

PROPOSED ROAD MAP – ACCESSIONS MADRID

IMPACT STATEMENT (Overall Long-term Result)
INCREASED ACCESS TO INTERNATIONAL TRADEMARK PROTECTION THROUGH MADRID PROTOCOL

OUTCOME	I. Change Leadership		
Guided by a Road Map, an “Accession Team” from the national IP Office is proactively championing the accession of Madrid Protocol			
OUTPUTS Intended Results	ACTIVITIES	PLANNED WORK RESOURCES AND RISKS	PERFORMANCE MEASURE
1. A composite team comprising of key personnel from the national IP Office (referred to as the “Accession Team”) leads the accession initiative and intensifies advocacy for Madrid Protocol before internal and external stakeholders.	1.1. Conceptualizing and organizing the Accession Team: selection of members, approving of the authority and budget for the accession activities in YEAR XXXX.	<u>Resources</u> - Management decision and action. - Time, resources and commitment of the team members appointed. <u>Risks</u> - Because the members of the Accession Team only functions <i>ex-officio</i> to their regular duties, the challenge is to devote sufficient time to effectively carry out the team’s mandate.	1.1.1. Qualified persons at appropriate levels, with a right fit and attitude to push for service innovation, are appointed to the Accession Team and functioning cohesively as a team and change agent. 1.1.2. The Accession Team is well represented by all functionaries of the IP Office that are relevant to Madrid Protocol. At the very least, the following are represented: (a) International Cooperation; (b) Legal; (c) Finance; (d) ICT or Information Technology; (e) Trademark Operations; and (f) Administrative Support.

			<p>1.1.3. The mandate of the Accession Team is expressly articulated in a Road Map that is approved by top management, and the team is vested with the proper authority and given sufficient resources to accomplish its mandate.</p>
			<p>1.1.4. The performance of the Accession Team and implementation of the Road Map is monitored and evaluated periodically by top management.</p>
	<p>1.2 Members of the Accession Team undergo extensive training on the Madrid Protocol and the Common Regulations. More specifically, at least two seminars or workshops are conducted for the members of the Accession Team in YEAR XXXX.</p>	<p><u>Resources</u></p> <ul style="list-style-type: none"> - Engagement of experts on Madrid Protocol to conduct training. - Cost of training. - Time of trainees. <p><u>Risks</u></p> <ul style="list-style-type: none"> - Lack of funds to conduct the training. - Training is not effective. 	<p>1.2.1. Experts from the International Bureau of WIPO and selected Contracting Parties (national IP Offices) are engaged to conduct the training in order to provide both perspectives of the Madrid system.</p>
			<p>1.2.2. Training covers both theory and actual applications of Madrid Protocol and its Common Regulations.</p>
			<p>1.2.3. Training methodology is effective as evidenced by the evaluation and trainees ability to demonstrate their learning and new competencies in the education and information campaign they will conduct for various stakeholders.</p>

	<p>1.3. (Optional) Two members of the Accession Team are sent to WIPO to observe the operations and systems of the International Bureau (the IB) and establish a working relationship with IB in Year XXXX.</p>	<p><u>Resources</u></p> <ul style="list-style-type: none"> - Funding by WIPO for the mission. - Written request by DG of the national IP Office. - Time of two members. <p><u>Risks</u></p> <ul style="list-style-type: none"> - Wrong choice of persons sent to IB. - Lack of time or preparation for the mission. 	<p>1.3.1. Effective coordination between national IP Office and IB of WIPO for the approval, design and conduct of the mission.</p> <p>1.3.2. Post-mission seminar is successfully conducted by the two members to echo the learning to other members of the team.</p> <p>1.3.3. Continuing communication between the two members of the team and their contacts at the IB.</p>
	<p>1.4. (Optional) A member of the Accession Team is invited as an observer to the meeting <i>Working Group on the Legal Development of the Madrid System for the International Registration of Marks</i> (the Working Group) in Year XXXX.</p>	<p><u>Resources</u></p> <ul style="list-style-type: none"> - Funding by WIPO. - Written request by DG of the national IP Office. - Time of the member. <p><u>Risks</u></p> <ul style="list-style-type: none"> - Wrong choice of persons sent to IB. - Lack of time or preparation. 	<p>1.4.1. Coordination between the Accession Team and WIPO for the invitation to observe in the Working Group meeting.</p> <p>1.4.2. Discussion in past meetings of the Working Group are studied and summarized by the member attending the meeting prior to being sent to the meeting.</p> <p>1.4.3. After the meeting, an echo seminar is conducted to share the learning on the discussions in the Working Group meeting.</p>

OUTCOME	II. Legislative Changes		
TM Regulation (Ministerial Decision on TM) for Madrid Protocol is enacted, and the instrument of accession is ready for signing by Year XXXX.			
OUTPUTS Intended Results	PLANNED WORK		
1. TM Regulation (Ministerial Decision) is created to implement the provisions of Madrid Protocol provisions and Common Regulations.	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
	1.1. The proposed Trademark Regulation is drafted and reviewed by the Accession Team. Thereafter, the Minister approves it by Year XXXX.	<u>Resources</u> - Expertise and time of team members. - Assistance from WIPO experts. - Engagement of experts.	1.1.1. TM regulations are reviewed by Accession Team and submitted to Minister on or before Year XXXX. 1.1.2. The TM Regulations contain the points of difference between national direct filing procedures and the Madrid procedures pursuant to the Protocol provisions, including the Common Regulations.
OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
2. The national IP Office has decided on the options available to Contracting Parties of Madrid Protocol which are to be included as declarations in the accession instrument.	2.1. The Accession Team weighs the options available to Contracting Parties and recommends declarations to top management of the national IP Office in Year XXXX.	<u>Resources</u> - Time of team members. - Management action and decision. <u>Risks</u> Omitting certain declarations in the accession instrument.	2.1.1. An exhaustive discussion with recommendations of the options is prepared by the Accession Team.
	2.2. The top management of the national IP Office decides on the options and makes the declarations in the accession instrument in Year XXXX.		2.1.2. Statistics in support of the discussions and recommendations are made available.
			2.2.1. Queries from DG and Minister are responded to by the Accession Team.
			2.2.2. The decision of the DG and Minister is made on time.

OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
<p>3. The national IP Office facilitated the approval by the Government (Cabinet) of the accession and the signing of the instrument of accession by the Minister of Foreign Affairs, and the same is submitted to WIPO in Year XXXX.</p>	<p>3.1. The Accession Team will conduct inter-ministerial consultations and a final public consultation to comply with the requirement of Government prior to submitting recommendation for accession.</p>	<p><u>Resources</u></p> <ul style="list-style-type: none"> - Time of team members. - Management action. - Involvement of other Ministries. <p><u>Risks</u></p> <ul style="list-style-type: none"> - Accession instrument is not issued because of objections of certain sectors. 	<p>3.1.1. There is close coordination and constant communication between and among involved Government offices as evidenced by written documentation and minutes of meetings.</p>
	<p>3.2. Accession Team will submit the recommendation to the Ministry of Foreign Affairs, which will request the Government Office (Cabinet) for approval of the accession. The IP Office will then liaise directly with both offices to obtain the desired approval expeditiously.</p>		<p>3.2.1. Queries from the Office of the President/Prime Minister are responded to within two days and issues raised are addressed effectively.</p>
	<p>3.3. Provide the Minister of Foreign Affairs with the necessary information and documents for the drafting of the instrument of accession by Year XXXX.</p>		<p>3.3.1. Instrument of accession is drafted and reviewed by top management.</p> <p>3.3.2. The involved parties are briefed on the accession declarations.</p>
	<p>3.4. Approval by the National Assembly (as a formality) of the accession prior to submission of the instrument to the DG of WIPO before end of Year XXXX.</p>		<p>3.4.1. There is close coordination with the Ministry of Foreign Affairs and the Office of Cabinet for the approval of the accession and signing of the instruments of accession as evidenced by written documentation and minutes of the meetings.</p>

OUTCOME	III. Procedural Changes		
By Year XXXX, the operational manual for handling international applications and registrations under the Madrid system is in place.			
OUTPUTS Intended Results	PLANNED WORK		
1. The Trademark Regulations covering international registrations designating the country and international applications filed through the national IP Office as Office of origin pursuant to the Madrid Protocol are promulgated by Year XXXX.	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
	1.1. Selected members of the Accession Team draft the regulations with assistance from WIPO and other experts in Year XXXX.	<u>Resources</u> - Expertise and time of team members. - Assistance from WIPO experts. - Engagement of other experts.	1.1.1.Regulations are drafted in a manner, form and style that accommodate the incremental changes that may be introduced by the Madrid Union from time to time.
	1.2. Conducting consultations with internal and external stakeholders on the proposed regulations in Year XXXX.	<u>Risks</u> - Lack of material time to complete the regulations and conduct training therefor.	1.2.1.Regulations drafted with inputs from the involved parties and stakeholders.
1.3. Regulations are finalized and approved by the DG of the national IP Office by Year XXXX, Quarter X.		1.3.1.Regulations become effective in time for implementation of the Madrid Protocol after accession.	
OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
2. An operations manual for handling international applications and processing international registrations is in place by Year XXXX.	2.1. Selected members of the Accession Team and the Operations personnel will draft the operations manual with assistance of WIPO and other experts by the end of Year XXXX.	<u>Resources</u> - Expertise and time of team members. - Assistance from WIPO experts. - Engagement of other experts.	2.1.1.Procedures laid down in the operations manual are sufficiently and clearly explained to avoid ambiguities.
		<u>Risks</u> - Lack of material time to complete the manual.	2.1.2.Procedures at the Madrid Unit in the trademark office align with and complement the work of the IB.

OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
<p>3. New work processes and procedures are implemented in time for accession by end of Year XXXX.</p>	<p>3.1. Involved parties are oriented of the approved new procedures in the operational manual after accession in Year XXXX.</p>	<p><u>Resources</u></p> <ul style="list-style-type: none"> - Expertise and time of team members. - Management action. - Assistance from WIPO experts. - Engagement of other experts. <p><u>Risks</u></p> <ul style="list-style-type: none"> - Resistance to change. 	<p>3.1.1.Changes are recommended after at least two rounds of review of the process and procedures by the Accession Team.</p> <p>3.1.2.Changes are recommended with proper written documentations.</p> <p>3.1.3.Ministerial decision is issued to authorize and institutionalize the new procedures.</p> <p>3.1.4.Involved parties are given at least one orientation of the final changes.</p>

OUTCOME	IV. Organizational Challenges		
By Quarter X, Year XXXX, competent staffs have been appointed to handle international applications and process international registrations pursuant to Madrid Protocol.			
OUTPUTS Intended Results	PLANNED WORK		
1. A competent work group within the trademark Office is authorized to handle international applications filed with the national IP Office as Office of origin upon effectivity of Madrid Protocol (three months after WIPO receives the instrument of accession) by Quarter X, Year XXXX.	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
	1.1. Selection, appointment and training of Madrid examiners and administrators with assistance of WIPO.	<u>Resources</u> - Expertise of team members. - Management decision and action. - Time of trainees. <u>Risk</u> - Insufficient training provided to work group. - Language issues of trainees. - Frequent recurring irregularities in international applications.	1.1.1. The formation of the work group to handle international applications has considered the best practices of existing Contracting Parties.
			1.1.2. Training comprised of both legal knowledge and skills in handling the applications and communicating to applicants and IB.
	1.2. (Optional) Sending members of the work group for immersion at IB and in the Office of a Contracting Party early Year XXXX.		1.1.3. Selected personnel have passed a qualifying assessment by Accession Team.
			1.2.1. At least two members of the work group have undergone immersion at IB.
			1.2.2. At least two members of the work group have undergone immersion at a Contracting Party of Madrid Protocol.

	1.3. Setting-up an evaluation and monitoring mechanism to measure the performance of the work group.		1.3.1.Evaluation and monitoring mechanisms have considered the best practices of other Contracting Parties.
			1.3.2.Evaluation and monitoring mechanisms are aligned with that of the IB.
OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
2. Competent personnel are assigned to process and examine the international registrations designating the country upon the effectivity of the Madrid Protocol (three months after WIPO receives the instrument of accession) by Quarter X, Year XXXX.	2.1. Finding an appropriate work structure to process and examine international registrations within the mandatory time frame of Madrid Protocol in Year XXXX (designating examiners for international registrations).	<u>Resources</u> - Expertise of team members. - Management decision and action. - Time of trainees. <u>Risk</u> - Quality assurance issues. - Failure to meet the deadlines of Madrid Protocol.	2.1.1.The work structure to process and examine international registrations has considered best practices of other Contracting Parties.
			2.1.2.The work structure considers the volume of work required to be completed within the time frame of Madrid Protocol.
			2.1.3.The work structure uses the same standards and quality in examining applications filed directly with the national IP Office.
	2.2. Selection and training of personnel assigned to process and examine international registrations at the start of Year XXXX.		2.2.1.Training comprised of both legal knowledge and skills.
			2.2.2.Selected personnel have passed the qualifying examination and assessment.
	2.3 Setting-up an evaluation and monitoring mechanism for quality assurance.		2.3.1.Evaluation and monitoring mechanisms have considered the best practices of other Contracting Parties.

OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
3. Transactions between IB and the Madrid Unit in the national IP Office in handling international applications and registrations are smooth and efficient.	3.1. Agreeing with the IB on the most efficient way to communicate and coordinate information and files and the designation of contact persons.	<u>Resources</u> - Expertise of team members. - Management decision and action. - Time of trainees.	2.3.2..Evaluation and monitoring mechanisms are aligned with that of IB. 3.1.1. Agreements and procedures are reduced into writing in a manual for guidance of the national IP Office personnel.
	3.2. Establishing a continuing relationship with the IB.	<u>Risk</u> - Quality assurance issues. - Failure to meet the deadlines of Madrid Protocol.	3.2.1. Periodic assessments and discussions are conducted between the IB and the national IP Office to improve coordination.

OUTCOME	V. ICT Changes		
By end of Year XXXX, ICT has enhanced the communication and coordination between the national IP Office and the International Bureau of WIPO for transactions relating to the Madrid Protocol.			
OUTPUTS Intended Results	PLANNED WORK		
	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
1. Information and documents are transmitted electronically between the IB and the national IP Office.	1.1. Creating the facility for electronic transmission of data and documents in cooperation with WIPO.	<u>Resources</u> - Time and expertise of team members. - Expertise of WIPO - Time of system users.	1.1.1. Facility is created with assistance of WIPO and after considering best practices of other Contracting Parties.
		<u>Risks</u> - Unresolved system issues and problems.	1.1.2. Facility allows transactions relating to Madrid Protocol to be 100% paperless.

	1.2. Pilot testing the facility.	- Resistance of operators.	1.2.1. Facility passed the testing as evidenced by operator confidence and feedback.
	1.3. Running the facility with checks and balances.		1.3.1. 100% of data and information is transmitted electronically.
OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
2. Database containing information and legal status of international applications and registration is accurate and up-to-date weekly, and the system allows the search and retrieval of the information and compilation of useful statistics.	2.1. Creating the database, populating it with current records and checking accuracy.	<u>Resources</u> - Time and expertise of team members. - Expertise of WIPO - Time of system users. <u>Risks</u> - Delay in updating the database. - Missing information in the database.	2.1.1. Facility is created with assistance of WIPO and after considering best practices of other Contracting Parties.
	2.2. Pilot testing the search and data retrieval facility.		2.2.1. Facility passed the testing as evidenced by operator confidence and feedback.
	2.3. Running the facility with checks and balances.		2.3.1. Accuracy of data and updating of database is checked at least once a week.
OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
3. Information in database is accessible by applicants and registrants starting Year XXXX.	3.1. Deciding and designing the access parameters considering data security.	<u>Resources</u> - Time and expertise of team members. - Expertise of WIPO.	3.1.1. Facility is designed after obtaining user preference on usage and content of database.
	3.2. Pilot testing the facility.	<u>Risks</u> - Low usage of database.	3.2.1. Facility passed the testing as evidenced by operator confidence and feedback.

	3.3. Running the facility with checks and balances.		3.3.1. Accuracy of data and updating of database is checked at least once a week.
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OUTCOME		VI. Community Changes		
By end of Year XXXX, local businesses, trademark agents and lawyers and other external stakeholders in the country possess the appropriate knowledge and adequate skills to advocate for, use and benefit from the accession to the Madrid Protocol.				
OUTPUTS Intended Results	PLANNED WORK			
	ACTIVITIES	RESOURCES AND RISKS		PERFORMANCE MEASURE
1. Trademark owners and entrepreneurs learn the benefits of the Madrid Protocol and express the desire for the country to accede to the Madrid Protocol.	1.1. Conducting seminars on the Madrid Protocol for specific industry groups and business chambers in major cities.	<u>Resources</u> - Expertise and time of trainers. - Cost of training.		1.1.1. All major industries and industry associations are given training or orientation on the Madrid Protocol.
		<u>Risks</u> - Too few seminars conducted because of fund and time constraints. - Unable to reach the right audience (decision-makers in businesses). - Information materials are not well-crafted to effectively educate the targeted readers or recipients of the materials.		1.1.2. High-ranking corporate officers, owner-entrepreneurs and decision-makers comprise 75% of the attendees in the training or orientation.
	1.2. Conducting one-on-one consultations with export-oriented businesses and top trademark filers.			1.1.3. At least two seminars are conducted in every major city.
				1.2.1. At least one-on-one consultations are conducted for export-oriented businesses. 1.2.2. One-on-one consultations are conducted for the 20 top corporate trademark filers in the past three years.

	1.3. Publishing information materials on Madrid Protocol written in the local language and distributing it to SMEs and industry associations.		1.3.1. At least 2,000 copies of the information materials are printed in the local language for distribution to SMEs and industry associations.
	1.4. Written statements of support are submitted by interested industry associations and chambers.		1.4.1. Written statements of support are compiled by the national IP Office.
OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
2. Trademark agents and lawyers are able to provide services to applicants filing trademark registrations through the Madrid Protocol.	2.1. Conducting legal and skills training on the Madrid Protocol to trademark agents and lawyers in major cities.	<u>Resources</u> - Time and expertise of trainers. - Cost of training. <u>Risks</u> - Too few seminars conducted because of fund constraints. - Training is ineffective. - Senior practitioners are not interested to avail of the training.	2.1.1. A training curriculum is specially designed for agents and lawyers comprising of 20 hours of lecture and workshop.
	2.2. Conducting in-house training to law firms who are top filers of trademark registrations.		2.1.2. At least 75% trademark agents and trademark lawyers complete the training.
	2.3. Publishing a roster of lawyers who have attended the training on the Madrid Protocol.		2.2.1. In-house training is offered to the top 10 law firms filing the most trademark applications in the past three years.
			2.3.1. Roster of lawyers who completed the training is published in the national IP Office website.
OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
3. Relevant Government agencies know about the benefits of the Madrid Protocol and share the information to their respective stakeholders.	3.1. Conducting in-house seminars on the Madrid Protocol for Government agencies that serve businesses or facilitate foreign investments into the country.	<u>Resources</u> - Time and expertise of trainers. - Cost of training. <u>Risks</u> - Too few seminars conducted because of time and fund constraints. - Training is ineffective.	3.1.1. At least 10 Government agencies are oriented in Madrid Protocol.
			3.1.2. At least 10 seminars are conducted for the stakeholders of Government agencies oriented in Madrid Protocol.

	3.2. Publishing information materials on the Madrid Protocol written in the local language and making it available to Government agencies for distribution.	- Unable to reach the front-liners of Government agencies. - Information materials are not well-crafted.	3.2.1. At least 1,000 copies of the information materials printed and distributed through the Government agencies oriented in Madrid Protocol.
OUTPUTS/DELIVERABLES	ACTIVITIES	RESOURCES AND RISKS	PERFORMANCE MEASURE
4. Foreign businesses interested to know about the country's intention to accede to the Madrid Protocol are given an update on the accession efforts and targets.	4.1. Conducting seminars on Madrid Protocol for foreign business chambers in the country.	<u>Resources</u> - Time and expertise of trainers. - Cost of training.	4.1.1. All foreign business chambers based in the country are oriented in Madrid Protocol.
	4.2. Publishing information materials on Madrid Protocol for distribution to prospective foreign investors.	<u>Risks</u> - Too few seminars conducted because of fund constraints. - Information materials are not well-crafted.	4.2.1. At least 300 copies of the information materials printed by the national IP Office are distributed to foreign businesses.
5. A webpage containing the essential facts on the Madrid Protocol, including FAQs, is accessible from the website of the national IP Office and other Government websites as well as posted in social networks.	5.1. Designing the webpage and preparing the FAQs.	<u>Resources</u> - Time and expertise of webpage designer. - Time to negotiate the web linkages.	5.1.1. Webpage contains a layman's guide to filing an international application with the national IP Office.
	5.2. Uploading the webpage and linking it to the website of the national IP Office.	<u>Risks</u> - Webpage is not well designed. - Few linkages made; unable to reach a wide audience.	5.2.1. Legislation, rules and manuals relating to Madrid Protocol are uploaded into the webpage.
	5.3. Asking permission from different Government entities to link the webpage to their websites.		5.3.1. At least 10 websites are linked to the website on Madrid Protocol.