

Role of IP Offices in Promoting Innovation, Business
Competitiveness Economic and Growth

Topic 5 (a) Implementation of IP Policies:

*Methodological Issues: Establishing Action Plans with
Specific Indicators*

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Agenda

- NIPS implementation: “project” vs. “program”
- NIPS implementation project deliverables, resources and timeframes
- Forming a National Coordination Mechanism
- Needs Assessment of Priority Areas (Social, Cultural and Economic Development Strategies)
- Drafting the NIPS

Specific Objectives of a National IP Strategy may Include:

- Creation of sustainable consultative networks/coordination mechanisms involving all relevant stakeholders, public and private (e.g. a National IP Forum)
- Increase of public awareness of IP, its management and economic potential;
- Analysis of available options and mechanisms to ensure a fair balance of interests, between incentives to innovate and constraints on access to and exploitation of knowledge;
- Legislative review or reform to fully support the development and exploitation of IP;
- Review or reform of the institutional framework to fully support the development and exploitation of IP assets;
- Identification of priority areas/clusters for the use of IP as a strategic economic tool;
- Policies and incentives to encourage the development and commercialization of IP assets;
- Specialized training in the areas of valuation, IP administration, management and enforcement.

NIPS implementation as a “project”

- To coordinate definition and implementation of a NIPS “project”:
 - National IP Office can play a key role.
 - Current Ministries and Departments with “lead” responsibilities intellectual property, industry, trade, health, culture, education, etc.
 - Convert or re-mandate existing national “WTO/TRIPS Committee”?
 - Benefit from experience of others.

“Project” vs. “Program”

- A project has defined deliverables, resource allocations and timeframes, i.e. ***a beginning and an end.***
- A program has defined deliverables and resource allocations but is ***on-going.***
- Development and implementation of a NIPS usually begins as a project and ***evolves*** into a program.

For any project, success depends on:

- clear and achievable goals,
- effective plans and efficient processes for achieving those goals,
- measureable indicators of performance,
- reliable means for measuring and reporting on performance against plans,
- clear indicators of success or failure in achieving goals, and
- management capacity to respond to change

Adoption of “project management” methodology

can be expedient and calls for:

- **NIPS Champion** - at the highest level achievable, e.g. Prime Minister
- **Project Sponsor** - Minister or Permanent Secretary of ‘lead’ ministry
- **Senior project manager** with appropriate **mandate**, e.g. ‘project charter’
- **Effective project team** (functional ‘matrix’ organization is often effective)

Detailed project Implementation Plan calls for *definition and agreement* on key variables:

- Deliverables (e.g. measurable achievement of objectives)
- Resources (human and financial)
- Time Frames (including beginning and end)

Deliverables

- Creation of **sustainable consultative networks and coordination mechanisms** involving all relevant stakeholders, public and private (e.g. a National IP Forum);
- Increase of **public awareness** of IP assets, their management and their economic potential;
- Analysis of available options and mechanisms to ensure a fair **balance of interests**, between incentives to innovate and constraints on access to and exploitation of knowledge;

Deliverables (cont'd)

- **Legislative review or reform** to fully support the development and exploitation of IP assets;
- Review or reform of the **institutional framework** to fully support the development and exploitation of intellectual property assets;
- Identification of **priority areas/clusters** for the use of IP as a strategic economic tool;
- Policies and incentives to **encourage the development and commercialization of IP assets**, e.g. specialized training in the areas of valuation, IP administration, management and enforcement.

Resources

- **Project Steering Committee** (provides direction and monitors performance – usually policy makers and key stakeholders)
- **Project Manager** (accountable to Steering Committee for project delivery)
- **Project Secretariat** (responsible for supporting the Project Manager and the Steering Committee)
- **Project Team** (matrix organization reflecting key governmental stakeholders)
- **Financial resources and expenditure authorities** (commensurate with deliverables and timeframes)
- **Sustainable IP policy research capacity** (to address IP policy questions from a national perspective, as and when required)

Timeframes

- Development and implementation of a NIPS takes time and effort and may be **incremental**, depending on priorities (deliverables) that are selected and resources that are allocated;
- In a “soft” project such as NIPS, **timeframes** may allow greater flexibility than deliverables and resources;
- Timeframes are also the easiest to “slip” and are often at greatest **risk**;
- If NIPS implementation is to be **funded** through annual government budget appropriations, the project implementation cycle should take this into account;
- For planning purposes, therefore, an overall project cycle may correspond to the **government’s financial planning cycle**, often 3 years.

Typically NIPS implementation calls for:

- review of progress and evaluation of results against previous year's implementation plan
- review of changes to national socio-economic development strategies and plans
- adjusting operations and financials based on such updates and results achieved (or not achieved) in previous year
- implementation of the adjusted plan
- reporting of performance to government and stakeholders

For NIPS implementation monitoring and review

- A clear plan, with validated objectives, well defined milestones and performance targets, is the starting point.
- The implementation cycle is on-going (i.e. eventually becomes a “program”) – therefore performance tracking is on-going, with periodic reviews built in

Monitoring and evaluation framework applicable to NIPS implementation plan may comprise:

- evaluation criteria, performance indicators, data sources
- monitoring tools
- data analysis approaches and 'rules'
- reporting

Performance indicators

- performance indicators may include quality, cost and timeliness of deliverables, stakeholder satisfaction, etc.
- some of these indicators may be benchmarked regionally or internationally
- logical frameworks, SWOT analyses, and traditional IP performance indicators, benchmarked internationally are widely used

Logical framework for IP strategic planning

	Measurable performance indicators	Sources of verification	Assumptions and risks
Overall goal To contribute to increasing competitiveness in international and domestic markets and improve economic regulation for business and consumers			
Activity/project objective To implement an intellectual property regime that encourages innovation and facilitates productivity improvement and competitiveness			
Outputs 1. National intellectual property policy articulated 2. Legislation in all areas updated and fully operable 3. Etc.			
Activities			

Benefit: a detailed summary of essential criteria for results-based management

Establishing and maintaining a modern IP “program” increasingly calls for:

- adoption of an appropriate “**business model**”
- establishment or review of progress and evaluation of results against previous year’s operational / **business plan**
- establishment or review of changes to national socio-economic development strategies and plans, including IPO’s vision, mission and “**charter**” document (scan of the IPO’s “environment”)
- **adjusting** the program, including operations and financials based on such updates and results achieved (or not achieved)
- **implementing** the adjusted plan
- **reporting** on performance to government and stakeholders

Evaluation of impact

The “bottom line”

- the interests of many programs and stakeholders are involved in achieving NIPS objectives, e.g. trade, health, culture, education, environment, industrial development, etc.
- IP must make a meaningful contribution to the combined impact of all programs on achieving government social, cultural and economic development objectives

Thank you