付属資料

１．協議議事録

２．IP Phil Strategic Plan 2007

３．IP Phil 情報システム戦略計画（ISSP2005-2009）

1. 協議議事録

MINUTES OF DISCUSSIONS
BETWEEN
THE JOINT FINAL EVALUATION TEAM
AND
INTELLECTUAL PROPERTY OFFICE OF THE REPUBLIC OF THE PHILIPPINES
ON
THE FOLLOW-UP PROJECT OF THE MODERNIZATION OF INDUSTRIAL PROPERTY ADMINISTRATION PROJECT

The Japanese Final Evaluation Team organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Yasumitsu Kinoshita, and the Philippine Final Evaluation Team organized by the Intellectual Property Office of the Philippines (hereinafter referred to as "IP Phil"), headed by Mr. Epifanio M. Evasco formed a joint final evaluation team (hereinafter referred to as "JET") to conduct an evaluation on the Follow-Up Project of the Modernization of Industrial Property Administration Project in the Republic of the Philippines(hereinafter referred to as "the F/U Project").

In the evaluation, the JET had a series of discussions and exchanged views on verifying and analyzing the accomplishments of the F/U Project based on the following five criteria, namely: Relevance, Effectiveness, Efficiency, Impact, and Sustainability, while referring to and in consideration of the achievements of the Modernization of Industrial Property Administration Project (hereinafter referred to as "the Original Project") in order to come up with lessons learned and make recommendations .

As a result of the discussions, both sides agreed upon the matters referred to in the documents attached hereto.

Makati City, 22 February 2007

木下康光

Mr. Yasumitsu Kinoshita
Leader
Japanese Final Evaluation Team
Japan International Cooperation Agency
Japan

Dr. Epifanio M. Evasco
Director
Bureau of Patents
Intellectual Property Office
Republic of the Philippines

(WITNESSES)

岩上憲三

Mr. Kenzo Iwakami
Deputy Resident Representative
JICA Philippines

Mr. Cecilio M. Fernandez
Director
Management Information System and EDP Bureau
Intellectual Property Office
Republic of the Philippines

REPORT OF THE JOINT FINAL EVALUATION
ON
THE FOLLOW-UP PROJECT OF THE MODERNIZATION OF INDUSTRIAL PROPERTY ADMINISTRATION PROJECT
IN THE REPUBLIC OF THE PHILIPPINES

1 Introduction

1.1 Objectives of the Evaluation

The evaluation activities were performed with the following objectives:

(1) To verify the accomplishments of the F/U Project compared to those as planned;

(2) To identify obstacles and/or facilitating factors that have affected the implementation process;

(3) To analyze the F/U Project in terms of the five evaluation criteria (i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability); and

(4) To identify lessons learned and make recommendations on the F/U Project.

1.2 Members of the Joint Evaluation Team

(1) The Japanese Team

(a) Mr. Yasumitsu Kinoshita (Team Leader)
Director, Trade, Investment and Tourism Team, Group I, Economic Development Department, Japan International Cooperation Agency (JICA)

(b) Mr. Toru Yamazaki (Industrial Property IT System)
Information Systems Affairs Office, General Affairs Department, Japan Patent Office (JPO)

(c) Mr. Hiroki Naito (Industrial Property Administration)
International Affairs Division, General Affairs Department, JPO

(d) Mr. Yusuke Takahashi (Cooperation Planning)
Trade, Investment and Tourism Team, Group I, Development Department, JICA

(e) Ms. Setsuko Matsumoto (Evaluation Analysis)
Chief Researcher, Survey and Planning Division, C.S.J. Co., Ltd.

(2) The Philippine Team

(a) Dr. Epifanio M. Evasco (Team Leader)
Director, Bureau of Patents (BOP), Intellectual Property Office of Philippines (IP Phil)

(b) Mr. Cecilio M. Fernandez (Industrial Property IT System)
Director, Management Information System and EDP (MIS-EDP) Bureau, IP Phil

(c) Ms. Corazon T. Marqueses (Industrial Property Administration)
Director, Administrative, Financial and Human Resource Development Services Bureau, IP Phil

(d) Mr. Ernesto C. Villanueva (Industrial Property IT System)
Information Systems Officer III,MIS-EDP Bureau IP Phil

(e) Ms. Gloria T. Salvado (Industrial Property Administration)
Intellectual Property Rights Specialist V, BOP IP Phil

(f) Ms. Amelita R. Amon (Industrial Property Administration)
Intellectual Property Rights Specialist V, BOP, IP Phil

(g) Mr. Rizalino F. Galacio (Industrial Property IT System)
Information Systems Officer III,MIS-EDP Bureau, IP Phil

1.3 Schedule of the Evaluation Study

	Date	Day	Activites
1	2/8	Thu	Arrival of Japanese Evaluation Team member of 'Evaluation Analysis'
2	2/9	Fri	Courtesy Call on IP Phil, Introduction of Methodology of Evaluation Collection of Materials and Q/N, Interview with C/P by JET
3	2/10	Sat	Report Preparation
4	2/11	Sun	
5	2/12	Mon	Interview with C/P by JET
6	2/13	Tue	
7	2/14	Wed	
8	2/15	Thu	Arrival of Japanese Evaluation Team members of 'Leader', 'Patent Information System', 'Patent Administration' and 'Cooperation Planning'
9	2/16	Fri	Courtesy Call on IP Phil Inspection of Project Site (IP Phil) JET Meeting
10	2/17	Sat	Report Preparation
11	2/18	Sun	
12	2/19	Mon	JET Meeting
13	2/20	Tue	JET Meeting
14	2/21	Wed	JET Meeting
15	2/22	Thu	Signing of the M/D (Report of the Joint Final Evaluation)
16	2/23	Fri	Departure of Japanese Evaluation Team

2 Outline of the F/U Project

2.1 Background of the F/U Project

Economic development by industrialization was one of the important policies of the Government of the Republic of the Philippines (hereinafter referred to as "The Philippines"). In line with such policies, the Philippines have been actively engaged in promoting and encouraging foreign/local investments and exports. It is in this light that IP Phil had embarked on a modernization program to improve the country's industrial property (IP) system administration, strengthen IP rights protection, and facilitate IP information accessibility especially to IP stakeholders such as R & D institutions and SMEs.

As part of its modernization program, the IP Phil, formerly the Bureau of Patents, Trademarks, and Technology Transfer, had taken initiatives to automate its industrial property administration, particularly the patent administration system. However, its initial automation project in this area had some limitations in scope and capacity such that a plan to pursue a complete end-to-end patent administration computerization project was considered. Hence, in September 1997, the Philippines requested the Government of Japan for a joint cooperation project under JICA's Technical Cooperation Project Scheme which eventually materialized to a Modernization of Industrial Property Administration Project (hereinafter referred to as "the Original Project"). This Original Project whose duration was from May 1999 to May 2003, resulted in the establishment and implementation of the Patent Administration Computerized System (hereinafter referred to as "PACSYS") which was turned over on May 2003.

However, PACSYS had not been made fully operational due to the system's technical defects such as slow retrieval speed, defective modules, database inaccuracy, and old machine or server limitations including operating system. Hence, a one and a half (1 ½) years JICA Follow-up Cooperation Project (hereinafter referred to as "the F/U Project") was requested and implemented for the period from 14 November 2004 to 13 May 2006. This F/U Project was aimed at resolving the system's defects and ensuring its full implementation and operation. However, due to some delays the system was released on 01 July 2006.

To ensure the sustainability of the PACSYS' full operation after its release on 01 July 2006, it was agreed by JICA's Consultation Team and IP Phil on 24 March 2006 to adjust the period of the F/U Project to the end on 31 March 2007 to implement the following: capacity-building on the system operation and maintenance including: (1) PACSYS user training, (2) system's operation and maintenance, (3) PACSYS refinement/adjustment, and (4) Project evaluation.

2.2 Summary of the F/U Project

According to the "Minutes of Meeting/Record of Discussions (hereinafter referred to as 'MM/RD')" on the F/U Project made in October 2004, the F/U Project includes activities aimed at (1) "enhancing and making the PACSYS fully operational" and (2) "capacity-building on the system operation and maintenance through hands-on training and consultation".

3 Methodology of Evaluation

The final evaluation of the F/U Project was conducted based on a Project Design Matrix for Evaluation (PDMe) (attached as Annex I), which was formulated by JET at the beginning of this evaluation. Necessary information was collected through material review, interviews with the F/U Project personnel, questionnaire survey, and field inspection. JET finalized the final evaluation of the F/U Project as the result of series of discussions.

4 Result of Final Evaluation

4.1 Achievement of the F/U Project

Achievement of the F/U Project was measured in terms of the Inputs, the Outputs and the Project Purpose in comparison with the Objectively Verifiable Indicators of the PDMe as well as the plan delineated in the MM/RD.

Achievement of the F/U Project is described below;

(1) Overall Goal

<Overall Goal>
IP Phil is able to grant industrial property rights more promptly with increased accuracy
<Objectively Verifiable Indicators>
1. Turn-around time from filing to grant is reduced
2. Revenue collection from annuities is increased

As a result of the PACSYS being made operational, accuracy of administration work was enhanced. In terms of processing speed, however, PACSYS still has some limitations among others due to the age and obsolescence of the servers and the operating system. However, the indicator regarding turn-around time being reduced can not be verified in this evaluation. Questionnaires and interview answers are various; some parts of patent administration work such as writing format were reduced while some parts including printing, saving and forwarding applications to the examiners were increased. In addition, if the system hang-up which has occasionally occurred is considered, turn-around time has not actually been reduced. It may be reduced if the present obsolete servers are replaced and PACSYS operation gets faster in all its functionalities.

However, a fully operational PACSYS is expected to contribute to the achievement of the overall goal as long as the system is fully utilized and appropriately maintained.

As regards the IP Phil revenue, the subsidy to IP Phil was cut from January 2006 and its revenue greatly depends on the revenue from patent and trademark applications. BOP has projected that in the next 5 years the revenue would increase since it expects that the volume of filing of patent applications will increase while the computerized systems should reduce administrative cost and make monitoring more efficient. It is, therefore, expected that PACSYS would reduce the cost of patent administration and generate more revenues as a result.

Therefore, the overall goal is expected to be achieved as a result of the F/U Project. However, to achieve the overall goal, PACSYS should be utilized appropriately in the grant/registration and the post-grant/registration sections to be able to collect efficiently annual fees from patent applicants/registrants. In view of this, database completion for PACSYS is urgently required.

(2) Project Purpose

<Project Purpose>

The patent administration process is improved in IP Phil

<Objectively Verifiable Indicators>

1. Patent administration manual processing work is reduced

End-users mentioned that the patent administration process had been automated and improved because of PACSYS.

As for "manual work reduction", questionnaire and interview results show the reduction in some patent administration processing such as receiving applications, communication and mailing.

C/Ps' capacity of PACSYS management and operation was strengthened through the F/U Project activities. It also contributed to the achievement of the F/U Project Purpose.

Therefore, based on the above indicator, the JET has verified that "The patent administration process is improved in IP Phil" and so the F/U Project Purpose is achieved.

(3) Achievement of Outputs

<Output 1>

PACSYS is enhanced to be fully operational

< Objectively Verifiable Indicators >

1. PACSYS is to comply with IP Phil's business rules and user requirements
2. PACSYS is utilized in the processing of applications from filing to grant/registration and post-grant/registration
3. Database is cleaned up and backlog encoding is completed

As referred to in the first indicator, the definition of user requirements, basic designs, detail designs and results of the system test are appropriately documented in the process of the system development. It indicates the system was developed in compliance with IP Phil's business rules and user requirements.

PACSYS was released in July 2006 after the first stage of the project. After finishing the development process, more than eighty (80) BOP employees and other IP Phil staff are now utilizing PACSYS in their work, compared with only seven (7) staff which did when the F/U Project started.

Database clean-up was completed in September 2006, but back-log encoding has not yet been completed. Consequently, PACSYS has failed to be utilized in the publication and registration section due to the incomplete database. Notwithstanding its non-utilization, it is important to note that this part of PACSYS has been successfully run in the users' acceptance testing using live data although the second and third indicators were not fully complied with. However, since the first indicator has been verified to have been complied with as was observed, it would be a valid presumption that PACSYS was enhanced to be fully operational as a result of the F/U Project activities and thus Output 1 is considerably achieved.

<Output 2>

Staff's capacity of PACSYS management is improved

<Objectively Verifiable Indicators>

1. C/Ps understand the functionality and features of PACSYS
2. C/Ps are able to manage outside expertise to sustain PACSYS
3. System operation/maintenance guide is developed
4. PACSYS user's manuals are developed

The main C/Ps are knowledgeable of the major PACSYS functionalities and are able to apply them to their on-going work in patent administration. The requirements indicated by the C/Ps show that they practically understand the functionalities and features of PACSYS, as shown by the system planning, design and testing documents presented which include basic designs and detailed designs of the system in appropriate order.

The C/Ps had regular meetings with the vendor and identified crucial action items which were affecting the stability of the system operation. In those meetings the vendor was able to clarify one by one those action items in collaboration with the C/Ps within the period specified in the Terms of Reference (TOR).

The incident reports from the end-users were properly identified and analyzed by the C/Ps and promptly communicated with the vendor. Necessary materials for trouble-shooting by the vendor were provided by the C/Ps. The JET evaluated that the C/Ps were able to well manage outside expertise to sustain PACSYS from the facts expressed in the Means of Verification indicated in PDMe.

System operation/maintenance guide (draft) was made by the C/Ps. The structure and contents of the said guide also indicates that the C/Ps' capacity of managing PACSYS is high.

A total number of one hundred one (101) end users were trained in 2006. The users are supposed to have acquired sufficient knowledge and skills from the training. The contents of the manuals are sufficient for the C/Ps and users to consult with for PACSYS operation. The interviewees answered that they had mastered how to operate PACSYS and they usually ask MIS-EDPB staff when they have problems.

The JET verified that the C/Ps' capacity of PACSYS management is improved from the four (4) indicators. Hence, Output 2 is achieved.

4.2 Implementation Process

Implementation process of the F/U Project was reviewed to see if the Activities have been implemented according to the schedule, and to see if the F/U Project has been managed properly as well as to identify obstacles and/or facilitating factors that have affected the implementation process.

(1) Implementation process

According to the survey results, almost all C/Ps and experts responded that the project activities had been implemented based on the revised schedule agreed upon in March 2006. The original plan of the F/U Project was designed with a duration of one and a half (1 1/2) years, but after it started, a few obstacles were encountered which inhibited its smooth implementation.

Firstly, the time-consuming process of contract signing between JICA and the system developer. The original plan of the F/U Project expected that the contract would be implemented within three (3) months but it took half (1/2) a year in the end, which caused the delay in the implementation.

Secondly, a total number of ninety-seven (97) action items which were later identified were more than what was expected by the project proponents at the start of the F/U Project. These required much more time for enhancement than what was anticipated.

Thirdly, problem analysis of the system also took time because JICA expert in charge of patent administration was not dispatched at the beginning of the F/U Project. If a long- term expert was dispatched, the analysis work would have been conducted more smoothly.

These actual situations were, however, seriously discussed by both Philippine and Japanese stakeholders in March 2006. Both sides agreed to adjust the period of the F/U Project to end on 31 March 2007.

The project could manage to implement all of the activities as scheduled in the extended duration except for the following:

1) Back-log data encoding
2) C/Ps capacity building training by outsourcing

Those two activities are planned to be completed by the termination of the F/U Project.

[The Previous Experience]

In the Original Project, a few months delays were also recognized in project implementation mainly due to the additional work completion or system modification in three items (PCT, old law and backlog encoding) in the third stage, but an appropriate measure such as a project extension was not taken at that time. Instead, three short-term experts were additionally dispatched but this modification did not so much solve the issue of implementation delay.

(2) The Project Monitoring

The Project proponents conducted appropriate monitoring based on the Master Schedule (Appendix B-1). The C/Ps and Expert confirmed the schedule, checked their activity status and performance in regular internal meetings and status meetings. The F/U Project schedule, activities status and performance were shared not only within the Project Team but with other stakeholders (IP Phil officials, JICA Philippines and JICA HQs) through the steering committee meetings and JICA video conferences, etc. (See Conference body, Appendix B-2)

(3) The manner of technology transfer from JICA experts to C/Ps

According to the result of the survey, most of the C/Ps seem to be satisfied with the manner of technology transfer from the JICA experts. There are opinions of C/Ps that in the Original Project, some important processes for system development were shortened such as: (i) system testing by the developer, (ii) systems performance testing and (iii) user acceptance testing by C/Ps. In that sense, the manner of technology transfer at that time was not that effective. Hence, these important processes were adequately undertaken in the implementation of the F/U Project.

(4) Decision making process

The Project tried to involve more C/Ps, especially end-users in the decision making process from the beginning. Almost all questionnaire and interview answers point that they are happier than the original project in this issue. Some interviewees mentioned that in the Original Project end-users opinions could not be appropriately reflected in the system design, though their requirements were adopted in the system specification in the final stage.

(5) C/Ps allocation

A number of C/Ps involved in the F/U Project was thirty four (34) in total; among them, sixteen (16) personnel from MIS-EDPB and eighteen (18) from BOP.

The F/U Project seems flexible in the C/Ps allocation. The project consists of two major activity components; 1) PACSYS enhancement and full operation and 2) C/Ps capacity building on the system operation and maintenance. When more system engineers or MIS-EDPB staff were required, the necessary number was allocated and when more end-users were required, they were assigned. In all cases, both sides worked together in the F/U Project. It greatly contributed in the achievement of the project purpose.

(6) C/Ps ownership

C/Ps' ownership to the F/U project seems high from their performance during the project operation and interview answers. The following performance was indicated from the experts' observation;

- C/Ps proactively started database clean up activity before the project made a contract with a vendor.

- C/Ps started backlog entry on their own initiative
- C/Ps proactively cope with the servers' problems.

(7) Collaboration with the vendor

Most of the answers in the questionnaire survey suggest that the collaboration work with the vendor was effective in the F/U Project, while unsatisfactory comments were indicated in terms of collaboration with the vendor in the Original Project. Main reasons of C/Ps' high satisfaction with the vendor in the F/U Project were: 1) The vendor provided more advices and suggestions, and 2) they were more open to IP Phil comments and suggestions and took affirmative actions, etc.

In the process of the system development, the C/Ps and developer had a lot of discussions to better improve the outputs. The collaborative relationship between the C/Ps and the developer generated positive influence in the F/U Project.

5 Result of Evaluation based on the Five Criteria (Details are described in Annex 5)

5.1 Relevance

Relevance of the F/U Project was reviewed to see the validity of the F/U Project Purpose and the Overall Goal in connection with the needs of the beneficiaries and policies of the Philippines and Japan.

The Relevance of the project is considered **high**

- The objectives of the F/U Projects, "IP Phil is able to grant industrial property rights more promptly with increased accuracy" and "Patent administration process is improved in IP Phil" were consistent with the Philippines' national development policy and IP Phil's modernization programs.
- The objectives of the F/U Project were also in line with Japan's ODA policy and IP Policy, and JICA Country Program for the Philippines.
- The Project conducted appropriate monitoring and the original plan of the F/U Project was modified accordingly.

5.2 Effectiveness

Effectiveness was analyzed by evaluating the extent to which the F/U Project has achieved and contributed to the beneficiaries.

The effectiveness of the project is considered **satisfactory**

- PACSYS was developed and enhanced through the F/U Project and the Original Project. It is currently fully operational and utilized in patent administration procedure. In the process of the system development, the C/Ps' management and maintenance capability were strengthened through technical training and on the job training. The patent administration process is anticipated to be more effective and efficient by the introduction of a fully operational PACSYS.
- The project outputs shown in the PDMe are contributory to the achievement of the project objectives.
- Though PACSYS is fully operational, it has not been fully utilized in the publication and registry sections due to its incomplete database. Furthermore, the obsolete servers and operating system of PACSYS may create issues on the system's stability.

5.3 Efficiency

Efficiency of the F/U Project implementation was analyzed focusing on the relationship between the Outputs and Inputs in terms of timing, quality, and quantity.

The efficiency of the project is considered **satisfactory**

- In the F/U Project, personnel (both Japanese experts and C/Ps), and C/Ps capacity building trainings (On-the-Job training and end user's training) were considered as appropriate.
- A long-term expert specialized for "patent administration" which was designed in the first draft of the F/U project plan should have been dispatched for a more smooth project implementation.
- The F/U Project's system enhancement activities were implemented as planned, but those of the capacity-building on operation and maintenance have still to be undertaken within the Project duration that was adjusted to end on March 2007.
- Considering its limited resources or inputs as reflected in the small number of experts provided, the F/U Project has managed to attain its critical outcome of enhancing and making the PACSYS fully operational.

5.4 Impact

Impacts of the F/U Project were forecasted by referring to positive and negative impacts caused by the F/U Project.

The expected impact of the project is considered **moderately high**

- PACSYS was enhanced to be fully operational through the F/U Project activities and the C/Ps can appropriately manage its operation. It may give a great impact to administration processing work in IP Phil.
- While it is still *pre-mature* to determine at this time whether the outcomes of the Original and F/U Projects have contributed to the achievement of the overall goal which states that "IP Phil is able to grant industrial property rights more promptly with increased accuracy", it would seem reasonable to expect that PACSYS can significantly contribute to the said goal considering its current full operational and maximum utilization status.
- During the process of PACSYS enhancement in the F/U project, the C/Ps integrated the Order of Payment Module of PACSYS with their existing Fee Management System (FMS). It was an unintended impact of the F/U project activities.

5.5 Sustainability

Sustainability of the F/U Project was forecasted in institutional, financial and technical aspects by examining the extent to which the achievement of the F/U Project would be sustained and/or expanded after the F/U Project is completed.

The sustainability of the project is considered **moderately high**

- IP Phil is currently finalizing its strategic plan for 2007-2009. System development, capacity building of personnel and financial strategy are expected to be covered in the said plan. PACSYS should play an important role in the IP Phil strategy as an effective and efficient tool in the collection of annual fees from applicants/registrants, thus contributing to an increase in IP Phil revenue.
- Judging mainly from the interviews with the C/Ps, their ownership of the project seem high and PACSYS is expected to be fully utilized under adequate management and maintenance conducted by them in the future.
- From the technical aspect, the C/Ps especially the MIS-EDPB staff improved their management capability of PACSYS. They are now maintaining the system properly based upon the end-users requirements as shown in the daily based incident reports. The end users of PACSYS have been recognizing the usefulness of the system for patent administration. The system has been accepted as one of the important tools for patent administration in IP Phil.
- However, the replacement of the obsolete servers and Operating System has to be seriously considered in order to sustain the operation of PACSYS.

6 Conclusion

Overall, the implementation of the F/U Project was generally *satisfactory*.

With respect to the first of the five evaluation criteria, the F/U Project is considered highly *relevant* in connection with the Philippines' national development policy, IP Phil's modernization programs and Japan's ODA, IP Policy and JICA's Country Program for the Philippines. The *effectiveness* is assured by the steady achievement of the F/U Project purpose as well as the contribution of the outputs to the F/U Project purpose. The *efficiency* of the F/U Project was satisfactory in enhancing PACSYS to its full operation and maximum utilization status as planned, and the C/Ps' capacity for the proper maintenance and sustainable operation of the system has been practically improved in the course of the Project's implementation. With the PACSYS in place and eventually contributing significantly to the reduction of turn-around time and speedy processing of patent applications, the *relevance* and *expected impact* of the Project in terms of the benefits it provides to the internal and external IP stakeholders cannot be undermined. Though there are important technical concerns that need to be appropriately addressed, these are expected to be promptly resolved as the IP Phil (with the assistance and guidance of the JICA expert within the remaining period of the F/U Project) has the commitment and resources to ensure the *sustainability* of the F/U Project until PACSYS' functionalities are transferred to a more advanced system based on IP Phil's 2007-2009 Strategic Plan.

7 Lessons Learned and Recommendations

7.1 Lessons Learned

During the process of evaluation of the F/U Project, the following cases were found as lessons to be considered for the implementation of similar technical cooperation project in the future.

(1) Project Plan

It is advisable that all the stakeholders prepare a clear plan such as a log-frame (PDM) that forms part of the Record of Discussion or Minutes of Discussions before the start of a project and communicate the plan to all authorities concerned. This practice is also critically needed in F/U and similar projects. It should be noted that the F/U Project has a Master Plan, however, there was no PDM that accompanied it.

(2) Project Duration

It is important to allocate sufficient period of time for a system development related project that should also consider allotting time for database build-up/population in order to fully utilize the system. The project monitoring should adequately examine the progress of the project's implementation, and if it finds critical inhibiting factors preventing the project's smooth implementation, appropriate measures should be taken including reconsideration of the project duration. The technology and time period for system development project should conform to the Information and Communication Technology (ICT) best practices. In addition, administrative concerns such as procurement process and contract signing should be considered to avoid further delay in the project.

(3) Importance of Capacity-Building in Similar Projects in Relation to Development of Information System

The F/U project provided sufficient attention on capacity-building. Similar projects including system development should be formulated appropriately focusing on capacity-building on system operation and maintenance as well as on system development in order to ensure the sustainability of the project.

(4) Adequate Inputs of C/P Personnel and Japanese Experts

Similar project including administration system development should allocate adequate inputs of Japanese experts and C/Ps who could collaborate and should be very familiar with end-user staffs' practice as well as IT sector's practice at the early stages of the project.

7.2 Recommendations

(1) Within the F/U project period

(a) Data migration

The evaluation team in its first recommendation proposes that the following process steps be carried out in parallel to achieve positive results.

1) Data of the applications currently undergoing examination should already be entered upon completion of the examination to expedite subsequent administration processes (i.e. publication of official gazettes and registration process).

2) Data of the already-registered applications should be entered from the most recently registered ones that are being kept at the registration section to give priority to the administration of annual fees for active applications/patents.

These steps of data migration using PACSYS may take time but is expected to bring about concrete results at the earliest possible time.

(b) Making total maintenance plan (as part of the F/U Project activities)

As regards the F/U Project activities conducted in cooperation with the IP Phil under the making total maintenance plan, it is important to clearly set forth the details of activities and work schedule, especially, on the replacement of the server.

With the total maintenance and server replacement plan provided by the JICA experts and C/Ps, PACSYS server and/or OS replacement should be expedited in the shortest time possible to minimize, if not eliminate, the risk of server and system failures. If possible, the server replacement should be undertaken by IP Phil within the remaining period of the F/U Project.

(2) After the termination of the F/U Project

(a) PACSYS database maintenance

It is also important that the IP Phil will secure human resources that will check data accuracy when errors are found in the accumulated data to effectively utilize the IP information stored in the PACSYS database in the administration processes.

There will be more and more data that needs to be stored into the databases. In response to this situation, the MIS-EDPB should regularly monitor the database capacity and if needed add new discs in a well-planned manner.

(b) Data migration in the future

In various parts of the world, the number of application filings has been on an upsurge. IP Offices all over the world have now been discussing how the expected increase in workloads to migrate data can be reduced. It would also be necessary to formulate measures to reduce workloads of data entry (e.g. direct receipt of PCT-DO application data from WIPO and submission by applicants of applications accompanied by a media on which electronic application data is stored). To do so, the IP Phil should preliminarily obtain the data specification, confirm data content, and carefully examine the electronic data specification in which applicants will have to file an application.

(c) Utilization of PACSYS data

IP information stored in PACSYS is very important in that it will help IP Phil in information sharing activities. For example, said information can be used for examination or for raising public awareness. By utilizing PACSYS not only for administration processes in the IP Phil but also for searches and information dissemination to the public, redundant investments (e.g. data preparation) can be avoided and saving in development costs may be realized in cases where a system is separately constructed for individual purposes. Expeditious examination utilizing PACSYS data will lead to the reduction of examination period. Also, provision of IP information to the public will contribute to effective anti-counterfeiting measures, vigorous economic activities, and revitalize IP-related activities such as promotion of R&D and technology transfer.

(3) It is finally recommended that when embarking on a new project, the items described in the LESSONS LEARNED should be seriously considered, as well as in the improvement of the quality of existing projects.

End of Document

Attachment

Annex 1	Finalized PDMe
Annex 2	Tentative Plan of Technology Transfer in 2006-2007
Annex 3	Achievement of the F/U Project
Annex 4	Implementation Process of the F/U Project
Annex 5	Evaluation based on the Five Criteria

Appendix A Record of Inputs
- A-1 Japanese Inputs
  - A-1a List of Japanese experts
  - A-1b Local Cost
- A-2 Philippine Inputs
  - A-2a List of C/P
  - A-2b Local Cost

Appendix B Record of Outputs
- B-1 Master Schedule and Achievements of the F/U Project
- B-2 Conference Body
- B-3 Record of Training
- B-4 List of the Documents generated in the F/U Project

Appendix C Structure of IP Phil

Annex 1 PDMe

Project Design Matrix for Evaluation (PDMe) (Draft)

Project Name: Follow-up Project of Modernization of Industrial Property Administration Project

Version No. : Draft 3

Target Area: Nationwide, Philippines
Target Group: IP Phil Staff (300)

Duration: 2.4 years (2004/11/14~2007/03/31)
Implementation Organization: Intellectual Property Office of Philippines (IP Phil)

Date: 2007/02/20

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<Overall Goal> IP Phil is able to grant industrial property rights more promptly with increased accuracy	1 Turn-around time from filing to grant is reduced 2 Revenue collection from annuities is increased	1. IP Phil Data and Statistics 2. IP Phil Financial Report	
<Project Purpose> The patent administration process is improved in IP Phil	1 Patent administration manual processing work is reduced	1. Questionnaires/interviews	Current policies with emphasis on protection of industrial property rights will continue
<Outputs> 1 PACSYS is enhanced to be fully operational	1-1 PACSYS is to comply with IP Phil's business rules and user requirements	1-1. Documented Business Process System enhancement specifications	
	1-2 PACSYS is utilized in the processing of applications from filing to grant/registration and post-grant/registration	1-2 Questionnaires/Interviews	
	1-3 Database is cleaned up and backlog encoding is completed	1-3. List of applications stored in the system Observation Statistical reports	
2 Staff's capacity of PACSYS management is improved	2-1 C/Ps understand the functionality and features of PACSYS	2-1. Questionnaires/Interviews System enhancement specifications Minutes of the meeting with vendors	
	2-2 C/Ps are able to manage outside expertise to sustain PACSYS	2-2 Questionnaires/interviews Project planning sheet Minutes of the meeting with vendors Training Reports Incident Reports	
	2-3 System operation/maintenance guide is developed	2-3. Guide (written format)	
	2-4 PACSYS user's manuals are developed	2-4. User's Manuals	

Annex 1 PDMe

＜Activities＞	Inputs		
	Philippines side	Japanese Side	
1-1 Analyze problems of the existing system			
1-2 Clarify necessary repairing items in the system			
1-3 Overhaul and repair the system	1 Local cost	1. Dispatch of Experts	
1-4 Transfer administration process to the computerized system	2 Allocation of C/Ps and other necessary personnel	1)Long-term expert (System Administration)	
1-5 Conduct backlog entry and maintain the data	3 Building and facility	2)Short-term experts (Patent Administration)	
1-6 Conduct system tuning	4 Equipment		
1-7 Release the system			
2-1 Test the system function			
2-2 Monitor and evaluate the system operation (Report making)			
2-3 Conduct training course for project managers and system administrators			Pre-conditions
2-4 Conduct training for end-users in PACSYS operation			
2-5 Make a system operation/maintenance guide is developed			
2-6 Make a manual for PACSYS operation and maintenance			
2-7 Make a plan for server replacement			

＊Reference
Original Project : Modernization of Industrial Property Administration Project
Duration : 4 years (1999/05/17~2003/05/16)

＊Regarding Output 2, the activities are supposed to have been performed in the original project and the evaluation study for the achievement was conducted in 2003. Therefore, the achievement for the output will not be evaluated in this study and utilized 2003 evaluation study results.

ANNEX 2

Tentative Plan of Technology Transfer in 2006 - 2007

No.	Activities	2006									2007				RPP (1*)	Input (2*)	Remarks
		4	5	6	7	8	9	10	11	12	1	2	3	4			
				☆ PACSYS Release													
1	**Allocate necessary personnel**	━	━	━	━	━	━	━	━	━	━	━	━		---	IPO	
2	**Test the system function**																
2-1	Test the system function	━	━	━							━	━			CP	LE	
2-2	Transfer administration job to the computerized system			━	━										CP	LE	
3	**Data management**																
3-1	Conduct backlog data entry	━	━	━											CP	LE	Inclusive Review data entry plan
3-2	Preparation of data for Publication administration			━											CP	SE	
4	**PACSYS user training**																
4-1	Conduct system user training	━	━	━											CP	LE	
4-2	Conduct counterpart technical training							━	━		━	━			CP	JICA	Tentative
5	**System operation and maintenance**																
5-1	Conduct system operation and maintenance	━	━	━	━	━	━	━	━	━	━	━			CP	LE	Inclusive trouble shooting
5-2	Set up manuals and specifications for PACSYS	━	━	━											CP	LE	
5-3	Making plan for total maintenance									━	━	━ ━			CP	LE SE	
5-4	Making IP Phil's plan for server replacement				━	━	━	━	━	━	━	━			CP	LE	Excluding provision of machinery and equipment
6	**PACSYS refinement / adjustment**				━ ━	━ ━	━	━	━	━	━				CP	LE SE	
7	**Project evaluation**											━	━		CP	LE	

(*1) RPP: Responsible Person in Project (*2) LE: Long-term expert SE: Short-term expert

Annex 3 Achievement Grid

Narrative Summary	**Objectively Verifiable Indicators and Achievement**	**Means of Verification**
<Overall Goal> IPO is able to grant industrial property rights more promptly with increased accuracy	1. Turn-around time from filing to grant is reduced (-) It is still *pre-mature* to determine at this time the achievement of the Overall Goal based on this indicator. The indicator regarding turn-around time being reduced can not be verified in this evaluation. (+) As a result of the PACSYS being made operational, accuracy of administration work was enhanced according to the end users opinions. (-) In terms of processing speed, however, PACSYS still has some limitations among others due to the age and obsolescence of the servers and the operating system. (+/-) Questionnaires and interview answers are various; some parts of patent administration work such as writing format were reduced while some parts including printing, saving and forwarding applications to the examiners were increased. (-) If the system hang-up which has occasionally occurred is considered, turn-around time has not actually been reduced. (+) Turn-around time may be reduced if the present obsolete servers are replaced and PACSYS operation gets faster in all its functionalities.	Interviews Questionnaires Observation
	2. Revenue collection from annuities is increased (+) In regards of IP Phil revenue, the subsidy to IP Phil was cut from January 2006 and its revenue greatly depends on the revenue from patent and trademark applications. BOP has projected that next 5 years revenue would increase (shown in the table below) since it expects that patent applications will increase while the computerized systems may reduce administration cost. (+) It is, therefore, expected that PACSYS would reduce the cost of patent administration and generate more revenues as a result.	Interviews BOP Business Plan

<table>
<tr><th>Narrative Summary</th><th>Objectively Verifiable Indicators
and Achievement</th><th>Means of
Verification</th></tr>
<tr><td></td><td>Projected BOP Revenues and Cost
Unit:PHP
<table>
<tr><th>year</th><th>Revenues</th><th>Cost</th><th>Balance</th></tr>
<tr><td>2006</td><td>9,118,140</td><td>3,890,960</td><td>5,227,180</td></tr>
<tr><td>2007</td><td>11,664,500</td><td>4,863,700</td><td>6,800,800</td></tr>
<tr><td>2008</td><td>14,822,880</td><td>4,620,515</td><td>10,202,365</td></tr>
<tr><td>2009</td><td>18,142,750</td><td>4,389,489</td><td>13,753,261</td></tr>
<tr><td>2010</td><td>22,540,877</td><td>4,170,015</td><td>18,370,862</td></tr>
<tr><td>Total</td><td>76,289,147</td><td>21,934,679</td><td>54,354,468</td></tr>
</table>
Source: BOP Business Plan 11/13/2006</td><td></td></tr>
<tr><td><Project Purpose>
The patent administration process is improved in IPO</td><td>1 Patent administration manual processing work is reduced
(+) End-users mentioned that the patent administration process had been automated and improved because of PACSYS.
(+) the following comments in the questionnaires and interviews:
<table>
<tr><th>Administration processing work</th><th>Manual work</th></tr>
<tr><td>1) receiving application</td><td>Reduced</td></tr>
<tr><td>2) application processing at BOP</td><td>Reduced</td></tr>
<tr><td>3) communication/mailing</td><td>Reduced</td></tr>
<tr><td>4) fee management</td><td>Not reduced</td></tr>
<tr><td>5) publication of the official gazette</td><td>Not reduced</td></tr>
<tr><td>6) monitoring applications in MIS</td><td>Reduced</td></tr>
</table></td><td>Questionnaires
Interviews</td></tr>
<tr><td><Outputs>
1 PACSYS is enhanced to be full operational</td><td>1-1 PACSYS is to comply with IPO's business rules and user requirements
(+) The definition of user requirements, basic designs, detail designs and results of the system test are appropriately documented in the process of the system development. It indicates the system was developed in compliance with IP Phil's business rules and user requirements.</td><td>Documented Business Process
System enhancement specifications</td></tr>
<tr><td></td><td>1-2 PACSYS is utilized in the processing of applications from filing to grant/registration and post-grant/registration</td><td>Questionnaires
Interviews</td></tr>
</table>

2

Narrative Summary	Objectively Verifiable Indicators and Achievement	Means of Verification
	(+) PACSYS was released in July 2006 after the first stage of the project. After finishing the development process, more than eighty (80) BOP employees and other IP Phil staff are now utilizing PACSYS in their work, compared with only seven (7) staff which did when the F/U Project started. (+/-) According to questionnaires and interviews to the end users, PACSYS is utilization status is as follows: Administration processing work – Utilization Status 1) receiving application – positive 2) application processing at BOP – positive 3) communication/mailing – positive 4) fee management – negative 5) publication of the official gazette – negative 6) monitoring applications – positive	
	1-3 Database is cleaned up and backlog encoding is completed (-) Database clean-up was completed in September 2006, but back-log encoding has not yet been completed.	List of applications stored in the system Observation Statistical reports
2 Staff's capacity of PACSYS management is improved	2-1 C/Ps understand the functionality and features of PACSYS (+)The main C/Ps are knowledgeable of the major PACSYS functionalities and are able to apply them to their on-going work in patent administration.	Questionnaires Interviews
	(+) The requirements indicated by the C/Ps show that they practically understand the functionalities and features of PACSYS, as shown by the system planning, design and testing documents presented which include basic designs and detailed designs of the system in appropriate order.	System enhancement specifications Minutes of the meeting with vendors
	2-2 C/Ps are able to manage outside expertise to sustain PACSYS (+) The C/Ps had regular meetings with the vendor and identified	Questionnaires interviews

Narrative Summary	Objectively Verifiable Indicators and Achievement	Means of Verification
	crucial action items which were affecting the stability of the system operation. (+) In those meetings the vendor was able to clarify one by one those action items in collaboration with the C/Ps within the period specified in the Terms of Reference (TOR). (+) The incident reports from the end-users were properly identified and analyzed by the C/Ps and promptly communicated with the vendor. Necessary materials for trouble-shooting by the vendor were provided by the C/Ps. The JET evaluated that the C/Ps were able to well manage outside expertise to sustain PACSYS from the facts expressed in the Means of Verification indicated in PDMe.	Project planning sheet Minutes of the meeting with vendors Training Reports Incident Reports
	2-3 System operation/maintenance guide is developed (+) System operation/maintenance guide (draft) was made by C/P. (+) The content and structure of the guide is satisfactory.	Guide (written format)
	2-4 PACSYS user's manuals are developed (+) The user's manuals were made by the vendor. (+) The contents of the manuals are sufficient for users to consult with for PACSYS operation.	User's Manuals
<Activities> <Inputs>	Project performance is shown in implementation grid. 1 Philippines side 2 Local cost: 5,612,802 PHP 3 Allocation of C/Ps and other necessary personnel: 34 4 Building and facility: Office space Equipment Japanese Side 1. Local cost: 23,884,647 PHP (57,873,000 円) 1) 1 Long-term expert (System Administration) 2) 2 Short-term experts (Patent Administration) were dispatched 4 times.	

Annex 4 Evaluation Grid (Implementation Process)

Evaluation Questions		Study Results
Questions	Sub-question	
1. Relevance of Implementation Process		
1.1 Activities implementation	1.1.1 Have been project activities conducted as planned	■ The original plan of the F/U project was designed with a duration of one hand half years, but it was expanded to 10 months longer. ■ According to the survey results, almost all C/Ps and experts responded that the project activities had been implemented based on the revised schedule. ■ The project could manage to implement all of the activities as scheduled in the extended duration except for the following: 1) Back-log data encoding 2) C/Ps capacity building training by outsourcing Those two activities are planned to be completed by the termination of the F/U Project.
	1.1.2 Were the method for technology transfer from Japanese experts to C/Ps adequate?	■ According to the result of the survey, most of the C/Ps seem to be satisfied with the manner of technology transfer from the JICA experts.. ■ F/U project embraced all of the necessary steps for a system development; (1) system testing by the developer, and (2) systems performance testing and (3) user acceptance testing by C/Ps. Those steps were shortened in the Original Project mainly due to time constraint. ■ Some C/Ps remarked in the interviews that they prepared a long-term expert from JPO rather than a shor-term so that they could have discussed a lot more daily issues.
1.2 Project Management system	1.2.1 Is decision making process appropriate?	■ The Project tried to involve more C/Ps, especially end-users in the decision making process from the beginning. ■ C/Ps seem happier in the F/U project than the original project in this issue according to the interview and questionnaire survey. ■ Some interviewees mentioned that in the Original Project end-users opinions could not be appropriately reflected in the system design, though their requirements were adopted in the system specification in the final stage.

1

Evaluation Questions		Study Results
Questions	Sub-question	
	1.2.2 Has the project carried on monitoring regularly by the project members ? As utilizing monitoring results, has the project changed or modified planned activities, PO or PDM?	■ There was no PDM in the project and APO was made at the Project Consultation Meeting in March 2006 ■ The project work process was monitored based upon a Master Schedule in regular meetings. ■ The information about F/U Project schedule, activities status and performance were shared not only within the Project Team but with other stakeholders (IP Phil officials, JICA Philippines and JICA HQs) through the steering committee meetings and JICA video conferences, etc. (See Conference body, Appendix B-2) ■ As utilizing monitoring results, the project duration was appropriately extended to complete the planned activities. ■ JCC was not established in the F/U Project
	1.2.3 Is C/Ps allocation appropriate?	■ The total number of C/Ps involved in the F/U Project was 34; among them, 16 personnel from MIS-EDPB and 18 form POB. ■ Both MIS-EDPB and POB staff were supportive each other and It affected good achievement of the system development.
	1.2. 4 Were there any problems in collaboration work among C/Ps, Experts and project manager?	■ There were not serious problems according to the C/Ps and the expert opinions.
	1.2.5 Appropriateness of management and support of upper organizations	■ JCC was not set-up in the F/U project. It was not appropriate, because the project activities were not monitored objectively but not only getting any support form it.
1.3 Stakeholders' recognition	1.3.1 Does the project have a high recognition in the implementing agency and C/Ps?	■ IP Phil staff have recognized that PACSYS has been developed under Japan's cooperation scheme.

Evaluation Questions		Study Results
Questions	Sub-question	
	1.3.2 Is the degree of participation of the target group and related organizations in the project high? Is the recognition of the project high?	■ 34 IP Phil staff were the Project C/Ps ■ A total number of 101 end users attended the user training organized by the Project ■ More than 80 BOP and other IP Phil staff have utilized PACSYS
	1.3.3 Are the ownership of C/Ps and implementation agency high enough?	■ C/Ps' ownership to the two projects seems high from their performance during the project operation and interview answers. The following performance were indicated from the experts' observation; 1) C/Ps proactively started database clean up activity before the project made a contract with a vendor. 2) C/Ps started backlog entry on their own initiative 3) C/Ps proactively cope with the servers troubles.
2 Any alternation in implementation process		
2.1 Issues in project implementation	2.1.1 What are the issues occurred inside the project?	■ Back-log data encoding is delay ■ The obsolete servers and OS have caused the instability of the Operation System
	2.1.2 Was there any alternation in "Important Assumptions" of PDM?	■ Since the project does not have PDM and important assumptions were not determined before the start of the project. ■ However, a time-consuming process of contract signing between JICA and the system developer negatively affected the smooth implementation of the project.
3 Other projects' influence in the IPR sector		
3.1 Other donors' activities	3.1.1 Was there any influence from other donors' activities (positive and negative influence)	■ EPO/WIPO provided IPO examiners capacity-building trainings, which may have complemented in patent administration process improvement.

Annex 5

Evaluation Grid (Five Evaluation Criteria)

<table>
<tr><th>Evaluation Questions</th><th>Study Results</th></tr>
<tr><td colspan="2"><i>Relevance</i>
<i>Relevance of the Project was reviewed to see the validity of the Project Purpose and the Overall Goal in connection with the needs of the beneficiaries and policies of the Philippines and Japan.</i></td></tr>
<tr><td>1. Was the effect that the project is aiming for in line with the national policy of the Philippines?</td><td>1.1. Has environment around the project changed (including policy, economics, social changes)?
(+) Medium-Term Philippine Development Plan 2004-2010 is promoting a knowledge-based economy as a key factor to productivity enhancement and competitiveness of the nation. Intellectual property rights (IPRs) protection is encouraged by this plan. In this context, F/U project as well the original project is in line with the Philippine national development policy.
(+)The objectives of the F/U Project, "IPO is able to grant industrial property rights more promptly with increased accuracy" and "Patent administration process is improved" were consistent with IPO's modernization programs.
<u>Environment around the project has not changed</u></td></tr>
<tr><td rowspan="2">2. Was the project in line with the needs of the target group and sector?</td><td>2.1. Were IPO' needs to the project high or low?
(+) As patent applications have increased as shown in the table below, patent administration process is required to be more efficient and effective. IPO has been promoting an action program described in ISSR 2005-2009 to cope with the issues and so the project is highly consistence with IPO's needs.

Total No. of Patent Applications received
unit: no.of application
<table>
<tr><th>year</th><th>Invention</th><th>UM</th><th>ID</th><th>Total</th></tr>
<tr><td>2000</td><td>3636</td><td>572</td><td>819</td><td>5027</td></tr>
<tr><td>2001</td><td>2605</td><td>447</td><td>698</td><td>3750</td></tr>
<tr><td>2002</td><td>918</td><td>561</td><td>783</td><td>2262</td></tr>
<tr><td>2003</td><td>1941</td><td>498</td><td>1010</td><td>3449</td></tr>
<tr><td>2004</td><td>2696</td><td>592</td><td>1012</td><td>4300</td></tr>
<tr><td>2005*</td><td>2975</td><td>277</td><td>569</td><td>3821</td></tr>
</table>
Source: BOP Business Plan 11/13/2006
*Regarding the year 2005 is as of August 2005

(+) The Project is set in position under IPO modernization program.</td></tr>
<tr><td>2.2. Were the manner of technical transfer to C/Ps appropriate?
(+) According to the result of the survey, most of the C/Ps seem to be satisfied with the manner of technology transfer from the JICA experts.
(+) F/U project embraced all of the necessary steps for a system development; (1) system testing by the developer, and (2) systems performance testing and (3) user acceptance testing by C/Ps. Those steps were shortened in the Original Project mainly due to time constraint.</td></tr>
</table>

3. Is the project consistent with Japan's development policy in the Philippines?	(+) The objectives of the projects were also in line with Japan's ODA policy, IP Policy and JICA's country program for the Philippines. (+) Japanese assistance for the Philippines set four (4) priority areas and issues for the mid- and long-term bilateral economic cooperation activities. JICA, as a governmental agency of Japan, has been implementing its cooperation based on these priority areas and issues: The Project complies with the following two priority areas and issues among them; "Strengthening of the industrial structure" as a means of the first priority area of "Strengthening of the economic structure for sustainable growth and the removal of impediments to such growth", and with the means "Promotion of Information Technology (IT)" under the forth priority area of "Human resources development and institution building." (+) The Government of Japan has a "Intellectual Property Strategy Program" including promoting the establishment of IPRs protection environment in ASEAN countries. This Project is also in the line with this Japan's IP strategy.
4. Was the process of formulating the project plan appropriate	4.1 Was the decision making process appropriate? (+) PACSYS end-users requirements and opinions are reasonably adopted in the process of the system enhancement although according to the interview result. (+) The project tried to involve more C/Ps, especially end-users in the decision making process to reflect their ideas to the system enhancement from the first stage.
5. Has the project plan been changed as necessary?	(+) The project duration was extended to 10 months as the result of the stakeholders' discussion in the Consultation Meeting held in March 2006. However, in the previous project, while some months delays in project implementation was projected at the mid-term evaluation time mainly due to the additional work completion or system modification in three items (PCT, old law and backlog encoding) in the third stage, but an appropriate measure such as a project extension was not taken besides increasing inputs or short-term experts.
6. Did Japan have an advantage in technology?	(+) JPO built up a patent administration processing system for the first time in the world. Its experience and know-how related to patent administration processing system were highly useful for the Project implementation.

Effectiveness

Effectiveness was analyzed by evaluating the extent to which the Project has achieved and contributed to the beneficiaries.

1. Are the outputs achieved?	1.1. Has Project operation unit of managing PACSYS been enhanced? (+) As the project operation unit consists of MIS-EDP Bureau staff and BOP staff, the structure is appropriate. BOP staff were able to transfer appropriately the end-users' needs to the system modification in collaboration with MIS-EDP bureau staff. In other words, C/Ps were complement each other to develop PACSYS. The number of C/Ps increased in accordance with IPO personnel growth from 2002 and

	necessary human resource for the project was secured.
	1.2. Has PACSYS been enhanced to be full operational? (+) Prioritized 97 action items are repaired or modified during the project activities and PACSYS was enhanced. (+) PACSYS was released in July 2006 after the first stage of the project. The system is currently fully operational and the number of the end users increased to more than 80 from 7 at the F/U Project started. (-) Some functions related to publication and registration are not utilized in daily work because data is lacking. (+) the definition of user requirements, basic designs, detail designs and results of the system test are appropriately documented in the process of the system enhancement. It indicates the system was modified in comply with IPO's business rules and user requirements. (+) database clean-up/updating was mainly performed by the end users with the support of the PACSYS team and completed in September 2006. (-) Back-log encoding has not completed yet. Consequently, PACSYS is failed to be utilized in publication and registration sections due to lack of data.
	1.3. Has staff's capacity of PACSYS management been improved? (+)The main C/Ps are knowledgeable of the major PACSYS functionalities and are able to apply them to their on-going work in patent administration. (+) The specifications made by C/Ps indicates that they practically understand the functionality and features of PACSYS, since the documents include basic designs, detail designs of the system in appropriate order. (+) C/Ps had regular meetings with the vendors and identified crucial action items which affecting the stability of the stable system operation. In those meetings the vendor was able to clarify one by one in collaboration with C/Ps within the period specified in the TOR. (+) Incident reports from end-users are properly analyzed by C/Ps and promptly communicated with the vendor. Necessary materials for trouble-shooting by the vendors was provided by C/Ps. Hence, the JET evaluated that C/Ps are able to well manage outside expertise to sustain PACSYS from the facts implied by existing documents. (+) System operation/maintenance guide (draft) was made by C/P. The structure and contents of the guide also indicates C/Ps' capacity of PACSYS management. (+) A total of 101 end users were trained in 2006. They were supposed to acquire sufficient knowledge and skills from the training. The user's manuals, made by the vendor are sufficient for users to consult with for PACSYS operation. The JET verified that the C/Ps capacity of PACSYS management was improved.

2. Are there inhibiting and promoting factors for the achievement of the project outputs?	(+) A good collaboration work between C/Ps and the system developers. (-) Time-consuming process of contract between JICA and the system developer caused the delay of the project. It took half a year to make a contract with the vendor. (-) A long-term expert for patent administration was replaced to short-term experts. As the result, problems analysis of PACSYS took longer time than anticipation.
3. Is the project purpose achieved?	3.1. Is the patent administration process improved in IPO? (+) End-users mentioned that the patent administration process had been automated and improved because of PACSYS. (+) Regarding "manual work reduction", questionnaire and interview results show the reduction in some patent administration process such as receiving application, communication and mailing. Therefore, based upon the indicator, the JET could verify that "The patent administration process is improved in IPO".
4. What are the promoting factors for the achievement of the project purpose?	4.1 To what extend the outputs contributed to the achievement of the project purpose? (+) The system was enhanced to be fully operational and C/Ps capacity of PACSYS management was strengthened. The two outputs were indispensable and supportive each other to achieve the project purpose. 4.2 What are the promoting factors besides the outputs? (+) C/Ps proactively cope with the servers' troubles.
5. Are there inhibiting factors for the achievement of the project purpose?	(+) In F/U project, C/Ps could observe the system modification conducted by the system developer in IPO. In the process of the system development, C/Ps and the developers had a lot of discussion to improve better outputs. Interviewed C/P answered that communication with the developers was better than the previous project. The collaborative relationship between C/Ps and the system developers generated positive influence in the project. (-) Though PACSYS is full-operational, it is not fully utilized in publication and registration sections due to incomplete database. (-) Obsolete servers and OS for PACSYS have caused issues of the system instability.

3. Efficiency

Efficiency of the Project implementation was analyzed focusing on the relationship between the Outputs and Inputs in terms of timing, quality, and quantity.

1. Seen from the achieved output, were the quality ,	1.1. Were the number of experts dispatched, their fields of expertise and the timing of the dispatch appropriate? (+) One long-term expert for "System Administration" and two short-term experts for "Patent Administration" were dispatched. One of short-term experts visited 3 times (as shown in Appendix A-1). The questionnaire

<table>
<tr><td>quantity, and timing of the output appropriate?</td><td>answers indicate the number and expertise of those experts are almost appropriate.
(-) The dispatch of a long-term expert specialized for "patent administration" which was designed in the first draft of the F/U project plan was changed to short-term experts instead. This may have been affected in smooth project implementation. (see inhibiting factor)</td></tr>
<tr><td></td><td>1.2 Were the types, quantity, and timing of the installation of provided equipment appropriate?
(+) Necessary facility and equipments were procured and provided in the Original Project. No new facility and equipment was introduced in the F/U project. C/Ps have appropriately managed and maintained them.
(+/-) Facilities and equipment input were procured in the Philippines so that C/Ps can obtain technical support as necessary. However, the servers and OS contract period expired at the end of 2004. It is difficult for IPO to obtain necessary spar parts because of hard wear obsolesce if necessary repair occurred.</td></tr>
<tr><td></td><td>1.3. Were the number of accepted trainees, the fields, the training contents, training period, and the timing of the trainee acceptance appropriate?
(+) C/P training in Japan was conducted in the original project. 11 C/Ps were trained in Japan, and 9 were in the Philippines.
(+) End-user trainings were conducted three times in 2006 by the developer as shown in table below. The first user-training was conducted at the end of February 2006 just after finishing the first system test and the followed in March and June 2006. These timing of the user training is well designed followed by the user acceptance test and is appropriate. A total number of the attendants was 101. The interviewees answered that they can master how to operate PACSYS and they usually ask MIS-EDP staff when they encountered problems.
<table>
<tr><th>Time</th><th>No. of attendants</th></tr>
<tr><td>Feb. 2006</td><td>17</td></tr>
<tr><td>Mar. 2006</td><td>26</td></tr>
<tr><td>Jun. 2006</td><td>58</td></tr>
<tr><td>Total</td><td>101</td></tr>
</table>
(-) C/P capacity building training by outsourcing has not be conducted as scheduled. It is planned to be conducted in March.</td></tr>
<tr><td></td><td>1.4. Were the number, field and allocation of C/Ps appropriate?
(+)The total number of C/Ps involved in the F/U Project was 34; among them, 16 personnel from MIS-EDPB and 18 form POB. (See Appendix A-2)
(+) The F/U Project seems flexible in the C/Ps allocation. The project consists of two major activity components; 1) PACSYS enhancement and full operation and 2) C/Ps capacity building on the system operation and maintenance. When more system engineers or MIS-EDPB staff were required, the necessary number was allocated and when more end-users were required, they were assigned.</td></tr>
<tr><td></td><td>1.5. Was the Japanese side local cost appropriate?
(+) Japanese side local cost was 23,884,647 PHP (57,873,000 JPY). It was almost appropriate to implement the planned activities, compared with that of the Original Project (141,650,000 in 4 years)</td></tr>
</table>

	1.6. Was the Philippines side local cost appropriate? (+) Philippine side local cost: 5,612,802 PHP. It was almost appropriate, compared with that of the Original Project (174.400.000 in 4 years).
2. Was a collaboration with other actors effective?	2.1. Was a collaboration with private companies effective? (+) Most of the answers in questionnaire survey show the collaboration work with vendors is effective in F/U project, while unsatisfactory comments were indicated in the same issue in the original project. Main reason of satisfaction in F/U time were: 1) vender provides more advices and suggestions, and 2) more open to hear C/Ps opinions, etc.
3. Was the project support system contributed?	3.1. Was the Joint Coordination Committee (JCC) contributed? (-) JCC was not organized in F/U project. It was not appropriate to monitor the project activities.
	3.2. Were recommendations from study mission utilized to improved the project activities? Two issues were raised as recommendations from the Philippine side: 1) JICA allow C/Ps to actively participate in the work of the outside system developer to familiarize them with the integration process, facilitate correction of outstanding FORs and those that may be found in the course of the integration, and ultimately to help ensure the maintenance of PACSYS and continuation of the benefits expected from it. 2) C/Ps should be allowed access to the program or source codes, including all necessary technical information related thereto, of all the phases of PACSYS during the integration phase and resolution for FORs. Handover of the final source codes including all related technical information to IPO is after the integration process. (+) These ideas were not accepted by Japanese side at the M/M of the Original Project terminal evaluation study mission but the recommendations were carefully considered in F/U project implementation. As result, C/Ps participated somehow in the work of outside system developer and obtained program and source codes including necessary technical information.
	3.3. Were other project supporting system utilized? (-) Not recognized in F/U project.
4. Was there any inhibiting contributing factors to efficiency?	(+) Patent and IT technical sides worked together in the F/U Project. Their flexible and collaborative working system are very efficient. (+) In the process of the system development, the C/Ps and developer had a lot of discussions to better improve the outputs. The collaborative relationship between the C/Ps and the developer generated positive influence in the F/U Project. (-) The dispatch of a long-term expert specialized for "patent administration" which was designed in the first draft of the F/U project plan was changed to short-term experts instead. This may have affected in delays of the original schedules.

4. Impacts

Impacts of the Project were forecasted by referring to positive and negative impacts caused by the Project.

1. Are there prospects that the overall goal will be achieved?	1.1. Are there prospects that IPO is able to grant industrial property rights more promptly with increased accuracy? (-) It is still *pre-mature* to determine at this time whether the outcomes of the Original and F/U Projects have contributed to the achievement of the overall goal which states that "IP Phil is able to grant industrial property rights more promptly with increased accuracy" (+) As a result of the PACSYS being made operational, accuracy of administration work was enhanced according to the end users opinions. (+) It is expected that PACSYS would reduce the cost of patent administration and generate more revenues as a result. (-) In order to achieve the overall goal, PACSYS should be utilized appropriately in the grant/registration and the post-grant/registration sections to be able to collect efficiently annual fees from patent applicants/registrants.
2. Are there any other ripple effects?	2.1. Are there any other unexpected positive effect occurred? (+)During the process of PACSYS enhancement in the F/U project, the C/Ps integrated the Order of Payment Module of PACSYS with their existing Fee Management System (FMS). It was an unintended but made a great impact on Fee Management.
	2.2. Are there any other unexpected negative effect occurred? (+) Unexpected negative effect is not recognized in the F/U project

5. Sustainability

Sustainability of the Project was forecasted in institutional, financial and technical aspects by examining the extent to which the achievement of the Project would be sustained and/or expanded after the Project is completed.

1. How is sustainability judged from the aspects of policies and systems	1.1 Are the relevant regulations and legal systems prepared or planned? (+) IP Phil has four strategic trust and programs. One of them is Modernization program, which is "to keep abreast with the fast-changing world, IPO has laid its groundwork for e-governance through incorporating, emerging technologies in business processes." PACSYS development is supported under this program.
2. How is sustainability judged from	2.1. After the project completes, are sufficient budget to maintain PACSYS including daily costs secured? (+) IPO is currently finalizing its strategic plan 2007-2009. System development, capacity building of the personnel and financial strategy are expected to be covered in the plan. PACSYS should play an

<table>
<tr>
<td rowspan="2">organizational and financial aspects?</td>
<td>important role in the IP Phil strategy as an effective and efficient tool in the collection of annual fees from applicants/registrants, thus contributing to an increase in IP Phil revenue.
(+) According to BOP projection, BOP future revenues in 2006-2010 are expected to increase after projected cost is increased as shown in the table below:
Projected BOP Revenues and Cost
Unit:PHP
<table>
<tr><th>year</th><th>Revenues</th><th>Cost</th><th>Balance</th></tr>
<tr><td>2006</td><td>9,118,140</td><td>3,890,960</td><td>5,227,180</td></tr>
<tr><td>2007</td><td>11,664,500</td><td>4,863,700</td><td>6,800,800</td></tr>
<tr><td>2008</td><td>14,822,880</td><td>4,620,515</td><td>10,202,365</td></tr>
<tr><td>2009</td><td>18,142,750</td><td>4,389,489</td><td>13,753,261</td></tr>
<tr><td>2010</td><td>22,540,877</td><td>4,170,015</td><td>18,370,862</td></tr>
<tr><td>Total</td><td>76,289,147</td><td>21,934,679</td><td>54,354,468</td></tr>
</table>
Source: BOP Business Plan 11/13/2006
When PACSYS is utilized appropriately in the grant/registration and the post-grant/registration sections after completion of database, it should play an important role in the collection of annual fees from applicants/registrants, and thus is expected to greatly contribute to an increase in IP Phil revenue.</td>
</tr>
<tr>
<td>2.2. Is the organization system/capacity to increase the effects of the project activities, after the completion of the project?
(+) Both BOP and MIS-EDPB staff have worked together in the F/U Project. Their collaborative working system was established through the project activities. The effects of the project activities are expected to increase the effects of the project activities, after the completion of the project.</td>
</tr>
<tr>
<td></td>
<td>2.3. Is a sense of ownership towards the project at the implementing agencies sufficiently secured?
(+) C/Ps' ownership to the two projects is considered high from their performance during the project operation and interview answers.
(+) The following performance were indicated from the experts' observation;
1) C/Ps proactively started database clean up activity before the project made a contract with vendor.
2) C/Ps started backlog entry on their own initiative
3) C/Ps proactively cope with the servers troubles.</td>
</tr>
<tr>
<td rowspan="2">3. How is sustainability judged from technical aspect?</td>
<td>3.1. Is PACSYS being accepted by IPO and customers?
(+) The end-users of PACSYS and BOP staff have been recognizing the usefulness of the system for patent administration. The system has been accepted as one of important tools for patent administration in IP Phil.</td>
</tr>
<tr>
<td>3.2. Is equipment appropriately maintained and managed?
(+) C/Ps especially the MIS-EDPB staff improved their capability of management PACSYS. They are now maintaining the system properly based on the end-users requirement shown in the daily based incidents reports.</td>
</tr>
</table>

4. What are the inhibiting factors of sustainability?	(-) The modified PACSYS application system is under a one year warranty from the developer. (-) Obsolete hardware and operating software resources, i.e. servers and other peripherals and proprietary operating system (OS), making the system vulnerable to machine-related or OS-related failure tendencies/risks.
5. Considering the above aspects as a whole, is the sustainability high or low?	(+) Considering from various aspects which include policies and system, organization and finance, and technology, the sustainability of the F/U project is considered moderately high. However, the replacement of the obsolete servers and Operating Systems has to be seriously considered to sustain the operation of PACSYS.

Appendix A-1a List of Japanese experts

No.		Field	Period of Assignment					Remarks
			From	To	JFY2004	JFY2005	JFY2006	
1	Mr. Toshihiro TSUCHIYA	System Administration	13-Nov-00	30-Mar-03				Long-Term
2	Mr. Toru YAMAZAKI	Patent Administration 1	19-Feb-01	4-Mar-01				Short-Term
3	Mr. Toru YAMAZAKI	Patent Administration 2	3-Jun-02	2-Jul-02				Short-Term
4	Mr. Satoshi IKEDA	Patent Administration 3	12-Aug-02	25-Aug-02				Short-Term
5	Mr. Toru YAMAZAKI	Patent Administration 5	20-Jan-03	2-Feb-03				Short-Term

Appendix A-1b **Local Cost implementation/Japan**

Unit: 1,000JPY

No.	Category	JFY.2004	JFY.2005	JFY.2006	Total
1	Activities	2,367	4,738	983	8,088
2	Local IT Consultant		2,459	3,757	6,216
3	Procuring System Vendor for PACSYS Enhancement		23,445	12,537	35,982
4	Procuring System Vendor for PACSYS Refinement			7,587	7,587
	Total (PHP)	976,888	12,646,306	10,261,453	23,884,647
	Total (1,000JPY)	2,367	30,642	24,864	57,873

Remarkes

I JFY.2006 is received badget.

II 1PHP=2.423JPY (Jan. 2007)

Appendix A-2a List of C/P

No.	Name of Counterparts	Field	Present Post	Employment status*	Period of Assignment				
					From	To	JFY 2004	JFY 2005	JFY 2006
1	Mr. Epifanio Rey M. Evasco	Patents	Director	Permanent	Nov 2004	March 2007	—	—	—
2	Ms Cecilio M. Fernandez	Patents / Information Technology	Director	Permanent	Nov 2004	March 2007	—	—	—
3	Mr. Rizalino F. Galacio	Information Technology	IT Analyst III/Project Implementor	Permanent	Nov 2004	March 2007	—	—	—
4	Mr. Aldous Jose A. Castro	Information Technology	IT Analyst II/Project Implementor	Permanent	Nov 2004	March 2007	—	—	—
5	Mr. Marife I. Jarabe	Information Technology	IT Analyst III/Project Implementor	Permanent	Nov 2004	March 2005	—		
6	Mr. Christopher A. Mercado	Information Technology	Training Support/Testing	Permanent	Nov 2004	Oct 2006	—	—	—
7	Mr. Roel M. Malabanan	Information Technology	CMT III	Permanent	Nov 2004	March 2007	—	—	—
8	Mr. Aljen R. Chu	Information Technology	ISA I	Permanent	Aug 2005	March 2007		—	—
9	Ms. Gladys B. Upo	Information Technology	CO II	Permanent	Aug 2005	March 2007		—	—
10	Mr. Eduardo C. Anicoche	Information Technology	CFL II	Permanent	Aug 2005	March 2007		—	—
11	Mr. Anthony Joy L. Ajero	Information Technology	Div.Chief /Project Manager	Permanent	Jun 2005	Sept 2006		—	—
12	Ms. Roselle V. Arnaiz	Information Technology	ISA II	Permanent	Aug 2005	Oct 2006		—	—
13	Mr. Ernesto C. Villanueva	Information Technology	OIC /Project Manager	Permanent	Nov 2006	March 2007			—

No.	Name of Counterparts	Field	Present Post	Employment status*	Period of Assignment				
					From	To	JFY 2004	JFY 2005	JFY 2006
14	Mr. Joseph Melvin A. Lirio	Information Technology	ISA II	Permanent	Nov 2006	March 2007			—
15	Mr. Albert F. Basco	Information Technology	CMT II	Permanent	Nov 2006	March 2007			—
16	Mr. Restituto E. Maligaya	Information Technology	ITO III	Permanent	Nov 2006	March 2007			—
17	Ms. Cynthia O. Fernandez	Information Technology	ISA III	Permanent	Nov 2006	March 2007			—
18	Mr. Roy Dela Cuesta	Information Technology	ISA II	Permanent	Nov 2006	March 2007			—
19	Ms. Gloria T. Salvado	Patents	Div. Chief/ Examiner, Admin. Head	Permanent	Nov 2004	March 2007	—	—	—
20	Ms Amelita R. Amon	Patents	Div. Chief/ Examiner, Admin. Head	Permanent	Nov 2004	March 2007	—	—	—
21	Mr. Rodel S. Espiritu	Patents	Examiner	Permanent	Nov 2004	March 2007	—	—	—
22	Mr. Roderick T. Ugto	Patents	Examiner	Permanent	Nov 2004	March 2007	—	—	—
23	Ms. Recelle B. Masanque	Patents	Examiner	Permanent	Nov 2004	March 2007	—	—	—
24	Ms. Marjorie S. De Luna	Patents	Examiner	Permanent	Nov 2004	March 2007	—	—	—
25	Ms. Carol S. Marquez	Patents	Examiner	Permanent	Nov 2004	March 2007	—	—	—
26	Ms. Nadine D. Abella	Patents	IPRS II - Examiner	Permanent	Nov 2004	March 2007	—	—	—
27	Ms. Carina I. Salvio	Publication	Information Officer	Permanent	Nov 2004	March 2007	—	—	—

No.	Name of Counterparts	Field	Present Post	Employment status*	Period of Assignment				
					From	To	JFY 2004	JFY 2005	JFY 2006
28	Ms. Jaclyn Dela Paz	Publication	Information Officer	Permanent	Nov 2004	March 2007	—	—	—
29	Mr. Angelito O. Hernandez	Registry	Data Machine Entry Operator	Permanent	Nov 2004	March 2007	—	—	—
30	Ms. Zenia Z. Jalandra	Registry	Examiner	Permanent	Nov 2004	March 2007	—	—	—
31	Ms. Amy D. Tabije	Patents	Records Officer 2	Permanent	Nov 2004	July 2005	—	—	
32	Ms. Anita Guanzon	Patents	IPRS 1	Permanent	Nov 2004	July 2005	—	—	
33	Mr. Benjamin S. Eder	Patents	Division Chief	Permanent	Aug 2005	March 2007		—	—
34	Mr. Ramil R. Llantos	Patents	IPRS II - Examiner	Permanent	Nov 2006	March 2007			—

*Note: Permanent (P) or Temporary (T)

Appendix A-2b **Application of Budget/Philippines**

Unit: PHP

No.	Description	PFY.2004	PFY.2005	PFY.2006	Total
1	Project Equipment and Service	1,293,061.00	1,681,394.85	2,638,347.08	5,612,802.93
2					
3					
4					
	Total (PHP)	1,293,061.00	1,681,394.85	2,638,347.08	5,612,802.93
	Total (1,000JPY)	3,133	4,074	6,393	13,600

Remarkes

I Philippines Fiscal Year is from January to December.

II TFY.2006 is the data of one (1) year.

III 1PHP=2.423JPY (Jan. 2007)

2. IP Phil Strategic Plan 2007

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 lated 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 0f 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

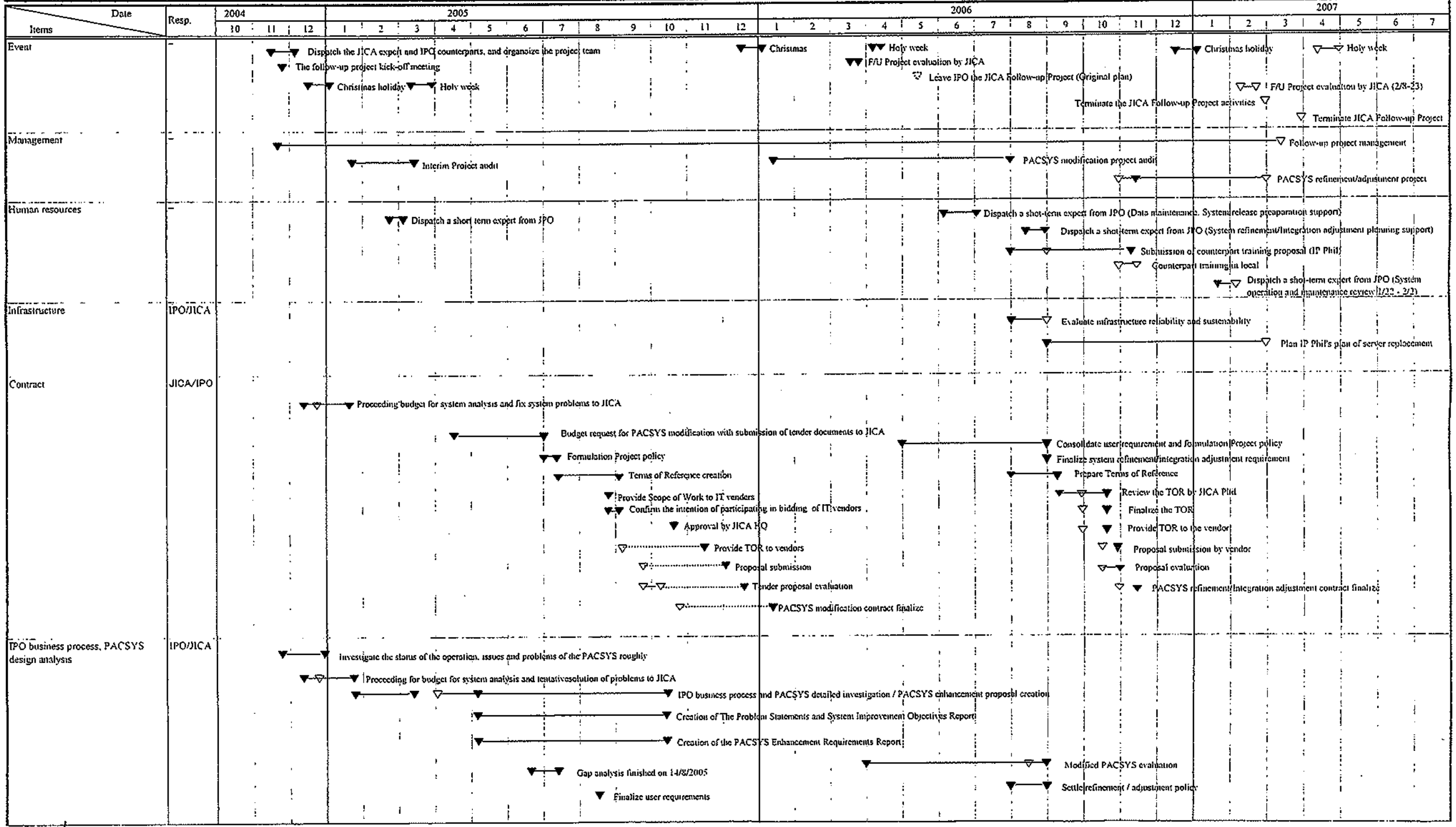
2.1 Put in place a good governance structure by forming an internal audit unit and designating a resident ombudsman
2.2 Conduct regular values and public/customer service orientation to all IP Philippines personnel
2.3 Conduct regular customer feedback surveys and stakeholders' fora to assess customer/stakeholder 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.

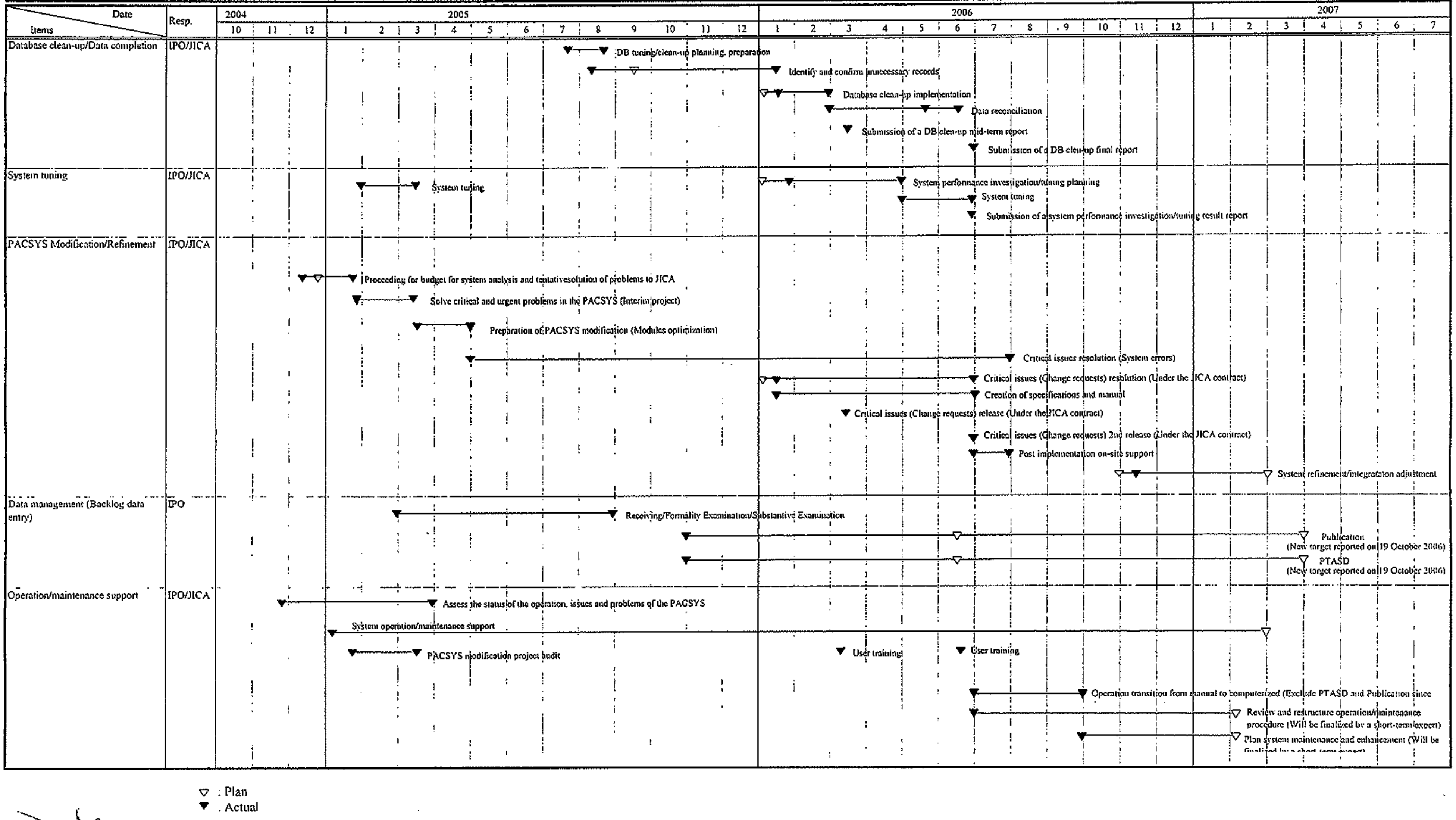
Appendix B-1 Master Schedule and Achievements of the F/U Project

Master schedule	**The modernization of Industrial Property Administration Follow-up Project**	**Create: 8 August 2005**	**Update: 29 January 2007**	**Version: 2.5**	**Authour: Tsuchiya, Toshihiro**



Appendix B-1 Master Schedule and Achievements of the F/U Project

Master schedule	**The modernization of Industrial Property Administration Follow-up Project**	**Create: 8 August 2005**	**Update: 29 January 2007**	**Version: 2.5**	**Authour: Tsuchiya, Toshihiro**



Appendix B-2

Conference body

No.	Meeting classify		Purpose of the meetings	Frequency	The chairperson of the meeting	Participants
1	IPO meetings	IPO internal meeting	1. Report on Project milestones and Status 2. Discuss and share information of problems and issues/ concerns 3. Discuss and share other related matters	Every Friday at 10:00 a.m. and as the need arises	IPO Project Manager	IPO counterparts JICA Expert/s
2	Meeting with 3rd party	The steering committee meeting	1. Clarify the project policy 2. Clarify Project Status 3. Check status of action items	Once a month	IPO Project Manager	IPO maangements IPO Project manager JICA Expert/Consultant JICA Philippine Office FPI/WeCare managers
3		The status meeting	1. Clarify the status of the project 2. Confirm issues in the project 3. Confirm action items	Every Thursday at 10:00 a.m.	FPI/WeCare project manager	FPI/WeCare Project manager IPO Project manager IPO counterparts JICA Expert/Consultant
4		JICA Video conference	1. Report the status of the project 2. Confirm issues in the Project 3. Check the action items	Onece a month	Charge of the person of the F/U project in JICA Philippine Office	JICA Head quater JICA Philippine Office Japan Patent Office IPO BOP and MIS-EDP Directors IPO Project manager JICA Expert/Consultant

Appendix B-3

Attendance List of Users Training in 2006

23 - 27 February 2006

1. Adel Satin
2. Amy D. Tabije
3. Anita C. Guanzon
4. Anna Marie D. Bugante
5. Bernardo S. Doldol
6. Carolina S. Marquez
7. Edeliza R. Tagacay
8. Eileen P. Llantos
9. Emma C. Alvero
10. Jennifer M. Santos
11. Marjorie S. De Luna
12. Ramil R. Llantos
13. Rianell L. Andrade
14. Rodel S. Espiritu
15. Ronald A. Zapanta
16. Ronil Emmavi Remoquillo
17. Sherryl C. Capco

Number of Attendance : 17

6 - 8 March 2006

1. Adelaida G. Rilloraza
2. Allan S. Reciproco
3. Amy D. Tabije
4. Angelito O. Hernandez
5. Anita C. Guanzon
6. Carol S. Marquez
7. Dennis P. Acevedo
8. Eileen P. Llantos
9. Emma C. Alverto
10. Evelyn Manalac
11. Ferino John Espiritu
12. Froilan T. Buizon
13. Jaclyn A. Dela Paz
14. Joseph Rhei O. Lamasan
15. Jennifer M. Santos
16. Marie Rosario U. Zaraspe
17. Marilyn F. Retutal
18. Marjorie S. De Luna
19. Melanie G. Binauhan
20. Mellisa P. Caronongan
21. Rianell L. Andrade
22. Rodel S. Espiritu
23. Roderick T. Ugto
24. Ronald A. Zapanta
25. Ronil Emmavi J. Remozuillo
26. Vicente P. Ramos

Number of Attendance : 26

9 - 15 Jun 2006

1 Abella, Nadine D.
2 Acevedo, Dennis P.
3 Ambata, Avel V.
4 Andrade, Rianelle L.
5 Anicoche, Eduardo C.
6 Batungbakal, Annalia R.
7 Bugante, Leo
8 Buizon, Froilan T.
9 Cagoco, Martin E.
10 Capco, Mary Sherryl
11 Caronongan, Melissa P.
12 Collado, Rico E.
13 Contreras, Maritess M.
14 De Guzman, Christina P.
15 De Luna, Marjorie S.
16 Del Mundo, Antonina
17 Dela Paz, Jaclyn
18 Diaz, Irma F.
19 Espiritu, Ferino John
20 Espiritu, Rodel S.
21 Figueroa, Eulogio M.
22 Gavin, Ruth
23 Go, Divina A.
24 Gopi-Alvero, Emma
25 Guanzon, Anita
26 Hernandez, Angelito O.
27 Jalandra, Zenia Z.
28 Laforteza, Allan
29 Lamasan, Joseph Rhei
30 Limbo, Felisa G.
31 Llantos, Eileen P.
32 Llantos, Ramil R.
33 Manalac, Evelyn
34 Marquez, Carolina S.
35 Masanque, Recelle B.
36 Mendoza, Emmanuel M.
37 Nicolas, Raymond G.
38 Omagbon, Hermencita B.
39 Paden, Eric C.
40 Paden, Leodelino C.
41 Pascual, Elvira V.
42 Ramos, Vicente P.
43 Reciproco, Allan S.
44 Rellin, Perla A.
45 Remoquillo, Ronil Emmavi J.
46 Retutal, Marilyn F.
47 Reyes, Ann Ruth B.
48 Reyes, Anselma R.
49 Reyes, Isagani I.
50 Rilloraza, Adelaida G.
51 Roque, Sheryl
52 Salaguban, Lorenzo T.
53 Salvio, Carina
54 Santos, Jennifer M.
55 Tabije, Amy
56 Ugto, Roderick T.
57 Villanueva, Eugenio C.
58 Zapanta, Ronald A.

Number of Attendance :58

Appendix B-4

List of the Documents generated in the F/U Project

No.	Name of Document
1	Customer Requirements Specification
2	Enhanced Detailed Design
3	Incident Report (Feb. 23, 2006)
4	Incident Report Summary (Feb. 7-20, 2006)
5	Migration to Production Plan
6	Test Master Plan
7	A1 Form Schedule Lecture Material Report
8	Certificate of Accomplishment for Testing of Resolution Applied to PACSYS
9	Data cabling test result (1999)
10	Data cabling test result (2000)
11	Database Clean-Up and Tuning
12	Database Clean-Up Plan & Procedure
13	Database design document
14	Detailed Design Specifications
15	Document control register
16	End User's Training Plan
17	Enhanced Detailed Design
18	Enhanced General Design Specifications & Program Design Specifications
19	Floor layout
20	Follow-up Project Liquidation Report
21	General Design Requirement
22	General Design Specifications & Program Design Specifications
23	Incident Report (March 6-8, 2006)
24	IPO General meeting document
25	IPO PACSYS Enhancement Project Stage 1
26	IPO-JICA Meeting Minutes
27	IPO-JICA Minutes of Meeting
28	List of Equipment
29	Minutes of Discussion on the Follow-up Project of The Modernization of Industrial Property Administration Project in the Republic of the Philippines
30	Minutes of the JICA Meeting
31	Minutes of the status meeting
32	Minutes of the Steering Committee Meeting

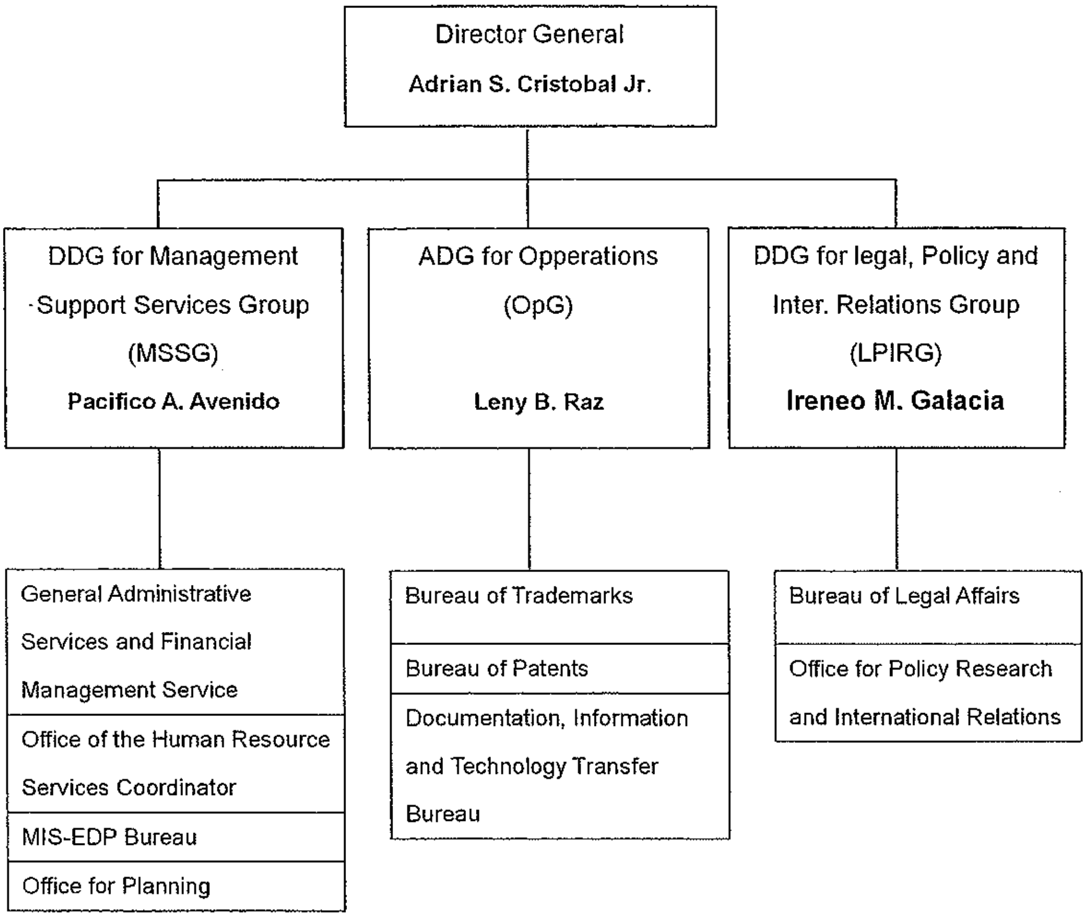
List of the Documents generated in the F/U Project

No.	Name of Document
33	MIS-EDP Bureau meeting document
34	Module Manifestation During Testing Using the Test Cases
35	Network Recommendation and Troubleshooting Guide
36	PACSYS Modification Project, Project Definition Report
37	PACSYS Modules/Screen Shots and Equivalent Reports
38	Project Activity Report
39	Project Definition Report/Project Plan
40	Project management policy
41	Project Minutes of the Meetings
42	Project Plan
43	Project Status & Progress Report/Issues Monitoring Report
44	Source Code Comparison Report
45	System configuration report of Acer Clients.
46	System configuration report of Acer Servers.
47	System configuration report of Fujitsu Servers and Clients.
48	System Implementation Plan
49	System Tuning and Optimization
50	Terms of Reference Scope of work
51	Terms of Reference Scope of work contract
52	Test cases
53	Test Cases and Test Data
54	Test Plan
55	Test Results (System Integration Testing)
56	The minutes of FPI/WeServe the status meeting
57	The minutes of the Administration side meeting
58	TPO meeting material
59	User's Manual

Appendix C

As of February 2007

Organization Structure of Intellectual Property Office


Director General
Adrian S. Cristobal Jr.
DDG for Management Support Services Group (MSSG)
Pacifico A. Avenido
ADG for Opperations (OpG)
Leny B. Raz
DDG for legal, Policy and Inter. Relations Group (LPIRG)
Ireneo M. Galacia
General Administrative Services and Financial Management Service
Office of the Human Resource Services Coordinator
MIS-EDP Bureau
Office for Planning
Bureau of Trademarks
Bureau of Patents
Documentation, Information and Technology Transfer Bureau
Bureau of Legal Affairs
Office for Policy Research and International Relations

An operational management regrouping was implemented on 12th January 2007

TABLE OF CONTENTS

I. COVER PAGE
II. DEFINITIONS OF TERMS
III. ISSP PROCESS FLOW
IV. GENERAL INSTRUCTIONS

THE ISSP TEMPLATE

PART I. ORGANIZATIONAL PROFILE

- A. Department/Agency Vision/Mission Statement ....
  - A.1 Mandate
  - A.2 Vision Statement
  - A.3 Mission Statement
  - A.4 Strategic Thrusts and Programs
- B. Department/Agency Profile ....
  - B.1 Name of Designated IS Planner
  - B.2 Current Annual Budget
  - B.3 Organizational Structure
  - B.4 Organizational Functional Chart
- C. The Department/Agency and its Environment (Functional Interface Chart) ....
- D. Present ICT Situation (StrategicChallenges)................................
- E. Strategic Concerns for ICT Use................................

PART II. INFORMATION SYSTEMS STRATEGY

- A. Conceptual Framework for Information Systems (Diagram of IS Interface) ....
- B. Description Of Information Systems................................
- C. Impact and Linkages of Information Systems ....
- D. Database Required ....
- E. Network Layout ....

PART III. ICT SOLUTIONS

- A. ICT Solutions of the Information Systems ....
- B. ICT Strategy for Public Access (Narrative) ....

PART IV RESOURCE REQUIREMENTS

- A. ICT Resource Requirements
  - A.1. Hardware ....
    - A.1.1. Network and Telecommunications ....
    - A.1.2. Deployment of ICT Equipment ....
  - A.2. Software ....
  - A.3. ICT Services ....

A.4. ICT Manpower and Organizational Structure
    A.4.1. Plantilla Positions, Number of Existing and Proposed Positions ....
    A.4.2. Existing ICT Organizational Structure.....................
    A.4.3. Proposed ICT Organizational Structure ....
    A.4.4. Placement of the Proposed ICT Organizational Structure In the Agency Organizational Chart ....
A.5. ICT Training Needs ....
B. Other Resource Requirements ....

PART V DEVELOPMENT AND INVESTMENT PROGRAM

A. System Development Schedule ....
B. Summary of Investment ....

ANNEXES

PART I. ORGANIZATIONAL PROFILE

A. DEPARTMENT/AGENCY VISION/MISSION STATEMENT

A.1. Mandate

The IPO was created to administer and implement the State policies declared in Republic Act 8293, also known as the Intellectual Property Code of the Philippines.

Declaration of State Policy

The State recognizes that an effective intellectual and industrial property system is vital to the development of domestic and creative activity, facilitates transfer of technology, attracts foreign investments and ensures market access for our products. It shall protect and secure the exclusive rights of scientists, investors, artists, and other gifted citizens to their intellectual property and creations, particularly when beneficial to the people, for such periods as provided in this Act.

The use of intellectual property bears a social function. To this end, the States shall promote the diffusion of knowledge and information for the promotion of national development and progress and the common good.

It is also the policy of the State to streamline administrative procedures of registering patents, trademarks and copyright, to liberalize the registration on the transfer of technology, and to enhance the enforcement of intellectual property rights in the Philippines.

IPO has the following major functions (SEC. 5, R.A. 8293) to wit:

5.1 - Examine applications for grant of letters patent for inventions and register utility models and industrial designs;

- Examine applications for the registration of marks, geographic indication, integrated circuits;

- Promote the use of patent information as a tool for technology development

- Publish regularly in its own publication the patents, marks, utility models and industrial designs, issued and approved, and the technology transfer arrangements registered;

- Administratively adjudicate contested proceedings affecting intellectual property rights; and

- Coordinate with other government agencies and the private sector efforts to formulate and implement plans and policies to strengthen the protection of intellectual property rights in the country.

5.2 - Act as a custodian of all records, books, drawings, specifications, documents, and other papers and things relating to intellectual property rights application filed with the Office.

- The Office shall have custody of all records, books, drawings, specifications, documents, and other papers and things relating to intellectual property rights applications filed with the Office.

A.2. Vision Statement

As the prime mover of the country's IP system, the IPO stirs creativity and innovation to develop the nation and make the Philippines an active player in the global IP system.

A.3. Mission Statement

The IPO is highly dynamic, proactive, client-driven and self-sustaining government organization with the mission of bringing Philippines to prosperity through global competitiveness by:

- Providing strong IPR protection and enforcement;
- Expeditiously settling disputes to create a conducive business environment;
- Registering technology transfer agreement to ensure its enforceability; and
- Pro-actively promoting IP as a tool for economic, technological an cultural development.

To achieve this Mission, it supports a highly modernized working environment that adheres to the highest work standards, encourages teamwork and people empowerment, fosters integrity and professional growth, and continuously seek Total Quality.

A.4. Strategic Thrusts and Programs

1. ***Institutional Strengthening***

    - Institutional strengthening includes: the hiring of personnel to fill-up vacant positions, capability building of personnel towards honing skills and increasing knowledge to enhance their performance, mid-year review and strategies formulation, upgrade of office facilities, acquisition of reference materials and review of the rules and regulations on intellectual property matters.

2. ***Establishment and Improvement of Operational Systems And Procedures***

    - To ensure consistency of quality and timeline of service to its clients, the IPO continuously embarks on standardizing operational systems and procedures establishing improved organizational business foundations.

3. ***Modernization Program***

    - To keep abreast with the fast-changing world, IPO has laid its groundwork for e-governance through incorporating, emerging technologies in its business processes.

4. *Customer Excellence*

    - Focusing on providing timely and world-class services to the public, IPO has set dynamic, pro-active, and client-driven projects such as online filing systems and interactive website on its top priority list.

B. DEPARTMENT/AGENCY PROFILE

B.1. Name of Designated IS Planner

The name of the Designated IS Planner is ***Engr. Cecilio M. Fernandez.***

- ***Plantilla Position***
  Engr. Cecilo M. Fernandez is the Director IV of the Management Information System (MIS), Electronic Data Processing (EDP) Bureau of the Intellectual Property Office or IPO.

- ***E-mail Address***
  His e-mail address is cecilio.fernandez@ipophil.gov.ph

B.2. Current Annual Budget

The current annual budget of IPO is as indicated below

Personal Services (DBM)	Php 65,595,000
Maintenance Operating And Other Expenses (MOOE) (Income-Workplan)	120,210,820
Total	Php 185,805,820

B.3 Organizational Structure

Total Number of Employees: There are 300 employees in IPO, 297 are permanent and 3 are under contract.(As of October 14, 2004)

B.4 Organizational Function Chart

IPO's Management and Operating Offices/Bureaus are as follows: *(See Annex A for the Organizational Functional Chart)*

- ***The Office of the Director General and Deputies Director General (ODG/ODDG)***

  The ODG, which also includes the Offices of the DDGs, exercises the following powers and functions:

  - Management of all functions and activities of the Office;
  - Promulgation of the Rules and Regulations of the Office;
  - Exclusive appellate jurisdiction over decisions of the Bureaus;
  - Resolution of disputes on author's rights;
  - Coordination with other agencies in relation to IPR enforcement;
  - Recognition of persons representing applicants or other parties before the Office;
  - Establishment of fees for services performed and materials provided by the Office; and

Coordination with other government agencies and the private sector efforts to formulate and implement plans and policies to strengthen IPR protection.

- ***The Bureau of Patents (BOP)***

  The Bureau of Patents takes charge of the patent administration system and grant of patents. Its various functions are:

  - ☐ Search and examination of patent applications and the grant of patents;
  - ☐ Registration of utility models, industrial designs, and integrated circuits;
  - ☐ Conduct studies and researches in the field of patents; and
  - ☐ Assist the Director General in the formulation of Patent policies.

- ***The Bureau of Trademarks (BOT)***

  The Bureau of Trademarks takes charge of the trademark administration system and registration of trademarks. Its various functions are:

  - ☐ Search and examination of the applications for the registration of marks, geographic indications and other marks of ownership and the issuance of the certificates of registration;
  - ☐ Conduct studies and researches in the field of trademarks; and
  - ☐ Assist the Director General in formulating policies on the administration and examination of trademarks.

- ***The Bureau of Legal Affairs (BLA)***

  The Bureau of Legal Affairs has the following functions:

  - ☐ Hear and decide Inter Partes cases on patents, utility models, industrial designs, trademarks, and compulsory licensing; and
  - ☐ Exercise original jurisdiction in administrative complaints for violations of laws involving intellectual property rights.

- ***Documentation, Information and Technology Transfer Bureau (DITTB)***

  The DITTB has the following functions:

  - ☐ Support the search and examination activities of the Office through IP classification system maintenance, search and advisory services, and library system;
  - ☐ Dissemination and promotion of IP information through seminars, lectures, and other similar activities;
  - ☐ Establish working relations with research and development institutions as well as local and international intellectual property professional groups and the like; and
  - ☐ Registration of technology transfer arrangements, and settlement of disputes involving technology transfer payments.

- ***The Administrative, Financial and Human Resource Development Services Bureau (AFHRDSB)***

  The AFHRDSB has the following functions:

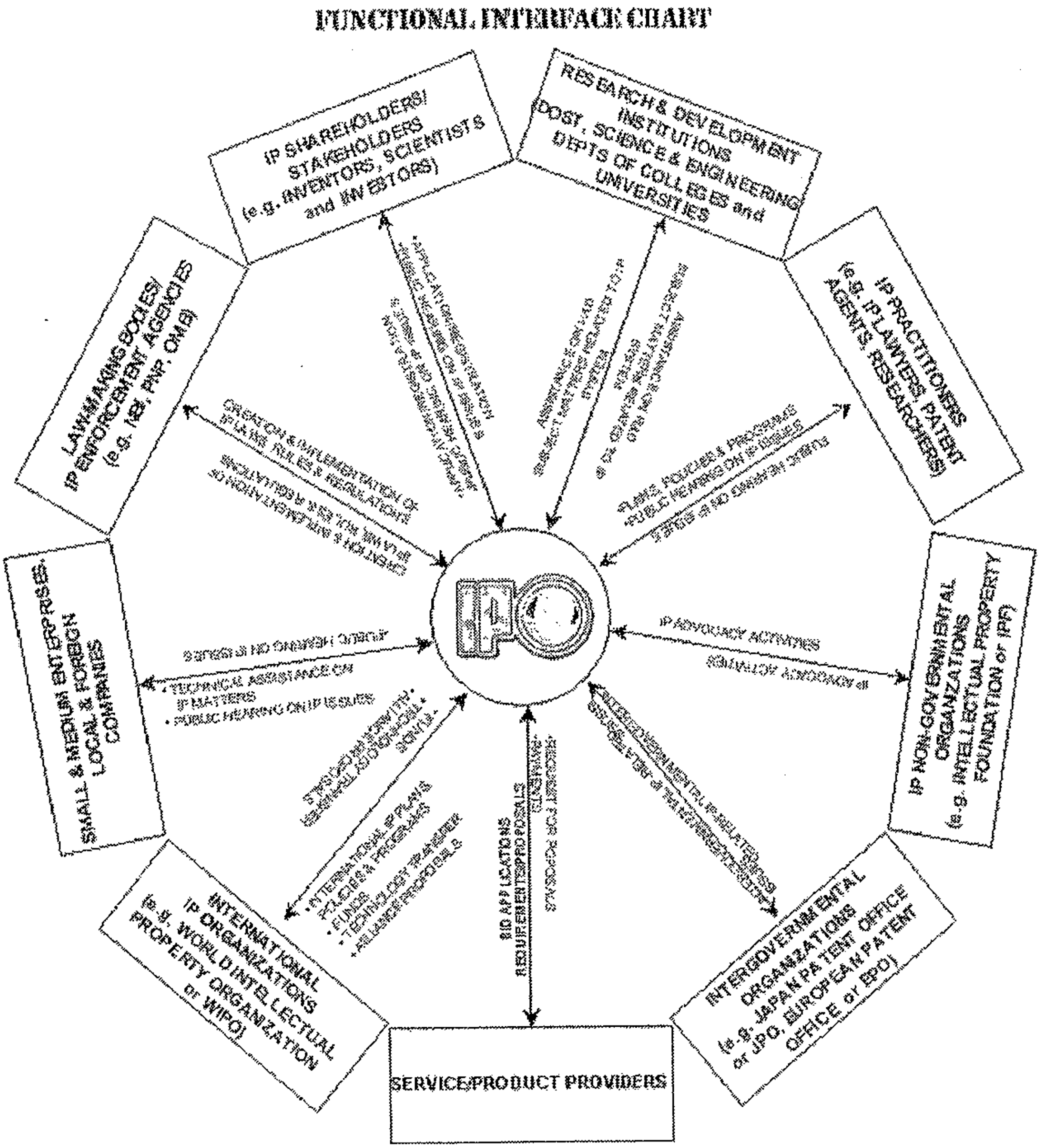
  - Administrative services such as procurement and allocation of supplies and equipment, transportation, cashiering, payment of salaries, office maintenance, security and utility services, etc.;
  - Financial operations and system management;
  - Patent and Trademark Administration Services such as receipt of applications filed, publication, collection of fees, preparation of certificate of grants or registrations, post-grant processes and registry maintenance; and
  - Human Resource Development Services.

- ***The Management Information Systems and Electronic Data Processing Bureau (MIS-EDPB)***

  The MIS-EDPB has the following functions:

  - Conduct automation planning, research and development, information systems development, testing of systems, contracts with firms, contracting, purchase and maintenance of equipment, sign and maintenance of systems, user consultation, and the like; and
  - Provide management information support and services to the Office.

C. The Department/Agency and its Environment (Functional Interface Chart)


FUNCTIONAL INTERFACE CHART
IPO
IP SHAREHOLDERS/ STAKEHOLDERS (e.g. INVENTORS, SCIENTISTS and INVESTORS)
RESEARCH & DEVELOPMENT INSTITUTIONS (DOST, SCIENCE & ENGINEERING DEPTS OF COLLEGES and UNIVERSITIES
IP PRACTITIONERS (e.g. IP LAWYERS, PATENT AGENTS, RESEARCHERS)
IP NON-GOVERNMENTAL ORGANIZATIONS (e.g. INTELLECTUAL PROPERTY FOUNDATION or IPF)
INTERGOVERNMENTAL ORGANIZATIONS (e.g. JAPAN PATENT OFFICE or JPO, EUROPEAN PATENT OFFICE or EPO)
SERVICE/PRODUCT PROVIDERS
INTERNATIONAL IP ORGANIZATIONS (e.g. WORLD INTELLECTUAL PROPERTY ORGANIZATION or WIPO)
SMALL & MEDIUM ENTERPRISES, LOCAL & FOREIGN COMPANIES
LAW-MAKING BODIES/ IP ENFORCEMENT AGENCIES (e.g. NBI, PNP, OMB)
CREATION & IMPLEMENTATION OF IP LAWS, RULES & REGULATIONS
PLANS, POLICIES & PROGRAMS
PUBLIC HEARING ON IP ISSUES
IP ADVOCACY ACTIVITIES
BID APPLICATIONS
REQUIREMENTS/PROPOSALS
PUBLIC HEARING ON IP ISSUES
TECHNICAL ASSISTANCE ON IP MATTERS
PUBLIC HEARING ON IP ISSUES
INTERNATIONAL IP PLANS, POLICIES & PROGRAMS
FUNDS
TECHNOLOGY TRANSFER
ALLIANCE PROPOSALS

D. Present ICT Situation (Strategic Challenges)

It was believed that only those organizations that can successfully incorporate Information Technology (IT) into their business operations are able to rapidly move up the leadership ladder and maintain their statuses as topnotchers in their respective fields of industries. In lieu of this, IPO has started to adapt the same trend, at first, just using computers for faster transaction documentation, until computerization projects on major business processes became pervasive in the workplace.

There are 278 workstations connected to the network with internet access and e-mail system that are mainly used for office productivity. In this number, 60% of which are also being used for application systems. These application systems which support the major functions of the organization are already operational and were developed in-house except for one which was funded by the Japan International Cooperation Agency (JICA). These applications are the Trademark Electronic Application Management System (TEAMS), Technology Transfer Registry System (TECH TRANS), Industrial Property Digital Library for Trademarks (IPDL-Marks), E-Gazette, IPO Internet/E-Mail System & Interactive Web Site (ISI-WEB), Leave Administration and Time Monitoring System (LATMS), Fee Management System (FMS) and the JICA-funded Patent Administration Computerized System (PACSYS) which was developed by WeServ-Fujitsu Philippines, Inc. for IPO. (See Exhibit for Status Report of Systems Development projects). These systems automate the day to day transactions of each of IPO's major functions, thus, storing operational data which could be used to generate more meaningful queries, reports, and statistics to help the management in their decision making endeavors.

As regards to IPO's current network configuration, it has adapted the star topology which is the only setup suited best to cater the organization's needs. In this design, all major network connections are grouped into three: 1. the local area network (which covers all of the seven workgroups wherein each workgroup contains all workstations in each bureau); 2. the critical servers (there are 12 of these type namely PACSYS-Biblio, PACSYS-Image, PACSYS-Application, TEAMS, FMS, TechTrans, TestServer, Network, E-Mail, LATMS, and Linux Proxy servers); and 3. demilitarized zone (DMZ) servers which include the TM-Online, E-Gazette, Patents-Online, Linux Virus Wall, IPDL-Patents, IPDL-Marks, and IPO Web servers. All connections made by any of the three groups are directly filtered in the firewall for better security protection. There are also internet sensors attached to the network to monitor and report suspicious connections (e.g. hackers, malicious individuals).

Categorically, IPO has a respectable IT hardware composition. However, a considerable 12% (32 units of the existing 278) of all workstations need to be either replaced or upgraded due to either obsolescence or inferior hardware specifications (please see Exhibit for Hardware Inventory). In terms of software, most end-users have been using the latest of universal applications like Microsoft Office which includes MS Word and Excel. On the operating systems (OS) area, Microsoft Windows 2000 and higher versions (e.g. Windows XP) are being used already. However, Windows 95 and 98 are still being used on some computers since their specifications cannot comply with the requirements set for higher versions of OS.

It is notable that majority of IPO employees have basic computer skills which are being used routinely as necessary tool in carrying out their respective works. In this regard, it should be taken into consideration that with 94% (278 out of 297) of IPO's entire workforce have their own computers to use, this is still quite a big number for an IT organization composed of only 29 technical staff who do system planning and development, implementation, IT training and infrastructure maintenance, tasks that are being undertaken all at the same time.

In view of the IT infrastructure already in place and different systems development projects already becoming operational, issues on integration, IT policies, business policies and procedures, security, network capacity and setup are the challenges that the IPO organization has to face in order to take advantage of using emerging technologies in realizing it's mission through its modernization program.

E. STRATEGIC CONCERNS FOR ICT USE

E.1. Narrative Description

As each day rapidly advances, information technology becomes more indispensable to any business, both large and small. It is one requirement for any organization which must be given utmost importance in order to gain industry leadership. In lieu of this, successful integration of technological innovations in each organizational business process is the key to move upwards and be on top of the league in the global perspective.

With business requirements getting higher in every single turn and each kind of client demanding for better and more innovative service, only the careful application of the latest ICT tools and strategies can adequately answer this situation. It is by far, the best solution in keeping up with the dictates of a tremendously fast-changing level of global competition. IPO, just like any quality-oriented organization, is aiming for worldwide recognition in its own field. For this very same reason, the **IS Mission** is to...

Support IPO in its endeavor towards global competitiveness through excellent application of the latest information communication technologies in all of its business processes.

And to give realization to this mission, the following **IS Objectives** has been set:

- To provide highly-effective and secured information systems to meet organizational and customer requirements
- To optimize the use of existing ICT resources
- To support IP information campaign
- To enhance ICT competencies of IPO workforce.

As part of reaching the fulfillment of all its strategic thrusts, IPO has aptly incorporated the use of information technology in all of its plans and programs to give excellent service to all sectors it works with. More specifically, the following are its **IS Strategic Thrusts:**

- Streamline of organizational operations and business processes.
- Keep IPO's information systems at pace with emerging technologies.
- Provide ICT resources and continuing ICT capability building of the IPO workforce.
- Secure adequate funds to all ICT projects and programs.

With all of the parameters and areas of considerations clearly defined, all are set towards th successful development and implementation of its ICT projects and programs. Keeping true to all of th above commitments, it will not be far from today when IPO will become globally competitive and gain world recognition in the field of IP where ICT is the major player in bringing about every change in all aspects of competition.

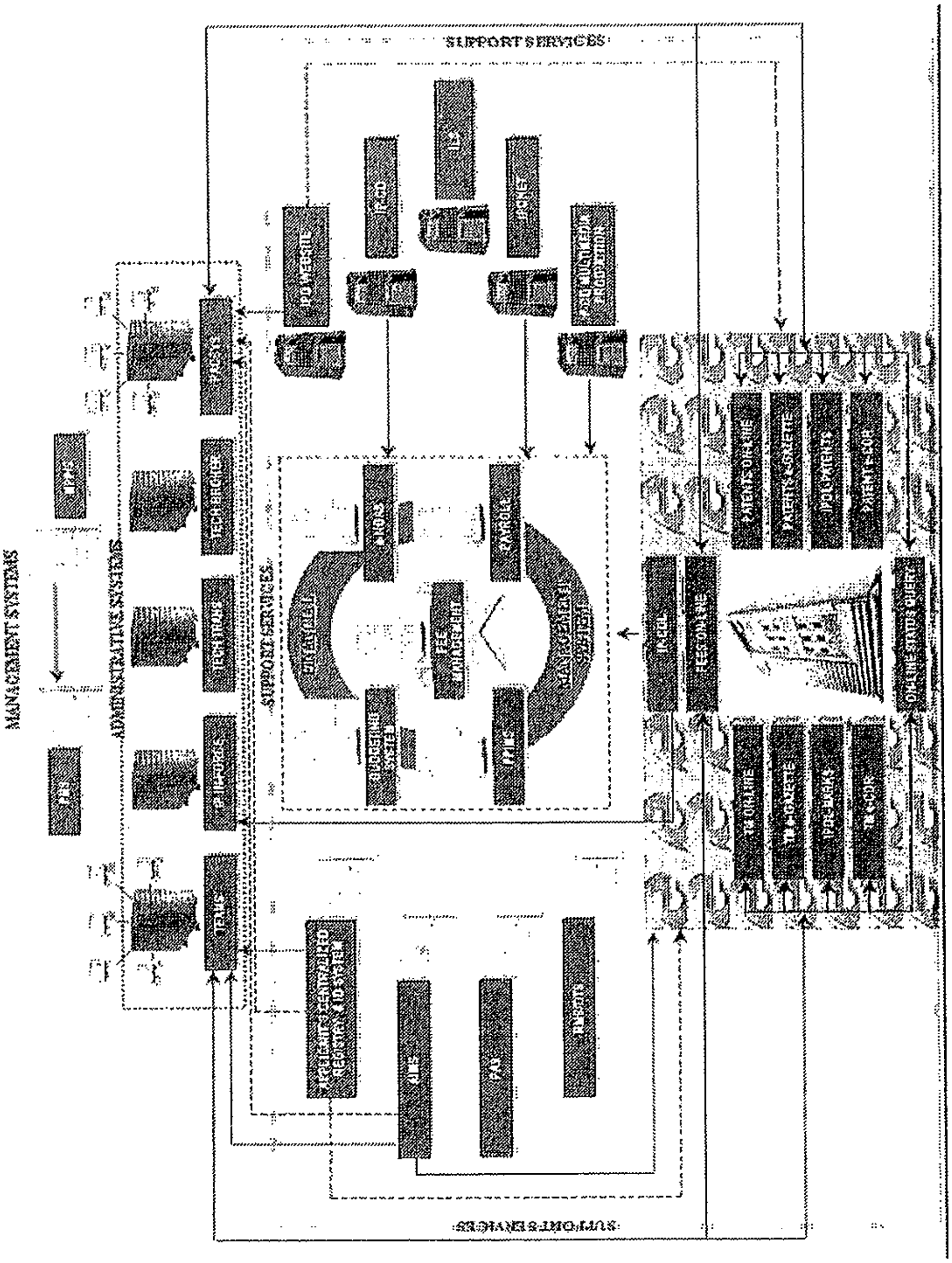
E.2. STRATEGIC CONCERNS

Major Functions	Critical Management/Operating/ Business System	Problems	Intended Use Of ICT
Patent/Utility Model/Industrial Design Examination and Registration	- Filing of Application (New/Renewal). - Formality Examination. - Substantive Examination. - Registration/Grant and Issuance of Patent Certificates. - Post-grant Registration.	Slow processing of patent applications. Limited no. of examiners. Expected space shortage. Slow processing of client queries on the status of their application.	Computerized processing and registration of applications. Computerized post-grant registration. On-line filing of application and status query.
Trademark Examination and Registration	- Filing of Application (New/Renewal). - Examination/Registration. - Post-grant Registration (Affidavit of Use).	Slow processing of trademark applications Limited no. of examiners. Slow processing of client queries on the status of their application.	Computerized processing and registration of applications. Computerized post-grant registration. On-line filing of application and status query.
Technology Transfer Registration & Brokering System	- Filing of Application for: compliance, preliminary review, recordal, and exemption. - Evaluation of Application. - Issuance of Certificate of Compliance/Registration, Letter Comments. - Valuation of Intellectual Property Assets. - Technology brokering and matching services.	Slow processing of searching/retrieval of patented technology to cater to the request of SMEs.	Computerized processing of applications. Computerized technology brokering and matching services.
Legal Affairs	- Filing of Complaints/Cases: IPR Violation Complaints and Inter Partes Cases. - Trial of cases/Decision on cases. - Appeal - Enforcement/Execution	Slow disposition of cases. Limited no. of hearing officers.	Computerized monitoring of Complaints/Cases
Settlement of Dispute	- Filing of Complaint - Conduct of a mediation conference - Drafting of compromise agreement/Issuance of certificate of failed mediation	Limited no. of mediation officers	Computerized monitoring of Complaints/Cases
IPR-Related Information Dissemination	- Conduct of trainings/seminars to the public on IPR - IPR dissemination activities using the media	Lack of creativity in producing catchy materials on IPR	Electronic presentation format of IPR materials
Searching	- Patent classification and maintenance - Provision of advisory services for the determination of search patterns	Lack of effective patent documentation Non-updated of	Computerized search and retrieval tools

	• Maintenance of search files • Conduct exhaustive and complex patent searches	search retrieval tools Non-updated of documentation tools	
Financial Service/Property & Inventory Management Service	• Provision of administrative services in the area of finance, budget, cashiering, procurement and allocation of supplies/equipment, inventory.	Long queues on payments processing. Slow processing of financial related transactions of the office. Difficulty in accounting inventory items.	Computerized financial and inventory systems.
Human Resource Development Service	• Provision of administrative services in the area of personnel recruitment, training, career pathing.	Manual retrieval of personnel records resulting in the delayed delivery of services.	Computerized personnel administration system.
Organization Management Service	• Strategic policy formulation and direction • Decision making aspects of top management • Monitoring and control of the organization	Slow processing of accurate, reliable and timely information needed by top management.	Computerized decision support systems.

PART II. INFORMATION SYSTEMS STRATEGY

A. CONCEPTUAL FRAMEWORK FOR INFORMATION SYSTEMS (DIAGRAM OF I S INTERFACE)


MANAGEMENT SYSTEMS
ADMINISTRATIVE SYSTEMS
TEAMS
IP INFORCE
TECH TRANS
TECH BROKER
SUPPORT SERVICES
APPLICANT'S CENTRALIZED REGISTRY & ID SYSTEM
FAS
FINANCIAL
BUDGETING SYSTEM
FEE MANAGEMENT
PAYROLL
MANAGEMENT SYSTEM
IPO WEBSITE
IPONET
IPO MULTIMEDIA PRODUCTION
SUPPORT SERVICES
IP-COL
FEES ON-LINE
TM ON-LINE
TM e-GAZETTE
IPOL-MARKS
TM e-COR
PATENTS ON-LINE
PATENTS e-GAZETTE
IPOL-PATENTS
PATENT e-COR
ON-LINE STATUS QUERY
SUPPORT SERVICES

B. DETAILED DESCRIPTION OF INFORMATION SYSTEMS

ICT Projects	Description	Status	Devt. Strategy	Computing Scheme	
				Existing	Proposed
Main Services					
Patent Administration Computerized System (PACSYS)	This system facilitates patent administration system from filing to grant/registration of patent, utility model and industrial design applications, including post-grant registry and fee management.	For continuing enhancements	In-house Devt. (with outside consultant)	Client-Server	Client-Server
Trademark Electronic Application Management System (TEAMS)	This system facilitates trademark administration system from filing to registration of trademark applications, including post-grant registry and fee management.	For continuing enhancements	In-house Devt. (with outside consultant)	Client-Server	Client-Server
IP Legal Information & Enforcement System (IP IN-Force)	This system facilitates legal administration system from filing to resolution of IP cases. This includes recording, monitoring and retrieval of IP legal database.	On-going Development	In-house Devt.	Client-Server	Client-Server
Technology Transfer (TECH TRANS)	This system facilitates the processing of technology transfer through a database management and retrieval system so designed for such business systems.	Operational	In-house Devt.	Client-Server	Client-Server
Technology Brokering (TECH BROKER)	This system facilitates the processing of technology brokering through a database management and retrieval system so designed for such business systems.	For Development	In-house Devt.		Client-Server
E-Commerce Initiatives					
PATENTS ON-LINE	This is an electronic facility that will provide filing and payment of new patent, utility model and industrial design applications via Internet. This facility will also provide for the merging of the "internet – filed" applications into the PACSYS system.	For Development	In-house Devt. (with outside consultant)		Client-Server
TM ON-LINE	This is an electronic facility that will provide filing and payment of new Trademark Applications via Internet. This facility	On-going Development	In-house Devt. (with outside consultant)	Client-Server	Client-Server

	will also provide for the merging of the "internet – filed" applications into the TEAMS.				
FEES ON-LINE	This system enables our IPO's clients to transmit their payment thru Internet.	For Development	In-house Devt. (with outside consultant)	Client-Server	Client-Server
e-Gazette	This system provides on-line information on published trademarks and patents to public via Internet.	For continuing enhancements	In-house Devt. (with outside consultant)	Client-Server	Client-Server
IPDL – Patent	This system enables the IPO to provide information from its searchable patent databases through the use and access of its web site. This also includes search modules which requires subscription fee.	For continuing enhancements	In-house Devt. (with outside consultant)	Client-Server	Client-Server
IPDL – Marks	This system enables the IPO to provide information from its searchable trademark databases through the use and access of its web site. This also includes search modules which requires subscription fee.	Operational	In-house Devt. (with outside consultant)	Client-Server	Client-Server
IP CDL	This system provides a web-based searching tool of IP-related actions and/or resulting cases from different enforcement agencies and from internal database for cases filed in IPO. This tool will be used also by IPO in monitoring the IP enforcement level in the country. This also includes recording and monitoring of IP-related actions/and or resulting cases from different enforcing agencies.	For Development	In-house Devt. (with outside consultant)		Client-Server
e-Cor	This system facilitates management of response communications and office actions pertaining to trademark and patent applications utilizing appropriate	For Development	In-house Devt. (with outside consultant)		Client-Server

	technology. This involves recording, monitoring and retrieval of such records.				
On-Line Status Query	This is a web-based system on a certain security levels which allows clients to retrieve the status of their trademark or patent applications via Internet.	For Development	In-house Devt. (with outside consultant)	Client-Server	Client-Server
Financial Management System					
FEE Management	This system establishes and provides a database management system, data retrieval, monitoring and reporting systems that operate under certain security levels. It handles an effective monitoring system of all fees collected thru integration of data from other existing systems.	For continuing enhancements	In house Devt.	Client-Server	Client-Server
Payroll System	This system facilitates an automatic payroll computation of personnel based on Time Monitoring, Leave Administration and Personnel Information Modules. Computation includes pre-defined deductions and contributions, compatibility to e-NGAS system and the Financial Management System.	For Development	Customized Software		Client-Server
Budgeting System	This system provides managers or MANCOM members an interface for the preparation of Bureau budget in relation to past budget, actual Bureau performance and other financial data.	For Development	Customized Software		Client-Server
e-NGAS	This system facilitates the new government accounting system.	For Implementation	Customized Software		Client-Server
Procurement and Property Inventory and Management	The system facilitates the procurement and inventory monitoring	For Development	Customized Software		Client-Server

Information System (PPIMS)	system of items from requisition, to acquisition, to issuance up to its disposal; including its connectivity and compatibility with e-NGAS. This system establishes and provides database management system, which will handle efficient data retrieval, monitoring and reporting systems that operate under certain security levels.				
Support Services					
Agent Integrated Management System (AIMS)	This system focuses on maintaining the records of all types of agents transacting with IPO. This is a centralized management of agents' records which is integrated with all automated systems of IPO requiring agent information.	For Development	In-house Devt. (with outside consultant)		Client-Server
Applicant's Centralized Registry & ID System (ACRIS)	This system focuses on maintaining the records of all applicants transacting with IPO. This is a centralized management of applicants' records which is integrated with all automated systems of IPO requiring applicant information.	For Development	In-house Devt. (with outside consultant)		Client-Server
Human Resources Application System (HRAS)	This system provides a custom-built intranet application developed in-house to assist the Human Resource Development and Personnel Services Division (HRDPSD) of IPO. This includes maintenance of personnel information and monitoring of personnel attendance, absences and leave credits.	On-going Development	In-house Devt.		Client-Server
Performance Management System (PMS)	This system facilitates the up-to-date monitoring of all	For Development	In-house Devt.		Client-Server

	project's accomplishments from key personnel level up to the top management. This shall also serve as a way of computerizing the existing Performance Evaluation System of IPO.				
Records Management and Document Tracking System (RMDTS)	This system facilitates organization and management of different records of the bureaus/office using state-of the art system, e.g. document imaging technology, operating in a networking platform for data storage, retrieval and sharing that are controlled by acceptable security levels.	For Development	In-house Devt. (with outside consultant)		Client-Server
Management Policy and Planning Information System (MPPIS)	Under certain security levels, this system will provide the IPO management, i.e.Directors, DDGs and DG, with proper, updated, accurate and time management information/reports which are selectively extracted from the operational information systems across the IPO. The system will also provide policy information from a computer-based compilation of bills, laws, and Orders, rules and guidelines and other legal pronouncements in the IPO or DTI, and other information through linkages with other information systems.	For Development	In-house Devt. (with outside consultant)		Client-Server
IP Information Dissemination					
IPO Website	The IPO web site provides the public online access to general or procedural and searchable IP-related information/databases, and facilitates online	For continuing enhancements	In-house Devt.	Client-Server	Client-Server

	filing of IP applications and related documents or communications.				
IP-CD Multimedia Production	This system provides a CD-ROM-based multi-media production package mainly for IP information dissemination and promotion purposes.	For Development	In-house Devt. (with outside consultant)		Independent System
CD-ROM based IP Information System (IP-CD)	This system provides a CD-ROM based IP information data bank equipped with search/retrieval tools, covering published patents and trademarks.	For Development	In-house Devt. (with outside consultant)		Independent System
IPONet Videoconferencing System	This system facilitates meeting/s, trainings and collaboration among parties from different places through the use of state of the art technology e.g. videoconferencing equipment and peripherals.	For Development	Packaged with Consultation		Networked System
Integrated Library System (ILS)	This system shall provide an online monitoring and management of inventory of books, articles, pamphlets, electronic files e.g. CD-ROMs, etc. in IPO's libraries that are deployed in concerned bureaus/office.	For Implementation	Customized Software	Client-Server	Client-Server

Legend:

Status

- **For Development** – the system is to be developed.
- **On-going development** – the system is being developed. These include those systems which already implemented some of its modules but still developing other modules.
- **For Implementation** – the system is ready for implementation.
- **Operational** – the system is released already after 3 months of monitoring its implementation.
- **For continuing enhancements** – the system is operational (all modules are developed already and some or all of the modules are being used), but requires major changes.

Development Strategy

- **In-House Development** – the system is to be developed by IT personnel of IPO.
- **In-House Development (with outside consultant)** – the system is to be developed by IT personnel of IPO with consultation from technology experts.
- **Customized Software** – the system is readily available at a certain cost which allows customization in order to suit to IPO requirements.

- **Packaged Software with Consultation** – the system is available in the market and requires consultant for acquisition and fits the IPO's requirements, which does not allow customization from IT personnel.

Computing Scheme

- Independent System – a computing scenario wherein a computer system runs an application system or IS independent of other systems. (NCC ISSP Template, Revised 2003)
- Client-Server - the most recent approach in networking wherein the logic of the application is divided between a front-end computer (called the client) and a back-end computer (called server). (NCC ISSP Template, Revised 2003)

C. IMPACT AND LINKAGES OF INFORMATION SYSTEMS

Name of Information System	Impact		Linkages		
			Internal		External
	Strategic Thrusts And Programs Addressed	Benefits	Owner	User/s	User/s
Main Services					
Patent Administration Computerized System (PACSYS)	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Facilitate the **streamlining of administration procedures** for the speedy processing and grant registration of patents, utility model, industrial designs and integrated circuits.	BOP	BOP, AFHRDSB,BLA	
Trademark Electronic Application Management System (TEAMS)	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Facilitate the **streamlining of administrative procedures** for the speedy processing and/or registration of trademarks	BOT	BOT,AFHRDSB, BLA	
IP Legal Information & Enforcement System (IP IN-Force)	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Facilitate the **streamlining of administrative procedures** for the speedy and judicious adjudication/resolution of IP cases. Bring about an **effective backlog-reduction and productivity-enhancement undertaking** for the IPO's IP legal system **Guidance & assistance** for IPR holders in the enforcement of their IPRs **Reduction of IPR-related piracy** or violations	BLA	BLA,DITTB,ODG/ ODDG	
IP Computerized Digital Library (IP-CDL)	Modernization Program Establishment and Improvement of Operational Systems & Procedures	**Guidance & assistance** for IPR holders in the enforcement of their IPRs **Reduction of IPR-related piracy** or violations	DITTB	DITTB,BLA, ODG/ ODDG	
Technology Transfer (TECH TRANS)	Modernization Program Establishment and Improvement of Operational	Facilitate the **streamlining of administrative procedures** for the speedy processing of technology transfer registration, including dispute settlement.	DITTB	DITTB	

	Systems & Procedures	Bring about possible **development and/or advancement of technology**, most especially local ones, as sourced from **IP information**, i.e. on **patents**, provided electronically.			
Technology Brokering (TECH BROKER)	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Facilitate the **streamlining of administrative procedures** for the speedy processing of technology transfer registration, including dispute settlement. Bring about possible **development and/or advancement of technology**, most especially local ones, as sourced from **IP information**, i.e. on **patents**, provided electronically.	DITTB	DITTB	
E-Commerce Initiatives					
PATENTS ON-LINE	Modernization Program Customer Excellence	Provide a user-friendly and customer-driven **interactive patent filing information system** that will stimulate creative and inventive activities nationwide. **Facilitates filing** of **patent applications**. Enable IPO to play a **leading role in the ASEAN or Asian region** in the field of IP	BOP		Public (Local/ Foreign)
TM ON-LINE	Modernization Program Customer Excellence	Provide a user-friendly and customer-driven **interactive trademark filing information system** that will stimulate creative and inventive activities nationwide. **Facilitates filing** of **trademark applications**. Enable IPO to play a **leading role in the ASEAN or Asian region** in the field of IP.	BOT		Public (Local/ Foreign)
FEES ON-LINE	Modernization Program Customer Excellence	Provides **convenience** with clients.	AFHRDSB		Public (Local/ Foreign)
e-Gazette	Modernization Program	Provides **convenience** with clients.	AFHRDSB	AFHRDSB	Public (Local/

	Customer Excellence	Faster publication of trademarks and patents.			Foreign)
IPDL – Patent	Modernization Program Customer Excellence	Facilitate easy access and retrieval of **Patent-related knowledge and information** in electronic format which are considered as a tool for technological, economic & social development. Enable IPO to attain an effective and efficient IP system that **provides strong patent protection to IPR holders.** **Timely world-class services** that focus on customer satisfaction.	BOP		Public (Local/ Foreign)
IPDL – Marks	Modernization Program Customer Excellence	Provide an **effective diffusion and use of Trademark-related knowledge and information** nationwide and worldwide as a tool for technological, economic and social development. Enable IPO to attain an effective and efficient IP system that **provides strong trademark protection to IPR holders.** **Timely world-class services** that focus on customer satisfaction.	BOT		Public (Local/ Foreign)
IP CDL (web-based)	Modernization Program Customer Excellence	Provides **convenience** with clients.	DITTB		Public (Local/ Foreign)
e-Cor	Modernization Program Customer Excellence	**Faster tracking** of response communications and office actions.	BOT/ BOP		Public (Local/ Foreign)
On-Line Status Query	Modernization Program Customer Excellence	Provides **convenience** with clients.	BOT/ BOP		Public (Local/ Foreign)
Financial Management System					
FEE Management	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Standardized SOA **preparation procedures.** Faster processing **of payments.**	AFHRDSB	AFHRDSB, DITTB, BLA, BOT, BOP ODG/ODDG	

Payroll System	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Provides an **effective and efficient computer-based payroll and personnel system**	AFHRDSB	AFHRDSB	
Budgeting System	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Provides **effective and efficient** budgeting system.	AFHRDSB	AFHRDSB, ODG/ODDG	
e-NGAS	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Provides an **effective and efficient mission-driven resource and financial management system** that facilitates maximum utilization of funds and cost savings. **Timely** generation of financial **reports**. Facilitates **cash flow** management in the IPO's operations in a **daily, monthly or annual** basis.	AFHRDSB	AFHRDSB	
Procurement and Property Inventory and Management Information System (PPIMS)	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Provides an **effective and efficient computer-based property and inventory mgmt. system**	AFHRDSB	AFHRDSB	
Support Services					
Agent Integrated Management System (AIMS)	Modernization Program Customer Excellence	Provides **centralized management** of agents records.	DITTB	DITTB,BOT,BOP,BLA, AFHRDSB	
Applicant's Centralized Registry & ID System (ACRIS)	Modernization Program Customer Excellence	Provides **centralized management** of applicant records.		DITTB,BOT, BOP,BLA, AFHRDSB	
Human Resources Application System (HRAS)	Modernization Program Establishment and Improvement of Operational Systems & Procedures	**Provides** efficient and effective monitoring **of personnel-related concerns.**	AFHRDSB	AFHRDSB	
Performance Management System (PMS)	Modernization Program	Provide an **effective, efficient and secured computer-based**	AFHRDSB	AFHRDSB	

	Institutional Strengthening	**performance monitoring system** Allow monitoring of the performance of the different bureaus/offices in the IPO at all levels			
Records Management and Document Tracking System (RMDTS)	Modernization Program Establishment and Improvement of Operational Systems & Procedures	Provide an **effective, efficient and secure computer-based records management system**		DITTB,BOT, BOP,BLA, AFHRDSB, ODG/ODDG	
Management Policy and Planning Information System (MPPIS)	Modernization Program Institutional Strengthening	Provide an **effective, efficient and secure computer-based management.committee system** Proper, accurate and timely top management reports Consistency and standardization in the values, format and presentation of reports Provide an effective tool for monitoring and comprehensive evaluation of all formulated policies in the IPO or DTI, especially those which relate to IP-related operations	ODG/ ODDG	ODG/ ODDG	
IP Information Dissemination					
IPO Website	Modernization Program Customer Excellence	**Conveniently useful to the public,** especially the concerned stakeholders/clients, for they don't have to go to the Office to conduct a search, file, submit response/communications or make a follow-up. Contribute to the extensive **diffusion of IP information and increase in IP awareness & applications filed.**	DITTB		Public (Foreign/ Local)
IP-CD Multimedia Production	Modernization Program Customer Excellence	**Provides** creative and catchy **materials on IPR.**	DITTB	DITTB	
CD-ROM based IP Information System (IP-CD)	Modernization Program Customer Excellence	**Conveniently useful to the public**, for they can have an option in accessing/keeping IP information for their own personal use. Savings and revenues for	DITTB	DITTB	

		the Office considering the cost-effective means of IP information diffusion and/or publication.			
IPONet Videoconferencing System	Modernization Program Customer Excellence	Facilitates convenience in conducting meetings/conferences/collaboration across the country.		AFHRDSB,DITTB, MIS-EDPB,BOT, BOP,ODG/ ODDG	
Integrated Library System (ILS)	Modernization Program Customer Excellence	Provide an effective and efficient computer-based integrated library system Savings in terms of application development and maintenance costs since only one common system will be developed. Provide a list and location of all IPO library materials for the convenience of the users Facilitate monitoring and control of available library materials	DITTB	DITTB, BOT,BOP, BLA, MIS-EDPB, ODG/ ODDG	Public

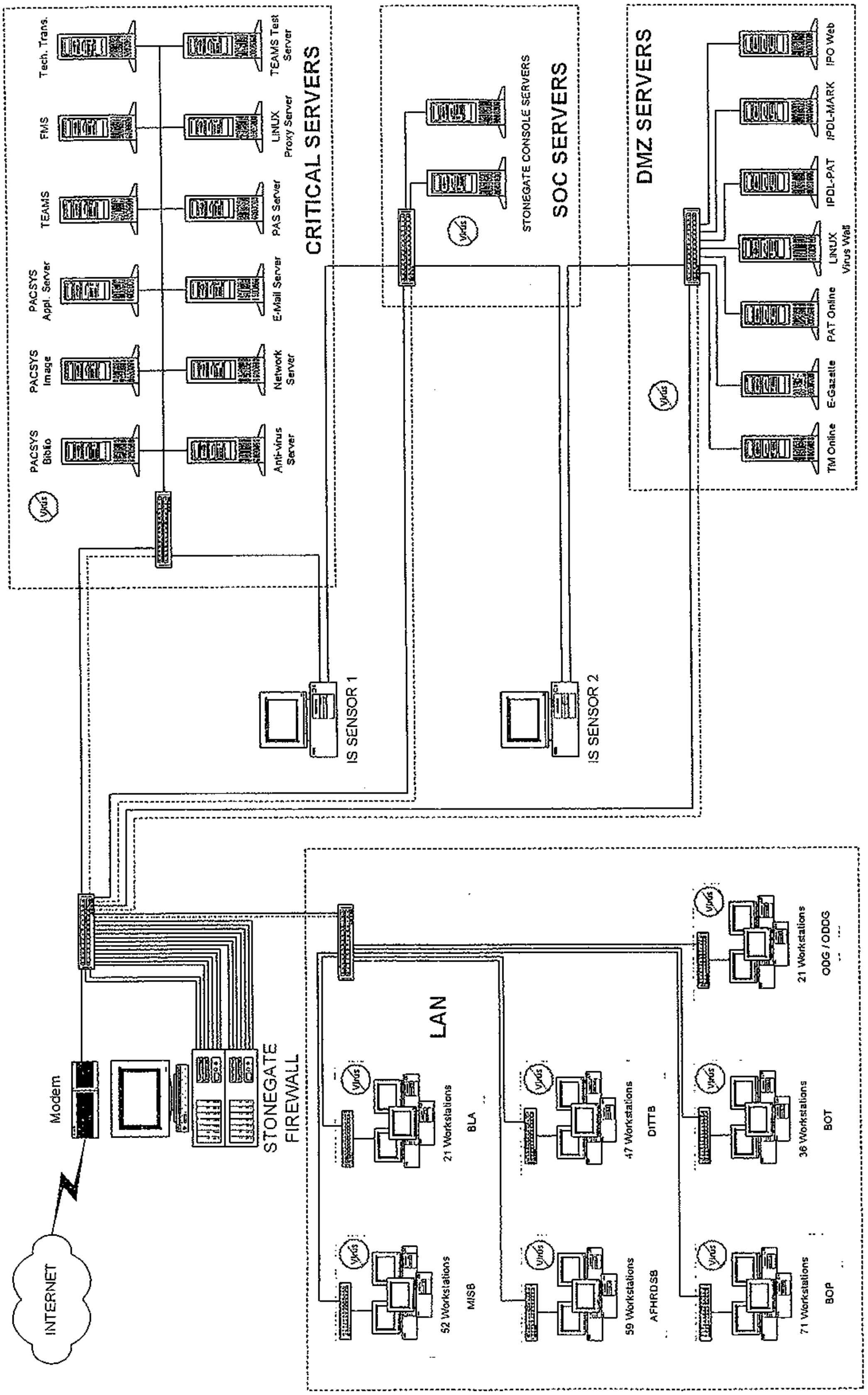
D. DATABASE REQUIRED

DATABASE	GENERAL CONTENTS/ DESCRIPTION	Status	INFORMATION SYSTEMS SERVED	Data Archiving Storage/ Media
PATENT: Bibliographic PATENT: Image PATENT: Transaction	Bibliographic data, abstract, claims Scanned documents and drawings Incoming/outgoing communications, status	In-placed	Patent Administration Computerized System (PACSYS)	Tape
TM: Bibliographic TM: Image TM: Transaction	Bibliographic data, marks Scanned documents and drawings Incoming/outgoing communications, status	In-placed	Trademark Electronic Application Management System (TEAMS)	Tape
IP Cases	Bibliographic data of cases, IP jurisprudence Incoming/outgoing communications, status	For build-up	IP Legal Information and Enforcement System (IP IN FORCE)	Tape
IP CDL	Bibliographic data of cases and IP jurisprudence from different enforcing agency.	For build-up	IP Computerized Digital Library (IP-CDL)	Tape
Technology Transfer & Broker	Bibliographic TTR-related data Incoming/outgoing communications, status	In-placed	Technology Transfer (TECHTRANS)Registry and Brokering System (TECH BROKERING)	Tape
Patents On-line	Bibliographic data & fees; all application documents, i.e. specification, claim(s) and/or drawing(s)/image(s) Response Communications/Office Actions Status of Application	For build-up	Patents Online, eCor, Online Status Query	Tape
Trademark On-line	Bibliographic data & fees; all application documents, including drawing(s)/image(s) Response Communications/Office Actions Status of Application	For build-up	TM Online, eCor, Online Status Query	Tape
e-Gazette	Bibliographic data of published trademarks and patents	For build-up	e-Gazette	Tape
IPDL: PATENTS	Bibliographic data of all published patent applications and granted patents, registered utility models and industrial designs including their associated image(s) and/or drawing(s)	For build-up	Industrial Property Digital Library for Patents (IPDL-PATENTS)	Tape
IPDL: MARKS	Bibliographic data of all published trademark applications & registered trademarks, including their associated image(s) and/or drawing(s)	In-placed	Industrial Property Digital Library for Trademarks (IPDL-MARKS)	Tape
FMS	Collected fees, expenditures, etc. Cash in/Cash out, nature of payment, etc. PS, MOOE, CO, etc.	For build-up	Fee Management System Fees On-Line Budgeting System	Tape

	Payables, asset, equity, receivables, etc. Items to be purchased, cost, RIVs, etc. Supplies, inventory of items, etc. Salary, remittances, daily time record, etc.		Payroll System eNGAS Procurement and Property Inventory Management System(PPIMS)	
Library Materials	Control of book inventory, patent/TM doc... Control of IT book inventory, diskettes, CDs.	For conversion	Integrated Library System (ILS)	Tape
Agent	Agent related data and transactions.	For migration	Agent Integrated Management System (AIMS), all systems requiring agent data.	Tape
Applicant/ Registrant	Applicant/Registrant related data and transactions.	For migration	Applicant's Centralized Registry & ID System (ACRIS), all systems requiring agent data.	Tape
Office Records	Office records and documents.	For build-up	Records Management and Document Tracking System (RMDTS)	Tape
MPPIS	IP-related data, Statistical data, reports, compilation of bills, laws, rules and guidelines, policies, etc. & other information for management purposes	For migration	Management, Policy and Planning Information (MPPIS)	Tape
Personnel	Personnel bio-data, job description, actual duties, performance (PES)	For build-up	Human Resources Application System (HRAS), Performance Management System (PMS)	Tape

E. NETWORK LAYOUT

F.1. Existing Network Layout


INTERNET
Modem
STONEGATE FIREWALL
CRITICAL SERVERS
Virus
PACSYS Biblio
PACSYS Image
PACSYS Appl. Server
TEAMS
FMS
Tech. Trans.
Anti-virus Server
Network Server
E-Mail Server
PAS Server
LINUX Proxy Server
TEAMS Test Server
IS SENSOR 1
IS SENSOR 2
SOC SERVERS
STONEGATE CONSOLE SERVERS
DMZ SERVERS
TM Online
E-Gazette
PAT Online
LINUX Virus Wall
IPDL-PAT
IPDL-MARK
IPO Web
LAN
52 Workstations
MISB
21 Workstations
BLA
59 Workstations
AFHRDSB
47 Workstations
DITTB
71 Workstations
BOP
36 Workstations
BOT
21 Workstations
ODG / ODDG

The Intellectual Property Office Local Area Network (LAN) is a star topology setup, an enhance category 5 classification, running on 622 Mbps data transmission speed. The LAN Structured Cabling System was installed in compliance with the Commercial Telecommunication Cabling Standard (ANSI/TIA/EIA-568A), wherein the design and installation of cables and other cabling components comply with the said standard.

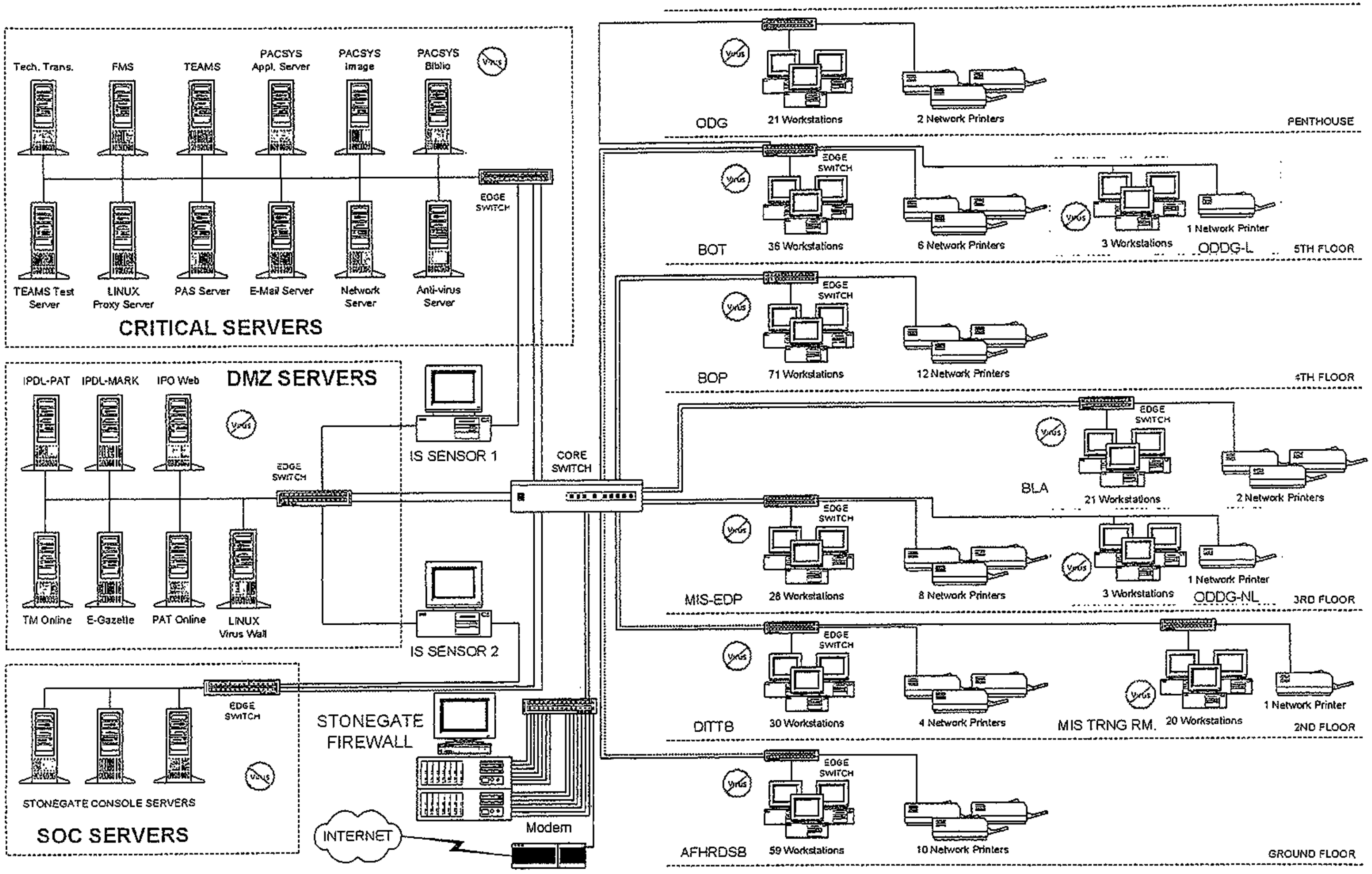
The setup of IPO's local area network is composed of Intermediate Distribution Frames (IDF) located on each floor of the building. The Main Distribution Frame (MDF) where all the IDF on each floor was connected via fiber optic cable is located on the third floor of IPO Building. The MDF is the main panel and IDF is the remote panels, this is composed of stackable network switches, hubs, fiber optic panel, RJ45 patch panels and wire organizer panels. All fiber optic panels on the IDF side are connected to the main fiber panel at the MDF. Patch panels on both MDF and IDF are connected to the modular information outlet on the distribution side or workstations.

Using a fiber optic cable as a backbone to connect the MDF to each IDFs is essential to serve and to obtain the maximum transmission speed of data communication from the servers to workstations.

The servers are divided into three groups; the critical servers, where the databases of the different systems are connected; DMZ servers, this are the web-based servers and the SOC servers or the stonegate console servers. Each group of servers is connected in a network switch, one switch on each group of servers.

As part of our network enhancement on the physical medium or setup, a redundant cable is used to connect the switches on the MDF side. The critical servers, SOC servers and the DMZ server are separately connected in a switch, from which all the switches are connected to a main switch on the firewall side. The cascade cables from the main switch are 2-runs of UTP cable, one cable serves as a redundant cable. The redundant cables will serve as a back up or an auxiliary cable to minimize network downtime and avoid data collision within the network. As a result, a more efficient and faster data transmission within the network as well as the servers to the workstations.

F.2 Proposed Network Layout


Tech. Trans.
FMS
TEAMS
PACSYS Appl. Server
PACSYS Image
PACSYS Biblio
EDGE SWITCH
TEAMS Test Server
LINUX Proxy Server
PAS Server
E-Mail Server
Network Server
Anti-virus Server
CRITICAL SERVERS
IPDL-PAT
IPDL-MARK
IPO Web
DMZ SERVERS
EDGE SWITCH
IS SENSOR 1
TM Online
E-Gazette
PAT Online
LINUX Virus Wall
IS SENSOR 2
CORE SWITCH
EDGE SWITCH
STONEGATE CONSOLE SERVERS
SOC SERVERS
STONEGATE FIREWALL
INTERNET
Modem
ODG
21 Workstations
2 Network Printers
PENTHOUSE
EDGE SWITCH
BOT
36 Workstations
6 Network Printers
3 Workstations
1 Network Printer
ODDG-L
5TH FLOOR
EDGE SWITCH
BOP
71 Workstations
12 Network Printers
4TH FLOOR
EDGE SWITCH
BLA
21 Workstations
2 Network Printers
EDGE SWITCH
MIS-EDP
28 Workstations
8 Network Printers
3 Workstations
1 Network Printer
ODDG-NL
3RD FLOOR
EDGE SWITCH
DITTB
30 Workstations
4 Network Printers
MIS TRNG RM.
20 Workstations
1 Network Printer
2ND FLOOR
EDGE SWITCH
AFHRDSB
59 Workstations
10 Network Printers
GROUND FLOOR

PART III. ICT SOLUTIONS

A. ICT SOLUTIONS OF THE INFORMATION SYSTEMS
B. ICT STRATEGY FOR PUBLIC ACCESS (NARRATIVE)

PART. IVRESOURCE REQUIREMENTS

A. ICT RESOURCE REQUIREMENTS

A.1. HARDWARE

ITEM	NUMBER OF UNITS						
	EXISTING	PROPOSED ACQUISITION					
		YEAR 1 2005	YEAR 2 2006	YEAR 3 2007	YEAR 4 2008	YEAR 5 2009	TOTAL
WORKSTATIONS							
AFHRDSB							
Laptop	4	2	0	1	0	0	3
Desktop	55	22	23	21	10	14	90
DITTB							
Laptop	3	1	1	1	0	0	3
Desktop	27	18	13	10	3	8	52
BLA							
Laptop	2	0	0	2	0	0	2
Desktop	19	12	12	11	4	2	41
MIS-EDP							
Laptop	4	3	0	0	1	0	4
Desktop	48	10	10	2	20	18	60
BOP							
Laptop	1	2	0	0	0	0	2
Desktop	70	24	37	32	17	8	118
BOT							
Laptop	1	1	1	0	0	0	2
Desktop	35	23	20	15	6	6	70
ODG/ODDG/COA							
Laptop	5	3	1	0	2	0	6
Desktop	16	7	7	4	0	14	32
FOR DISPOSAL							
Laptop	0	10	3	4	3	0	20
Desktop	6	44	58	44	60	70	276
TOTAL							
Laptop	20	12	3	4	3	0	22
Desktop	270	116	122	95	60	70	463

ITEM	NUMBER OF UNITS						
	EXISTING	PROPOSED ACQUISITION					
		YEAR 1 2005	YEAR 2 2006	YEAR 3 2007	YEAR 4 2008	YEAR 5 2009	TOTAL
FLATBED SCANNERS							
AFHRDSB	12	2	0	4	0	0	4
DITTB	1	2	0	0	0	0	1
BLA	0	0	0	0	0	0	0
MIS-EDP	4	1	25	0	0	0	1
BOP	5	9	0	0	0	0	9
BOT	2	4	0	0	0	0	4
ODG/ODDG	0	0	0	0	0	0	0
DISPOSED	2	0	0	0	0	0	0
TOTAL	26	18	25	4	0	0	19

SERVERS	25	5					

LCD PROJECTOR	3	2	0	0	0	0	0

MULTIMEDIA CAMERA	0	1	0	0	0	0	0

ITEM	NUMBER OF UNITS						
		PROPOSED ACQUISITION					
	EXISTING	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
		2005	2006	2007	2008	2009	
PRINTERS							
AFHRDSB							
Laser Printer	14	7	4	3	0	3	31
Ink Jet Printer	6	1	1	1	0	0	9
Dot Matrix	4	0	0	1	0	0	5
Slip Printer	3	0	0	0	0	0	3
DITTB							
Laser Printer	8	4	4	1	4	3	24
Ink Jet Printer	2	1	2	0	0	0	5
Dot Matrix	0	0	0	0	0	0	0
BLA							
Laser Printer	7	5	1	2	2	0	17
Ink Jet Printer	3	1	2	0	0	0	6
Dot Matrix	0	0	0	0	0	0	0
MIS-EDP							
Laser Printer	10	1	4	0	0	3	18
Ink Jet Printer	3	4	0	0	2	0	9
Dot Matrix	0	0	0	0	0	0	0
BOP							
Laser Printer	22	9	3	4	3	6	47
Ink Jet Printer	1	2	0	0	0	0	3
Dot Matrix	0	0	0	0	0	0	0
Bar Code Printer	2	0	0	0	0	0	2
BOT							
Laser Printer	11	6	0	4	4	2	27
Ink Jet Printer	4	1	2	1	0	0	8
Dot Matrix	0	0	0	0	0	0	0
ODG/ODDG/COA							
Laser Printer	8	3	2	1	2	1	17
Ink Jet Printer	3	1	1	0	0	0	5
Dot Matrix	0	0	0	0	0	0	0
FOR DISPOSAL							
Laser Printer	3	11	8	14	14	28	78
Ink Jet Printer	0	2	0	0	2	6	10
Dot Matrix	0	1	0	1	0	1	3
JICA ROOM							
Ink Jet Printer	3	0	0	0	0	0	3
FOR REPAIR							
Laser Printer	1	0	0	0	0	0	1
TOTAL							
Laser Printer	84	46	26	29	29	46	260
Ink Jet Printer	25	11	8	2	2	0	38
Dot Matrix	4	0	0	1	0	0	2
Slip Printer	3	0	0	0	0	0	3
Bar Code Printer	2	0	0	0	0	0	2

No. of PC = Existing PC + No. of Disposal
+ Rounded Value [(Total PC Users – Existing PC User)/3]

Network Printer must be less than or equal to = Total No. of PC/4

A.1.1 NETWORK AND TELECOMMUNICATIONS

ITEM	NUMBER OF UNITS						
	EXISTING	PROPOSED ACQUISITION					TOTAL
		YEAR 1 2005	YEAR 2 2006	YEAR 3 2007	YEAR 4 2008	YEAR 5 2009	
NETWORK SWITCHES							
CORE SWITCH	0	0	1	0	0	0	1
EDGE SWITCH							
26-PORT (CISCO)	3	5	2	1	0	0	8
24-PORT (CISCO)	1	0	3	1			
24-PORT (3COM)	2	0	4	0	0	0	4
22-PORT WITH FO PORT	5	0	0	0	0	0	0
16-PORT (3COM)	2	1	0	0	0	0	1
NETWORK HUBS							
24-PORT HUB	6	0	0	0	0	0	0
12-PORT HUB	11	0	0	0	0	0	0
FIREWALL							
STONEGATE	1	0	0	0	0	0	0
SONICWALL	1	0	0	0	0	0	0
ROUTERS:	1	0	0	0	0	0	0
OTHERS:							
Local Area Network Lines	312	171	82	85	0	0	338
Wireless LAN Base Terminal	0	0	0	1	0	0	1
Wireless LAN Rx/Tx Terminal	0	0	0	20	0	0	20

A.1.2. DEPLOYMENT OF ICT EQUIPMENT

NAME OF OFFICE / ORGANIZATIONAL UNITS	ITEM	NUMBER OF UNITS	
		EXISTING	PROPOSED
AFHRDSB	Desktop Computers	55	94
	Laptop Computers	4	4
	Laser Printers (Network)	14	18
	Ink Jet Printers	6	2
	Dot Matrix	4	4
	Slip Printers	3	3
	Flatbed Scanners	12	14
	Network Switch (26-port)	0	1
	Network Switch (24-port)	1	2
	Network Switch (22-port)	1	1
	Network Switch (16-port)	0	0
	Network Hub (24-port)	1	1
	Network Hub (12-port)	1	1
	Local Area Network Lines	60	119
DITTB / MIS TRAINING RM	Desktop Computers	27	74
	Laptop Computers	3	4
	Laser Printers	8	15
	Ink Jet Printers	2	4
	Dot Matrix	0	0
	Slip Printers	0	0
	Flatbed Scanners	1	2
	Network Switch (26-port)	0	1
	Network Switch (24-port)	0	1
	Network Switch (22-port)	0	0
	Network Switch (16-port)	0	0
	Network Hub (24-port)	1	1
	Network Hub (12-port)	3	3
	Local Area Network Lines	21	88
MIS-EDP / BLA / ODDG-NL	Desktop Computers	67	82
	Laptop Computers	6	6
	Laser Printers	17	17
	Ink Jet Printers	5	7
	Dot Matrix	0	0
	Slip Printers	0	0
	Flatbed Scanners	4	30
	Network Switch (26-port)	3	5
	Network Switch (24-port)	2	4
	Network Switch (22-port)	2	2
	Network Switch (16-port)	0	0
	Network Hub (24-port)	1	1
	Network Hub (12-port)	2	2
	Local Area Network Lines	90	140

NAME OF OFFICE / ORGANIZATIONAL UNITS	ITEM	NUMBER OF UNITS	
		EXISTING	PROPOSED
BOP	Desktop Computers	70	120
	Laptop Computers	1	2
	Laser Printers	22	29
	Ink Jet Printers	1	3
	Dot Matrix	0	0
	Slip Printers	0	0
	Barcode Printers	2	0
	Flatbed Scanners	5	9
	Network Switch (26-port)	0	3
	Network Switch (24-port)	0	0
	Network Switch (22-port)	1	1
	Network Switch (16-port)	1	1
	Network Hub (24-port)	2	2
	Network Hub (12-port)	2	2
	Local Area Network Lines	78	152
BOT / ODDG-L	Desktop Computers	35	74
	Laptop Computers	1	3
	Laser Printers	14	24
	Ink Jet Printers	4	4
	Dot Matrix	0	0
	Slip Printers	0	0
	Flatbed Scanners	2	6
	Network Switch (26-port)	0	1
	Network Switch (24-port)	0	1
	Network Switch (22-port)	1	1
	Network Switch (16-port)	1	1
	Network Hub (24-port)	1	1
	Network Hub (12-port)	1	1
	Local Area Network Lines	48	94
ODG/COA	Desktop Computers	8	14
	Laptop Computers	3	3
	Laser Printers	3	5
	Ink Jet Printers	2	2
	Dot Matrix	0	0
	Slip Printers	0	0
	Flatbed Scanners	0	0
	Network Switch (26-port)	0	0
	Network Switch (24-port)	0	0
	Network Switch (22-port)	0	0
	Network Switch (16-port)	0	1
	Network Hub (24-port)	0	0
	Network Hub (12-port)	2	2
	Local Area Network Lines	0	24

A2. SOFTWARE
A3. ICT SERVICES

A4. ICT MANPOWER AND ORGANIZATIONAL STRUCTURE

A.4.1

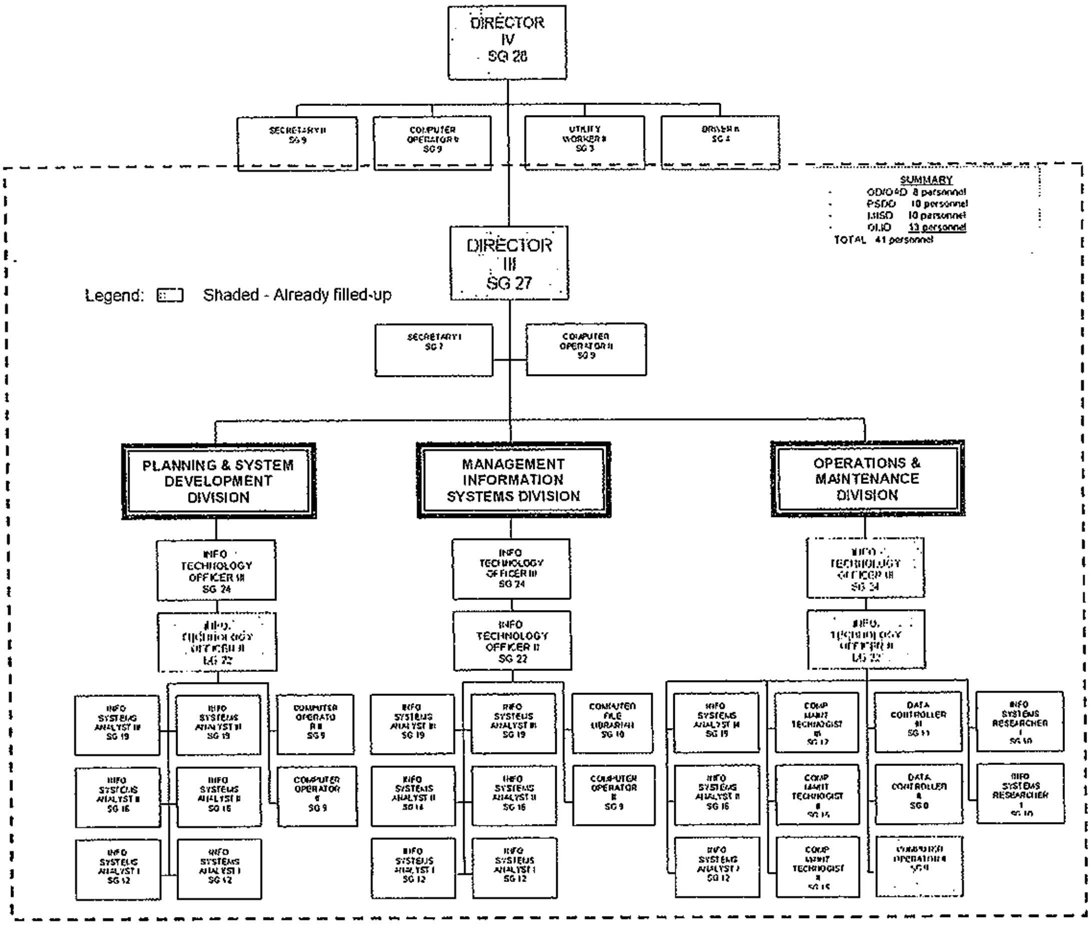
PLANTILLA POSITIONS	EMPLOYMENT STATUS	PLACE OF ASSIGNMENT	NO. OF POSITIONS				
			EXISTING				PROPOSED ICT POSITIONS
			FILLED UP		UNFILLED		
			ICT	NON-ICT	ICT	NON-ICT	
1 DIRECTOR IV	PERMANENT	OD	1				
2 DIRECTOR III	PERMANENT	OAD	1				
3 INFORMATION TECHNOLOGY OFFICER III	PERMANENT	OMD	1		2		
4 INFORMATION TECHNOLOGY OFFICER II	PERMANENT	OMD, PSDD, MISD	2		1		
5 INFORMATION SYSTEMS ANALYST III	PERMANENT	OMD, PSDD, MISD	5				
6 INFORMATION SYSTEMS ANALYST II	PERMANENT	PSDD, MISD	3		2		
7 INFORMATION SYSTEMS ANALYST I	PERMANENT	OMD, PSDD, MISD	3		1		
8 COMPUTER MAINTENANCE TECHNOLOGIST III	PERMANENT	OMD	1				
9 COMPUTER MAINTENANCE TECHNOLOGIST II	PERMANENT	OMD	1		1		
10 INFORMATION SYSTEMS RESEARCHER I	PERMANENT	OMD	1		1		
11 COMPUTER FILE LIBRARIAN II	PERMANENT	MISD	1				
12 SECRETARY II	PERMANENT	OD		1			
13 SECRETARY I	PERMANENT	OAD		1			
14 COMPUTER OPERATOR II	PERMANENT	OD, OAD, OMD, PSDD, MISD	6				
15 DATA CONTROLLER III	PERMANENT	OMD			1		
16 DATA CONTROLLER II	PERMANENT	OMD			1		
17 UTILITY WORKER II	PERMANENT	OD				1	
18 DRIVER	PERMANENT	OD				1	

The existing organizational structure is shown in the succeeding chart. The establishment of its Divisions was based on the norm of IS (Information Systems) life cycle phases by which this Bureau has to adopt to ascertain the effectiveness, efficiency and sustainability of its IS operations in all the Bureaus/Offices of IPO. The number of Divisions and personnel complement in this Bureau was determined based on the MIS-EDPB's present and projected workload/projects considering that it handles IS developments and operations in all business processes/systems in IPO.

With the present organizational structure and staffing pattern/plantilla now being filled up, this Bureau will then be equipped with the capacity to ascertain the sustainability of the existing automated systems/operations of IPO, and the warranted success of its ongoing and planned computerization projects which are very badly needed by the IPO for it to be able to finally run its KRA-based operations efficiently and effectively within the projected time period considered.

A.4.2. EXISTING ICT ORGANIZATIONAL STRUCTURE

MANAGEMENT INFORMATION SYSTEMS AND EDP BUREAU


DIRECTOR
IV
SG 28
SECRETARY II SG 9
COMPUTER OPERATOR II SG 9
UTILITY WORKER II SG 3
DRIVER II SG 4
SUMMARY
OD/OAD 8 personnel
PSDD 10 personnel
MISD 10 personnel
OMD 13 personnel
TOTAL 41 personnel
DIRECTOR
III
SG 27
Legend: ▭ Shaded - Already filled-up
SECRETARY I SG 7
COMPUTER OPERATOR II SG 9
PLANNING & SYSTEM DEVELOPMENT DIVISION
MANAGEMENT INFORMATION SYSTEMS DIVISION
OPERATIONS & MAINTENANCE DIVISION
INFO TECHNOLOGY OFFICER III SG 24
INFO TECHNOLOGY OFFICER II SG 22
INFO SYSTEMS ANALYST III SG 19
INFO SYSTEMS ANALYST II SG 16
INFO SYSTEMS ANALYST I SG 12
COMPUTER OPERATOR II SG 9
COMPUTER FILE LIBRARIAN SG 10
COMP MAINT TECHNOLOGIST III SG 12
COMP MAINT TECHNOLOGIST II SG 15
DATA CONTROLLER III SG 11
DATA CONTROLLER II SG 8
INFO SYSTEMS RESEARCHER I SG 10

The MIS-EDPB has the following functions (re Sec. 12, R.A. 8293):

a. Conduct automation planning, research and development, testing of systems, contracts with firms, contracting, purchase and maintenance of equipment, sign and maintenance of systems, user consultation, and the like; and

b. Provide management information support and service to the Office.

A.4.3. PROPOSED ICT ORGANIZATIONAL STRUCTURE

A.5. ICT TRAINING NEEDS

ICT COURSE	TARGET NO. OF PARTICIPANTS				
CLASSIFICATION / COURSE TITLE/DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	2005	2006	2007	2008	2009
1. ICT FOR NON-IT PERSONNEL					
Office Productivity Applications Training					
- MS Word					
- MS Excel					
- MS Powerpoint					
- MS Project					
- Desktop Publishing					
- Internet (E-mail & Web Surfing)					
- Customized Systems					
2. ICT FOR MIS STAFF					
System Development and Administration					
- Applications Development					
a. Client-Server Systems Development					
- Visual Basic Programming (latest version)					
- Object-oriented Development and Programming Concepts					
- Open-source Programming					
- PL/SQL Programming					
- Report Designing/Programming					
b. Web Applications Development Using latest Technologies					
c. Information Systems Project Management					
Database Development and Administration					
- Oracle and SQL Server Database Administration					
- Relational Database Analysis and Design					
- Dabase Security and Back-up System					
ICT Resources Administration					
- Microsoft/Open-source Systems Administration					
- LAN/WAN Installation and Administration					
- Networking Utilities Programming and Management					
- Advanced Network Security Technology					
- Data Communications					
- Web Site Administration					

B. OTHER RESOURCE REQUIREMENTS

PART V. DEVELOPMENT AND INVESTMENT PROGRAM

A. INFORMATION SYSTEMS IMPLEMENTATION SCHEDULE

INFORMATION SYSTEMS PROJECTS AND PROGRAMS	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	2005				2006				2007				2008				2009			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
MAIN SERVICES (ADMINISTRATIVE SYSTEMS)																				
Patent Administration Computerized System (PACSYS)																				
SOA Connectivity	▨	▨	▨	▨																
e-Gazette/Publication Module Connectivity/Integration	▨	▨	▨	▨																
Remaining Modules	▨	▨	▨	▨																
Upgrading of Operating Sys./DBMS and Hardware			Upgrading	▨	▨	▨														
PACSYS Database Updating Project - PTASD/AFHRDSB	▨	▨	▨	▨																
Trademark Electronic Application Management System (TEAMS)																				
Continuing Enhancements	▨	▨	▨	▨																
Upgrading of Operating Sys./DBMS and Hardware							▨	▨	▨	▨										
IP Legal Information & Enforcement System (IP IN-Force)																				
Mailing Module	▨	▨	▨	▨																
Administrative Modules/System & Database Updating																	Upgrading	▨	▨	▨
Technology Brokering (TECH BROKER)					▨	▨	▨	▨												
E-COMMERCE INITIATIVES																				
PATENTS ON-LINE																				
Industrial Design	▨	▨	▨	▨																
Invention					▨	▨	▨	▨												
Utility Model					▨	▨	▨	▨												
TM Online																				
Credit Card Payment System	▨	▨	▨	▨																
FEES ON-LINE	▨	▨	▨	▨																
e-Gazette																				
Patent e-Gazette (web-based)	▨	▨	▨	▨																
IPDL – Patent																				
Phase II: Search Module Devt. (Web-based for internal/ external users; PDESSYS features to be integrated)													Upgrading	▨	▨	▨				
Phase III: Scanning Module (for entire doc.-spec & drawing)	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨								
IPDL – Marks																				
Module with subsription fee	▨	▨	▨	▨																
IP CDL (web-based)	▨	▨	▨	▨																
e-Cor									▨	▨	▨	▨	▨	▨	▨	▨				
On-Line Status Query									▨	▨	▨	▨	▨	▨	▨	▨				
FINANCIAL MANAGEMENT SYSTEM																				
FEE Management																				
Fee System (cashiering module/SOA)	▨	▨	▨	▨																
Integration with other systems	▨	▨	▨	▨																
Payroll	▨	▨	▨	▨																
Budgeting System	▨	▨	▨	▨																
Accounting System (e-NGAS)	▨	▨	▨	▨																
PPIMS (Procurement & Property Inventory Mgmt. System)			▨	▨	▨	▨														

SUPPORT SERVICES																				
Agent Integrated Monitoring System (AIMS)	▨	▨	▨	▨	▨	▨	▨	▨												

INFORMATION SYSTEMS PROJECTS AND PROGRAMS	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	2005				2006				2007				2008				2009			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
Applicants' Centralized Registry & I.D. System (ACRIS)							▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨		
Human Resources Application System (HRAS)	▨	▨																		
Performance Management System (PMS)	▨	▨	▨	▨	▨	▨														
Records Management and Document Tracking System (RMDTS)	▨	▨	▨	▨																
Management Policy and Planning Information System (MPPIS)					▨	▨	▨	▨												
GENERAL IP INFO SERVICES																				
IPO Website	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
IP-CD Multimedia Production	▨	▨	▨	▨																
CD-ROM based IP Information System (IP-CD)															▨	▨	▨	▨		
IPONet Video Conferencing System													▨	▨	▨	▨	▨	▨	▨	▨
Integrated Library System (ILS) Database Completion	▨	▨	▨	▨																
OTHER IT-RELATED ACTIVITIES/PROJECTS																				
Preparation of IPO's 2010-2014 ISSP																	▨	▨	▨	▨
Operations & Maintenance of Completed Systems	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
Continuing Updating/Adjustment/Upgrading of Systems and/or IT Facilities/Infrastructures	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
IT Training	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
ICT Policy																				
Continuing ICT Policy/Security Assessment Updating	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
MIS-EDP Operations Manual	▨	▨	▨	▨																
Systems Audit																				
PACSYS									▨	▨										
TEAMS					▨	▨														
Financial Management System (which includes e-NGAS, PPIMS, Budgeting System and Payroll System)									▨	▨										
IP in Force									▨	▨										
Patents Online											▨	▨								
TM Online									▨	▨										
IPDL-Patents									▨	▨										
IPDL-Marks (TM-Online Search with subscription fee)									▨	▨										
Fees Online									▨	▨										
e-Gazette									▨	▨										
IPCDL – Web									▨	▨										
TechBroker													▨	▨						
HRAS (formerly PAS)															▨	▨				
ILS															▨	▨				
RM/DTS															▨	▨				
PMS															▨	▨				
MPPIS															▨	▨				
TechTrans															▨	▨				
AIMS															▨	▨				

B. SUMMARY OF INVESTMENT

JICA
ジャイカ