investing in people, technology, and facilities*

The fulfillment of IP Philippines strategic goals requires a strong and effective leadership and management team. The senior leaders must focus on the continued improvement of IP Philippines as an institution and strengthening of its capabilities and competencies through a fiscally sound investment in people, technology, and facilities. The success of IP Philippines in delivering its mandates and fulfilling its strategic goals will rely on the achievement of this management goal.

Strategic Response

- IP Philippines will recruit, hire, develop and retain a high-performing workforce with the right competencies; develop a fully-integrated information management system that will provide reliable, complete, consistent, and timely information for decision-making; improve and enhance its operational processes and services through IT and non-IT solutions; and provide a work-conducive office environment.

5.1 Investing in people

Objectives

1.0 Enhance the leadership and management capability of senior officers and middle managers

Activities

- 1.1 Provide formal management training to members of the executive committee, the management committee, and all the division chiefs.
- 1.2 Provide project management training to all project managers.
- 1.3 Develop a leadership succession plan.

2.0 Ensure that the right competencies are in place to meet current and future needs

Activities

- 2.1 Recruit and train for identified vacant key positions.
- 2.2 Prepare and implement a comprehensive training plan based on a validated Training Needs Analysis.

3.0 Implement an enhanced performance management and reward system to ensure that high-performers are rewarded and performance is linked to organizational results.

Activities

- 3.1 Finalize, communicate, and implement the new Performance Evaluation System (PES)
- 3.2 Finalize, communicate, and implement a Performance Incentive Scheme (PIS)

Performance Indicators

- Members of the executive committee and at least 8 members of the management committee and 15 division chiefs have attended formal management training by the end of year 2008.
- All project managers have attended a project management training course by the end of year 2007.
- A succession leadership training plan is in place by the end of 2007.
- At least 75% of key vacant positions are recruited and new employees trained by the end of the 3rd quarter of 2007
- A validated comprehensive training plan is in place and implemented at the beginning of the 2nd quarter of 2007
- An enhanced performance management and reward system (PES and PIS) is finalized, communicated, and implemented before the end of the 1st quarter of 2007

5.2 Investing in technology

Objectives

1.0 Enhance the efficiency of internal administration systems to support the effective and timely delivery of high quality and cost-effective services to clients and stakeholders.

Activities

- 1.1 Develop and implement the Integrated Intellectual Property Management System (IIPMS) that will enable multiple technologies to co-exist, bring in a high order of interoperability and flexibility, and adapt to evolving functional and interconnection requirements among applications.
- 1.2 Digitize IP-related documents for easy access and retrieval, enhanced search services, and lower storage and reproduction costs.
- 1.3 Upgrade the ICT infrastructure to ensure the continuity of business services and integrity of information.

2.0 Implement ICT information systems that will provide “anytime, anywhere” business services for clients and enhance the competitiveness of SMEs and other Philippine industries through the effective use of information and communication technology in information dissemination.

Activities

2.1 Provide online filing and search systems for patents, trademarks, and other IP services.

2.2 Provide a responsive and interactive IP Philippines website.

3.0 Ensure the effective utilization of information for quality decisions and actions

Activities

3.1 Implement a Management Decision Support System (MDSS) that will provide the Management of IP Philippines easy access to information available from its business application systems.

3.2 Develop and implement a Knowledge Management System (KMS) that will provide a means to gather, store, integrate, and share critical knowledge in the organization.

Performance Indicators

- IIPMS developed and implemented by the 1st quarter of 2009.
- Patent documents digitized by end 2007 and all other IP-related documents fully digitized by the 2nd quarter of 2008.
- Implementation of best ICT practices in service delivery and service support by 2007 and onwards.
- Upgraded ICT infrastructure that ensures continuity and absence of downtime for ICT enabled business applications.
- Fully interactive IP Philippines website.
- Online filing services for patents available by 2008.
- Enhanced filing services for trademarks available by the end of 2007.
- Improved search tools for Patents and trademarks available by 2007.
- MDSS fully operational by end of 2nd quarter 2007.
- KMS development started in 4th quarter of 2007 and fully operational by end of year 2008.

5.3 Investing in facilities

Objectives

1.0 Provide a work-conducive office environment considered as the best in all government agencies in the Philippines and comparable to leading IP offices in the ASEAN

Activities

1.1 Develop a plan for acquisition of new office building.

1.2 Improve and enhance the appearance and functionality of the existing building, facilities, and equipment through renovation, replacement, repair, and maintenance.

- 1.3 Maximize the use of space of the existing building through re-layouting, digitization and proper management of records, and acquisition of off-site storage space.
- 1.4 Acquire or lease service vehicles for official functions.
- 1.5 Provide a responsive, efficient, and effective digital communications system for all inbound and outbound communications, including a hotline.
- 1.6 Develop and implement a new security system incorporating a CCTV system that will safeguard IP Philippines' properties including its personnel and customers/visitors while inside its premises.
- 1.7 Develop and implement a comprehensive cleanliness and sanitation program that will ensure an orderly and healthy environment.

Performance Indicators

- Office building acquisition plan developed and presented to the Management Committee by the 3rd quarter of 2007.
- A plan for renovation, replacement, repair, and maintenance for the existing building, facilities, and equipment is implemented in the 1st quarter of 2007
- Re-layouting of the office building completed at the end of the 2nd quarter of 2007.
- An off-site records storage is acquired by the end of the 3rd quarter of 2007.
- A project timetable for the digitization of records is in place before the end of 1st quarter of 2007.
- Identified service vehicles are acquired or leased before the end of the 2nd quarter of 2007.
- A responsive, efficient, and effective digital communications system, including a hotline, is in place before the end of 2nd quarter 2007
- A new security system incorporating a CCTV system in place before the end of the 3rd quarter of 2007.
- A comprehensive cleanliness and sanitation program in place and implemented before the end of the 1st quarter 2007.

5.4 Focus on organizational excellence

Objectives

1.0 Pursue organizational excellence by continuous improvement through adoption of best practices and management processes and tools

Activities

- 1.1 Institutionalize the change management process so that programs and projects are well-communicated to staff and buy-in by everybody occurs
- 1.2 Form and train quality assurance and process improvement teams
- 1.3 Adopt the concept and philosophy of Total Quality Management (TQM) as the organization's management framework
- 1.4 Continue activities leading to ISO Certification of IP Philippines

Performance Indicators

- The change management process is in place and understood by all senior officers and middle-managers by the end of 3rd quarter of 2007
- Quality Assurance Teams and Process Improvement Teams are formed and trained by the end of the 4th quarter Of 2007
- All IP Philippines personnel are trained in TQM by the end of year 2007
- IP Philippines is ISO Certified by the middle of 2009

2.0 To be known as one of the most trusted government agencies and one of the best agency in terms of public perception of performance

Activities

- 2.1 Put in place a good governance structure by forming an internal audit unit and designating a resident ombudsman
- 2.2 Conduct regular values and public/customer service orientation to all IP Philippines personnel
- 2.3 Conduct regular customer feedback surveys and stakeholders' fora to assess customer/stakeholder perception of performance and identify opportunities for improvement
- 2.4 Strengthen the public relations unit and develop a communications plan that will inform the stakeholders of the accomplishments of the various programs, plans, and projects of the office

Performance Indicators

- The Internal Audit Unit is formed and organized at the end of year 2007.
- The resident ombudsman is identified and designated at the end of year 2007.
- The first values and public/customer service orientation conducted before the end of the 2nd quarter of 2007 and regular yearly schedule established.
- A quarterly customer feedback survey and stakeholders' forum conducted before the end of the 2nd quarter of 2007 and a regular schedule established.
- The public relations unit fully staffed and a communications plan in place before the end of the 3rd quarter of 2007.