



**BUSINESS AND INTELLECTUAL
PROPERTY AUTHORITY**

Protecting Entrepreneurship and Innovation

BUSINESS AND FINANCIAL PLAN

2019/20 - FINANCIAL YEAR

Business and Intellectual Property Authority (BIPA)
P. O. Box 185 Windhoek
3 Ruhr Street, Northern Industrial Area
Tel: +264 61-299 4400
Website: www.bipa.na

BUSINESS AND FINANCIAL PLAN

2019/20 FINANCIAL YEAR

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Message of the Board Chairperson



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The Board presents the approved Business and Financial Plan (BFP) of the Business and Intellectual Property Authority (BIPA) to implement the strategic themes stipulated in the BIPA Strategic Plan 2019/20 – 2020/22.

The Board is well aware of its role in guiding BIPA towards achieving its strategic vision and, its obligation to ensure that the Authority operates in the best interest of its stakeholders and in compliance with the relevant Namibian legislation and the principles of sound corporate governance.

Within this context, the Board has approved the BIPA Business and Financial Plan 2019/20 and is satisfied that BIPA will accomplish its objectives by carrying out the identified activities. The Board advocates for the efficient utilisation of the Authority's human and financial resources, and calls for prudent management of the budget, transparent procurement process in accordance with the provisions of the Public Procurement Act and, be accountable to the Namibian Government, BIPA clients and Namibian people.

The Board stresses that the Business and Financial Plan 2019/2020 puts the Authority on course towards becoming financially relevant and sustainable and ultimately, financially self-supportive.

The Board actively supports the efforts of the CEO and the Senior Management team in their quest to ensure that the Authority becomes an institution of excellence.


Riundja Ali Kaakunga (Othy)
Board Chairperson


Date

Executive Summary



BUSINESS AND INTELLECTUAL
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The Business and Intellectual Property Authority (BIPA) is a public enterprise (PE) under the Ministry of Industrialisation, Trade and SME Development (MITSMED) in terms of the BIPA Act, 2016 (Act No. 8 of 2016).

For the Authority to successfully fulfil its mandate, the Board has directed the CEO and Senior Management team to revise the BIPA Strategic Plan for the 3-year period 2019/20 to 2021/22, to align its strategic objectives and operational targets with the available resources serves as a guiding framework in achieving and promoting the:

- Financial Sustainability
- Economic Growth
- Stakeholder Management
- Operational Excellence
- Human Capital Excellence

In striving to realize the strategy, and notably support the strategic theme of ensuring financial stability, the organisation furthermore specified its key outputs for the 2019/20 financial year within this Business and Financial Plan (BFP). The plan serves as an integrated, comprehensive and measurable tool to ensure alignment between the activities of all departments; and is supported by a complete situational and risk analyses.

The Board, CEO and Senior Management team of BIPA recognise that the institution is a key player in developing Namibia's economy and wealth. Therefore, the BFP, which is primarily focused on core business process automation is regarded as a crucial building block towards achieving BIPA's mandate; and the goals of Vision 2030.

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Ms. Vivienne E. Katjuongua
Chief Executive Officer

13 December 2020

Date

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Statement of confidentiality and Non-disclosure

An employee of the Authority or an consultant engaged must not publish or communicate or in any way disclose confidential information relating to the affairs of the Business and Intellectual Property Authority (BIPA) as a public entity or member of the Board of Directors in the performance of assigned functions or as result of rendering services at or to the Authority in accordance with applicable laws.

Therefore, BIPA reserves all rights, ownership of the material contents therein, including all supporting documentation, files and multimedia. All requests for authorisation must be forwarded in writing to the Board for approval.

When receiving this document, the recipient agrees to be bound by the above statements.

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Acronyms and Abbreviations



**BUSINESS AND INTELLECTUAL
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AFS	Annual Financial Statement
ARIPO	African Regional Intellectual Property Organisation
BIPA	Business and Intellectual Property Authority
BCP	Business Continuity Plan
BPR	Business Process Reengineering
CRP	Companies Registry Forum
ERP	Enterprise Resource Planning
HRD	Human Resource Development Plan
HPP	Harambee Prosperity Plan
ICSF	Integrated Client Services Framework
ICT	Information and Communication Technology
MITSMED	Ministry of Industrialisation, Trade and SME Development
MPE	Ministry of Public Enterprises
NDP5	National Development Plan
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PE	Public Enterprises
SFA	Strategic Focus Area
SADC	Southern African Community Development
SMT	Senior Management Team
SWOT	Strength, Weakness, Opportunities and Threats
TRIPS	Trade Related Aspects of Intellectual Property Rights
WIPO	World Intellectual Property Organisation
WTO	World Trade Organisation

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1.1 Name and Mandate

The name of the Authority is Business and Intellectual Property Authority (BIPA), established in terms of the **Business and Intellectual Property Authority Act, 2016 (Act No. 8 of 2016)** with the following objects:

- (a) facilitate economic growth and development to raise income and promote investment and create employment;
- (b) enhance the efficient protection of the business and IP in Namibia;
- (c) facilitate and promote the efficient and effective registration of business and industrial property in Namibia;
- (d) promote the conduct and use of business and intellectual property in Namibia;
- (e) facilitate, streamline, simplify and harmonise the business and industrial property procedures, registrations, filings and searches to expedite economic growth and development; and
- (f) enhance the efficient exchange and distribution of information

1.2 High-level Statements

As a public entity, BIPA is guided by its defined high-level statements that drive operations to realise the intended strategic objectives.

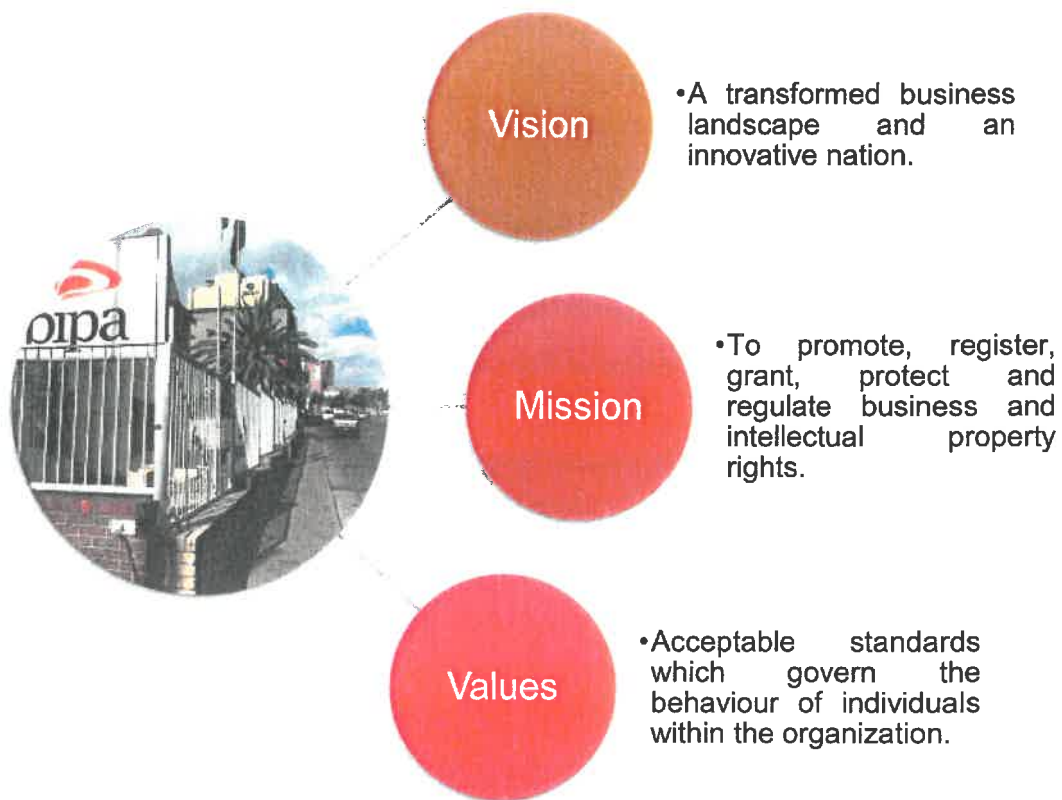


Figure 4. Corporate Vision and Core Ideology.

Our vision statement outlines the future strategic destination for the Authority. Whereas, our mission statement defines the fundamental purpose of the Authority and further pronounce its reason for existence in Namibia. The Authority's core values are illustrated below with its affectionately known motto (**ACTION**).

A C T I O N	Accountability	We accept the responsibilities entrusted to us and shall be answerable for all our decisions and actions.
	Customer-oriented	We commit to provide quality service at all times.
	Teamwork	We believe there is strength in unity and therefore we shall support each other to achieve our collective objectives.
	Integrity	We shall uphold the highest standards of ethical behaviour in the execution of our mandate.
	Innovation	We shall continuously seek innovative avenues to improve our service to our stakeholders.

Figure 5. BIPA's five (5) Core Values.

The Authority's core values provide a foundational framework for encouraging common norms of behaviour which will support the achievement of the organization's goals.

1.3 Institutional and Legislative Frameworks

The operations of the Authority is guided or regulated by the following key legislative frameworks:

LEGISLATION	MANDATE
Business and Intellectual Property Authority Act, (Act 8 of 2016)	Establishes the Authority
Companies Act, (Act 28 of 2004)	Registration of Companies, maintenance of data, governance of and disclosure by Companies regulation, disputes resolution, education and information about all laws, non-binding opinions and circulars, policy and legislative advice.
Close Corporation Act, (Act 69 of 1988)	Registration Close Corporations, maintenance of data, governance and regulate of and disclosure by close corporations.
Industrial Property Act, (Act 1 of 2012)	Provides for the establishment of an Industrial Property Office and the appointment of a Registrar of industrial property; to provide for the grant, protection and administration of patents and utility model certificates; to provide for the registration, protection and administration of industrial designs; to provide for the registration, protection and administration of trade marks, collective marks, certification marks and trade names; to provide for the registration of industrial property agents; to provide for the establishment of an Industrial Property Tribunal
Copyrights and Neighbouring Rights Protection Act, (Act 6 of 1994)	Registration of Copyrights, maintenance of data, disputes resolution and provision of advice to the public.

1.4 Core Business Functions

BIPA offers two main services:

- 1.4.1 Businesses registration to improve Namibia's competitiveness with the view of promoting commerce, trade and investment.
- 1.4.2 Intellectual property rights administration and protection aimed at promoting socio-economic development, innovation and value-added industrialization.



1.5 Business Location

The Business and Intellectual Property Authority (BIPA) provides its services at:

WINDHOEK (HEAD OFFICE):

Physical Address: PZN Holding Building;
3 Ruhr Street, Northern industrial Area,
Windhoek.

Tel: +264 61- 299 4400

E-mail: info@bipa.na.

Website: www.bipa.na



KATUTURA (REGIONAL OFFICE):

Physical Address: 2780 Shiri Street,
Wanaheda - Katutura.

Tel: +264 61- 299 4435

E-mail: info@bipa.na.

Website: www.bipa.na



SWAKOPMUND (REGIONAL OFFICE):

Physical Address: 498 Tobias Hainyeko street,
Swakopmund.

Tel: +264 64- 464 178

E-mail: info@bipa.na.

Website: www.bipa.na



1.6 BIPA Customers Segmentation

It is paramount for BIPA to centre its operations on the customer experience, as such has to understand its customer base and their respective needs, to remain relevant and responsive. Below is our high-level customer segmentation.

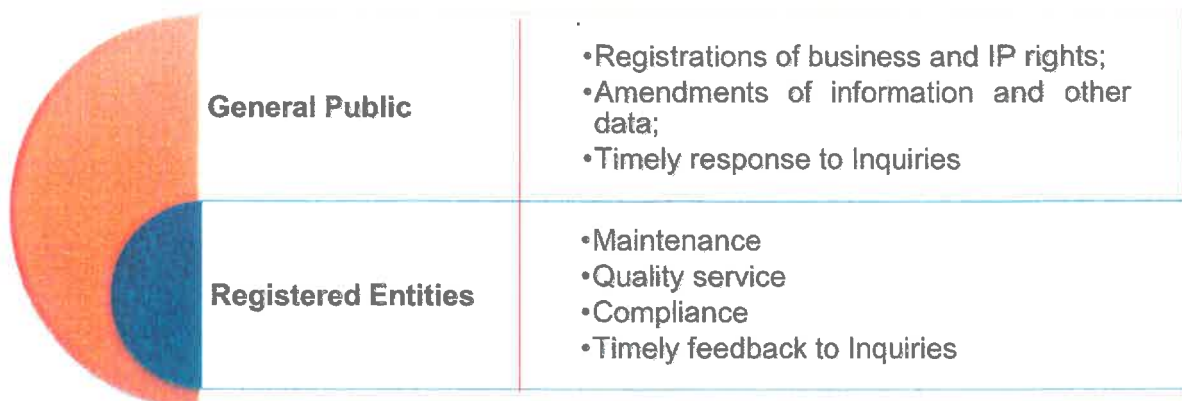


Figure 6. Customer's Segmentation

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1.7 Customer Value Proposition (CVP)

The *Customer Value Proposition* (CVP) is to provide quality service in a simplified and easily accessible manner worldwide. As a public entity, BIPA therefore intend to create customer's value proposition through:

(a) Functional value

We will focus on product and services convenience, enhances our problem-solving abilities while ensuring that our product and services are provided by friendly staff.

(b) Emotional value

We will ensure that our product and services remain attractive to our valued customers and widely accessible. More new customers are likely to referred to our service by the existing customers.

(c) Economic value

Our product and services will continue to offer financial advantage at personal level and further promote economic growth through ease of doing business. We believe that promoting public knowledge about BIPA products and services will drive revenue. Encouraging for innovation and creativity in the Namibian society will remain our priority.

(d) Symbolic value

Our customer will appreciate the value-for-money the get in returns from making use of our services. Equally important, most of existing customers will enjoy the success they got from BIPA's product and services brand.

(e) End value

We seek to understand our customer's needs in order to meet their expectations. We aim to achieve high level customer satisfaction as end value for the society.

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1.8 Corporate Performance Review

Reflecting on the performance of the past eighteen months, the Authority records a 20% savings on budget, which in fact is a result of implementation of austerity expenditure measures, due to inadequate government funding. The Authority, as a result of the financial constraints, delayed the implementation of strategic projects which ought to have improved revenue collection and registrations turn-around times.

1.8.1 Highlights

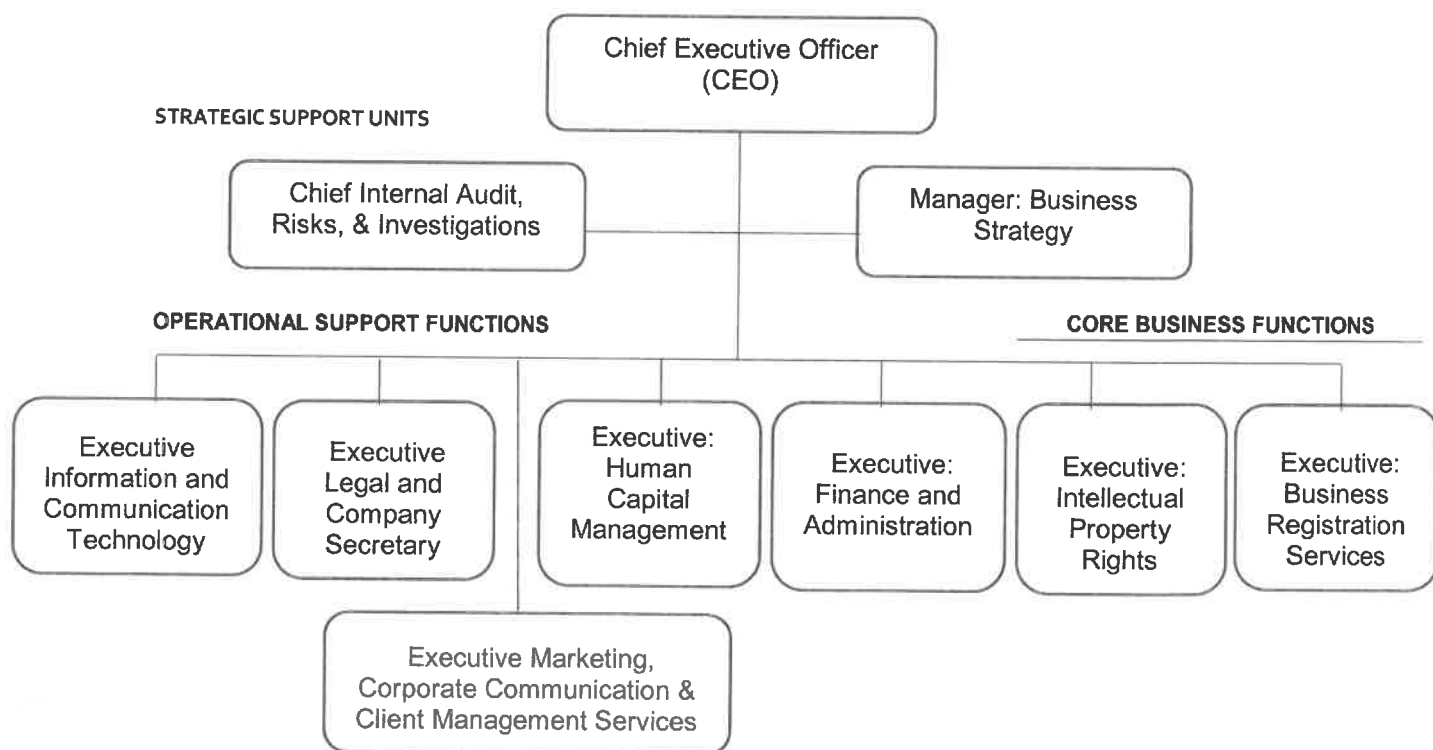
PERFORMANCE INDICATORS	TARGET	30 SEPT. 2017	30 SEPT. 2018
Increase in number of applications	10% every year	14%	14%
Customer Satisfaction	50%	60%	65%
The number of legislations developed	1	IP Regulations drafted and submitted to MITSMED.	IP Regulations published.
Budget Variance	5%	-2%	20% savings

1.8.2 Lowlights

PERFORMANCE INDICATORS	TARGET	30 SEPT. 2017	30 SEPT. 2018
Revenue Collection	30%	53%	31%
Turn-Around Time on BR & IP Registrations	C: 5 days; CC: 3 days; IP: 24 months	C: 10 days; CC: 10,8 days; IP: 36 months	C: 14 days; CC: 9 days; IP: 45 months
Data Integrity	100%	Average of 30%	Aver. 30% BR (10%) IP (50%)

2.1. Organisational Structure**2.1.1. Senior Management Team (SMT)**

The Senior Management (SMT) consist of the Chief Executive Officer (CEO), seven (7) Executives who are the Heads of Department and two (2) strategic support Managers (Chief Internal Audit, Risks and Investigations and Manager – Business Strategy) respectively.

**2.1.2. Profiles of the Senior Management****Table 3:** The profiles of Senior Management team.

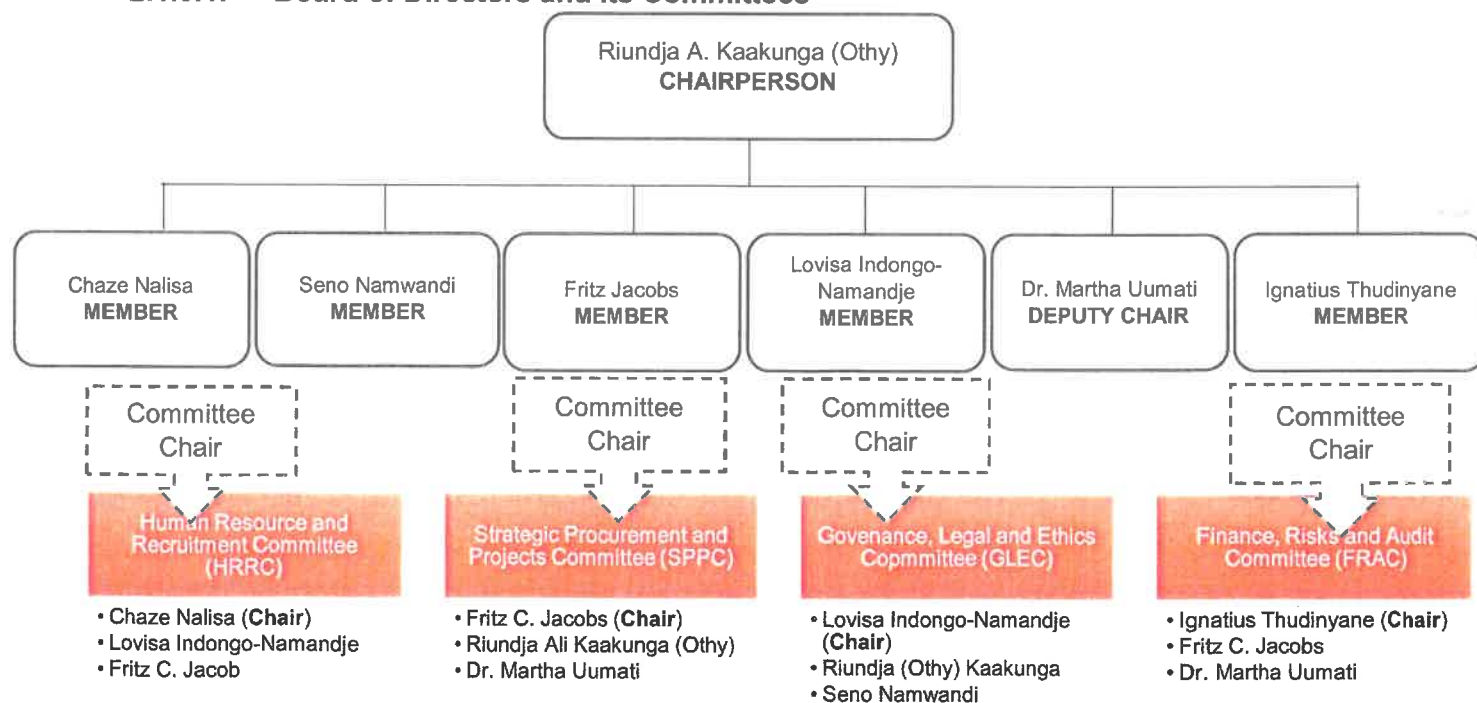
Names of Job Incumbent	Position	Qualification hold
Ms. Vivienne Katjiuongua	Chief Executive Officer	Ms. Vivienne Katjiuongua holds a Degree of Bachelor of Laws, Degree of Baccalaureus Juris, Postgraduate Diploma in Economics for competition Law. She obtained the Degree Magister Legum (Cum Laude) and she is admitted as Legal Practitioner.
Mrs. Lauara K. Tjombonde	Executive – Business Registration Services	Mrs. Lauara K. Tjombonde is a holder of Master of Law and Business, Bachelor of Law, Diploma in Company Direction, Certificate in Programme for Management

		Excellence. She also completed a University Diploma in Nursing Science (General Psychiatry and Community health and Midwifery Science).
Ms. Ainna V. Kaundu	Executive – Intellectual Property Rights	Ms. Ainna V. Kaundu holds a Master of Laws (LLM) in International Trade and Investment Law in Africa, Degree of Law, Degree of Baccalaureus Juris and is admitted as Legal Practitioner.
-	Executive - Human Capital Management	Vacant
Mr. Veiko Muronga	Executive – Information and Communication Technology	Mr. Muronga is a holder of Master of Information Technology, B-Tech Degree: Electrical Engineering; National Diploma (Electronic Engineering). He also completed the National Higher Certificate (Electronic Engineering).
-	Executive – Legal and Company Secretarial Services.	Vacant
Mr. Immanuel Awene	Executive – Finance and Administration	Mr. Awene is a holder of Honours Bachelor of Accounting Science and a Degree Bachelor of Commerce. He also obtained the Certificate in Administration of Estates.

2.1.3. Authority's Corporate Governance Structure

BIPA is a public enterprise (PE) governed by a seven-member Board of Directors appointed for a three-year term of office by the relevant Minister of Industrialisation, Trade and Small, Medium Enterprises Development (MITSMED).

2.1.3.1. Board of Directors and its Committees



2.2. Profiles of Board of Directors

In line with Section 8 of the BIPA Act, (Act No 8 of 2016), the BIPA Board of Directors is comprised of individuals who have a broad mix of skills with appropriate and relevant expertise and experiences as indicated in **Table 4** below.

Table 4: The profiles of BIPA's Board of Directors.

Names of the Board Member	Board Position	Qualification hold
Riundja A. Kaakunga (Othy)	Chairperson	Mr. Kaakunga holds an LLM in International Economic Law (I.E.L) from Warwick, United Kingdom with Distinction. He also obtained LLB (Hons).
Dr. Martha Uumati	Deputy Chairperson	Dr. Uumati holds a Doctor of Philosophy (PhD) and Master of Philosophy (MPhil). She also obtained a Postgraduate Diploma and a Bachelor of Science degree.
Fritz C. Jacobs	Member	Mr. Jacobs holds a Master of Science in Engineering, a Bachelor of Science degree in Engineering. He is a FCIBM (CIBM) Chartered in Business Management and a Professional Engineer.
Lovisa Indongo-Namandje	Member	Ms. Indongo-Namandje is a holder of MSc from Cardiff University, United Kingdom. and LLB at the University of Namibia. She also obtained a B. Juris.
Chaze Nalisa	Member	Ms Chaze Nalisa is a holder of Honours Degree in Industrial and Organisational Psychology; and Bachelor of Commerce from University of South Africa (UNISA). She also obtained the Bachelor of Commerce (Business Management and Industrial Psychology) from the University of Namibia (UNAM).
Seno Namwandi	Member	Ms Seno Namwandi is a holder of Masters in Intellectual Property from the Africa University, Zimbabwe . She also obtained a Bachelor of Science in Molecular Biology and Biotechnology from Stellenbosch University .
Ignatius K Thudinyane	Member	Mr Ignatius K Thudinyane holds a LLB, B.Com Hons. (Economics), Advanced Diploma in Finance in Treasury (UNISA) and B. Com (Econ), Higher Education Diploma from the University of the North – Turfloop . He also obtained the Diploma in Banking from the Institute of Bankers, South Africa.
Vacant	CEO	The CEO is a member of the Board, <i>ex officio</i> , with no voting right in terms of the Section 8(5) of the BIPA Act, 2016 (Act No. 8 of 2016), As member, the CEO has the same powers and obligations as the non-executive directors, save for the power to vote and the power to appoint the CEO which resort in the non-executive members alone.

3.1. Introduction

Strategy is fundamentally about change. Hence, the need to formulate the modalities on how certain strategies will be implemented.

3.2. Strategic Pillars

To ensure effectiveness of business operations, BIPA has adopted the five (5) strategic focus areas (SFA) or pillars to guides the day-to-day operations.



Figure 3. Strategic Focus Areas / Pillars for BIPA.

The cause-effect relations which demonstrate how the value will be created is as follows:



Financial Sustainability

- Engage in revenue generating activities with aim to accumulate sufficient funds and remain self-sustainable.

Economic Growth

- We facilitate economic values through creating a conducive enabling environment for ease of doing business in Namibia;

Stakeholder Confidence

- Operational efficiency and effectiveness will deliver quality of services and win confidence of our stakeholders.

Operational Excellence

- We believe that skilled/trained workforce will help to enhance BIPA's operational efficiency and process effectiveness.

Figure 8. Cause-Effects Relations.

3.3. Strategic Objectives

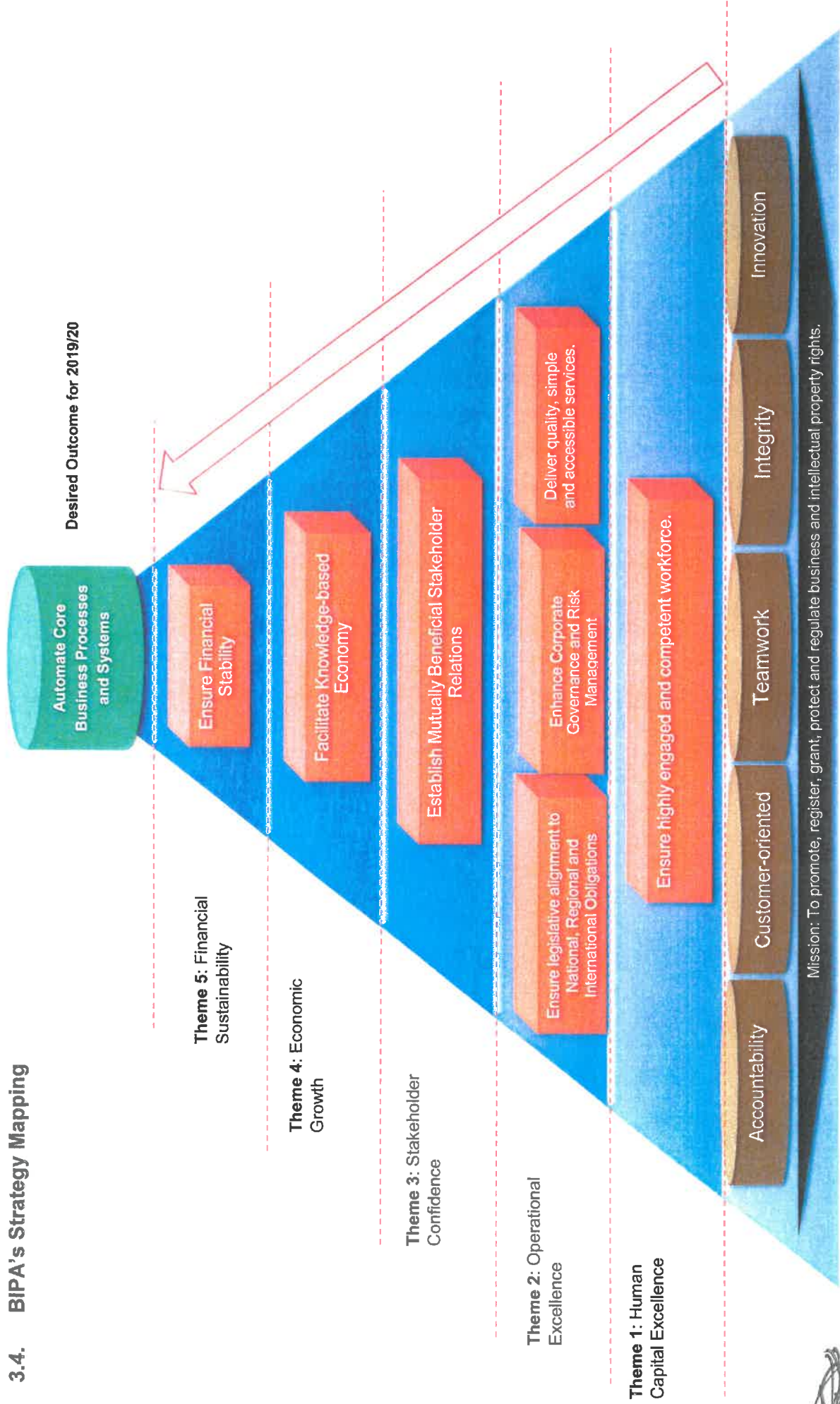
Strategic objectives are usually linked to the formulated mission and defined vision of the organisation. These objectives are crucial for clarifying the aspired future and the means to get there (motivate employees to excel).

BIPA has adopted the revised seven (7) high-level strategic objectives in executing its mandate.

- 3.2.1 Ensure highly engaged and competent workforce;
- 3.2.2 Ensure legislative alignment to National, Regional, and International Obligations;
- 3.2.3 Enhance Corporate Governance and Risk Management;
- 3.2.4 Deliver Simple, Quality and Accessible Services;
- 3.2.5 Establish mutually beneficial stakeholder Relations;
- 3.2.6 Facilitate knowledge-based economy; and
- 3.2.7 Ensure financial stability.

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3.4. BIPA's Strategy Mapping



3.5. Strategy Planning Matrix.

STRATEGIC PLANNING MATRIX: 2019/20 - 2021/22													
Desired Outcomes	To be 100% self-funded by 2022.										BUDGET		
	Pillar	#	Strategic Objectives	Indicator / Measures	Weight	Baseline	2019/20	2020/21	2021/22	#	Project / Initiatives	Completion Date	Operational Budget
Financial Sustainability	F1		Ensure Financial Stability	% Budget Variance	10	20%	5%	5%	5%	F1.1	Implement the Revised Fee Structure	March 2020	-
										F1.2	Collect Outstanding fees,	Annually	500,000
										F1.3	Implement Cost Containment Measures	Annually	-
										F1.4	Develop and Implement Resources Mobilisation Strategy.	Annually	75,000
										F1.5	Develop and implement Financial Sustainability Plan.	Annually	75,000
Economic Growth	E1		Facilitate Knowledge-based economy	Number of Engagements	10	New	1	1	1	E1.1	Establish Innovation Hub.	Mar-21	100,000
										E1.2	Initiate and participate in Relevant National Debates	Annually	150,000
										E1.3	Integrate IP into the School Curricula.	31-Mar-22	100,000
Stakeholder Confidence	S1		Achieve mutually beneficial Stakeholders Management	% of stakeholders engaged	10	New	30%	60%	90%	S1.1	Implement Robust Marketing Strategy.	Annually	1,000,000
										S1.2	Implement Stakeholder Engagement Strategy.	Annually	1,000,000
Operational Excellence	I1		Ensure legislative alignment to National, Regional and International Obligations.	Number of legal instruments Amended/ Developed.	10	1	3 (Companies Amendment Bill, New Copyright and Intellectual Property Policy)	2 (Enacting Companies Act and Copyrights Act)	1 (Review and Amend Industrial Property Act)	I1.1	Companies Amendment Bill, New Copyright bill & Intellectual Property Policy	31-Mar-20	2,000,000
										I1.2	Enacting Companies Act and Copyrights Act	31-Mar-21	-
										I1.3	Review and Amend Industrial Property Act	31-Mar-22	-
	I2		Enhance Corporate Governance and Risk Management	% Significant Audit findings addressed.	10	95%	95%	95%	95%	I1.4	Compliance Gap Analysis: Policies and Procedures	Annually	-
										I1.5	Implement Audit findings and attain the unqualified opinions on annual financial statement	Annually	-
										I1.6	Ensure Effective Compliance Management.	Annually	-

3.6. Operational Strategies for 2019/20 Financial year

To achieve its set objectives, BIPA outlined its operational strategies necessary to specific targets for the 2019/20 financial year based on identified strategic focus areas as shown Tables below.

3.6.1. Strategic Focus Area 1: Human Capital Excellence

The Authority believes that customer satisfaction will be a logical consequence of highly engaged staff members. It is thus, critical to invest in the development of relevant skills and competencies, if BIPA is to achieve its intended objectives and goals. As such, the Authority will develop and implement strategies relevant to the required strategic competencies and technical skillsets.

Strategic Objective	Indicator	Baseline	Target	Initiative / Projects	Specific Activities	Cost Implications	Responsible Unit
Ensure highly Engaged and Competent Workforce.	% of employee turnover	8%	8%	Review and re-align Authority's structure to support the realization of Strategic objectives.	Align Authority's structure; Grading of positions Implement.	-	HCM
				Identify Competency Gaps and develop HRD Plan 2019/20 FY.	Use external consultancy to develop HRD Plan	600 000	HCM
				Implement Recognition and Reward Policy / Attract and Retention Incentives.	Recognise efforts and offer Incentives.	100 000	HCM
				Develop and Implement Succession Plan;	Identify and develop talent pool.	-	HCM
	Employee Engagement Index	49%	55%	Develop and Implement Employee Engagement Plan.	Implement 4 activities on Employee Engagement Plan.	200 000	HCM
				Implement Annual Health and Wellness Calendar for 2019/20.	Implement 50% of activities on Annual Health and Wellness Calendar.		HCM
				Implement Culture Change Plan	Implement 4 activities related to Culture and Change Management Strategy	100 000	HCM
					Sub-total	1, 050 000	

3.6.2. Strategic Focus Area 2: Operational Excellence

In response to the demand upon BIPA to transform the business landscape and promote innovation, BIPA will capitalize on the opportunity technology avails, to render quality services to customers. The primary focus of the Authority will, therefore, be automation of core business processes. The initiatives specified under this objective will facilitate the review and reform of legislative framework, maintain good corporate governance, re-engineering of business processes, and enhancement of information and technology systems.



Strategic Objective	Indicator	Baseline	Target	Initiative / Projects	Specific Activities	Cost Implications	Responsible Unit
Ensure legislative alignment to National, Regional and International Obligations.	Number of legal instruments Amended/ Developed.	New	3	a) Drafting of Companies Amendment bill, b) New Copyright Bill and c) Review and Amend the Business and Intellectual Property Authority Act	Draft Companies Amendment Bill Draft Copyright Amendment Bill Review and Amend the Business and Intellectual Property Authority Act	1 000 000	IP, BR & Legal
Enhance Corporate Governance and Risk Management	% Significant Audit findings addressed.	95%	95%	Compliance Gap Analysis: Policies and Procedures	Review and Align 4 Policies to relevant legislations.	-	Legal
				Implement Audit findings and attain the unqualified opinions on AFS	Implement 95% of Audit recommendations.	-	EXCO
				Ensure Effective Compliance Management.	Inspect and enforce compliance to 10% of registered Companies and CC and IP rights.	-	IP, BR & Legal
				Develop and Implement Governance Charter.	Develop Governance Charter.	-	Legal
	% Business Continuity Plan for BIPA developed and Implemented.	New	80%	Design and Implement Business Continuity Plan (BCP).	Develop the Business Continuity Plan	150 000	Risk Management
Deliver Quality, Simple and Accessible Services.	% of Customers Satisfaction	57%	65%	Develop & Implement IT Strategy (Info Security, Integration & Availability)	Procure infrastructure to digitalise work environment.	23,000,000	ICT
				Core Business Process Automation	New Applications: Companies and CC Registrations, Trademarks, Patent Designs and Copyrights. Amendments: IP and BR, Annual Returns and Renewals;		ICT, BR & IP
					Prioritise Backdated Data Capturing Project.		ICT
				Implement fit-for-purpose Infrastructure Master Plan.	Raise N\$31 Million through resource mobilization	-	Finance
				Implement the Decentralisation Plan.	Establish BIPA Offices in 3 Regions.	-	IP & BR
					Sub-total	24,150,000	

3.6.3. Strategic Focus Area 3: Stakeholder Confidence

Collaboration with key strategic stakeholders will propel BIPA to deliver value to its customers. BIPA needs craft a stakeholder management strategy that is intentional in identifying and developing mutually beneficial relationships.

Strategic Objective	Indicator	Baseline	Target	Initiative / Projects	Specific Activities	Cost Implication	Responsible Unit
Achieve mutually beneficial Stakeholders Management	Number of stakeholders engaged.	New	30%	Implement Robust Marketing Strategy.	Raise public awareness of BIPA (hold 4 public engagements).	1 000 000	Marketing
				Implement Stakeholder Engagement Strategy.	Engage 30% of Critical Stakeholder Cluster	500 000	Marketing
					Sub-total	1, 500, 000	

BIPA will also develop and implement a robust public education strategy to create awareness on the BIPA mandate as well as the registration processes.

3.6.4. Strategic Focus Area 4: Economic Growth

Under this focus area, BIPA aims to facilitate the creation of a knowledge-based economy through constant engagements with relevant key stakeholders in advocating for significant efforts to create an enabling environment for ease of doing business in Namibia, improve Namibia's competitiveness rating and promote innovation

Strategic Objective	Indicator	Baseline	Target	Initiative / Projects	Specific Activities	Cost Implications	Responsible Unit
Facilitate Knowledge-based economy	Number of Engagements	New	1	Establish Innovation Hub.	Hold two (2) consultation with key stakeholders.	50 000	IP & BR
				Initiate and participate in Relevant National Debates	Hold / facilitate one (1) national debate	150 000	IP & BR
				Integrate IP into the Education System.	Hold consultations with key stakeholders.	50 000	IP
					Sub-total	250, 000	

3.6.5. Strategic Focus Area 5: Financial Sustainability

BIPA will vigorously engage in revenue generating activities, in order accumulate sufficient funds to be able to honour its mandate and deliver value to the customers in a sustainable manner. There is a need for BIPA to leapfrog on revenue collection, to gradually reduce dependence on government subsidy. BIPA will improve financial planning to obtain financial stability through prudent financial management, budget and cost control and collect all monies due to BIPA. We aspire to implement the revised fee structure to maximise the percentage revenue collection and ultimately to break-even.

Strategic Objective	Indicator	Baseline	Target	Initiative / Projects	Specific Activities	Cost Implication	Responsible Unit
Ensure Financial Stability	% of budget variance	20%	5%	Implement the Revised Fee Structure	Set the System, train staff and hold public education sessions on the new fee structure.	-	IP, BR, ICT
				Collect Outstanding fees,	Collect 50% of outstanding annual duties (2012 – 2017).	375 000	Finance
				Implement Cost Containment Measures	Draft Cost Containment Guidelines and report on saving (10% saving on operational budget).	-	Finance
				Develop and Implement Resources Mobilisation Strategy.	Raise N\$10 Million through resource mobilisation.	75 000	Finance
	% of capital leverage	0%	50%	Develop and implement Financial Sustainability Plan.	50% Capital leverage	75,000	Finance
					Sub-total	525, 000	
					Grand Total	27, 425, 000.00	

3.7. Summary

The total funds required to implement this Business and Financial Plan is N\$107,101,541 (*N\$ 27,425 000 for Strategic Initiatives and Projects; N\$84,011, 541 for normal operations*). BIPA will not be able to fund all the initiatives for 2019/20 through its own resources, as such it will source the whole infrastructure funds from its line Ministry or financial institutions or through PPP funding vehicles.

4.1. Introduction

BIPA's financial targets are based on attaining a financial stability position that will be able to cushion any economic shocks. The target is to achieve a minimum return on investment of 10%, maintain gearing of not more than 50% and break-even. Total income projections are as given under section 4.3 (Statement of Comprehensive Income), Cash flow Projections as per 4.4 and projected Statement of Financial Position falls under section 4.5.

4.2. Consolidated Financial Plan – 2019/20

BIPA's financial projections including statement of comprehensive incomes, statement of financial position and cash flow projections are all consolidated from all its departments. The projections include normal business operations and strategic projections.

4.3. Statement of Comprehensive Income

The revenue projections are below break-even point in 2019/20 and BIPA will incur a loss. As from 2020/2021 BIPA's incomes will be above the break-even point and will start recording profits. The trend will continue as BIPA becomes more efficiency achieving economies of scale. Incomes are projected based on various assumptions including the current performance, number of businesses on BIPA's database, current fees charged, probable default, probable recovery of annual duties for years 2012-2017 and current economic conditions. In order to meet the funding of operational and strategic activities BIPA will have to borrow funds.

Income is projected based on various assumptions including:

- a. The current performance;
- b. Number of businesses on BIPA's database;
- c. Current fees charged;
- d. Probable default;
- e. Probable recovery of annual duties for years 2012 – 2017; and current economic condition.

The table below provides detailed Statement of Comprehensive Income

STATEMENT OF COMPREHENSIVE INCOME	PROJECTIONS			
	Year 2019/2020	Year 2020/2021	Year 2021/2022	Year 2022/2023
Total Income	70,769,305	93,685,005	102 900 890	107,690,979
Total Overheads	82,740,634	91,185,082	97,239,408	106,159,667
Surplus (Deficit) (EBIT)	(11,971,329)	2,499,923	5,661,481	1,531,312
Loan Interest Payable	1,318,728	1,978,092	1,978,092	659,364
Surplus /(Deficit) Before Corporation Tax	(13,290,057)	521,831	3,683,389	871,948
Corporation Tax				
Surplus / (Deficit)	(13,290,057)	521,831	3,683,389	871,948
Dividend Payable				
Profit / (Deficit) to Reserves	(13,290,057)	521,831	3,683,389	871,948

4.4. Cash Flow Projections

The Cash Flow Projections include operational and capital expenditure projects funding on the out-flows part and on the in-flows includes loan finance for BIPA's IT Infrastructure earmarked to enhance efficiency. While the cash flows balances remain positive, they also include loan principal and interest repayments for 3 years. A summarised cash flow projection is here below.

CASH FLOWS PROJECTIONS	PROJECTIONS			
	Year 2019/2020	Year 2020/2021	Year 2021/2022	Year 2022/2023
Total Incomes	66 769 305	93 685 005	102 900 890	107 690 979
Loan	31 000 000	-	-	-
Total Cash Inflows	97 769 305	93 685 005	102 900 890	107 690 979
Cash Out Flows				
Subtotal Opex	84 011 541	97 771 352	103 825 678	108 843 875
CAPITAL EXPENDITURES		-	-	-
Back Dated Data Capturing	2 000 000	-	-	-
IS system integration, enhancement & Records	-	21 000 000	10 000 000	-
Office Furniture	90 000	-	-	-
Subtotal Capex	23 090 000	10 000 000	-	-
Total Cash Out Flows	107 101 541	107 771 352	103 825 678	108 843 875
.Net Cash Flows in Period	(9 332 236)	(14 086 346)	(924 788)	(1 152 897)
	-	-	-	-
Opening Cash Balance	30 000 000	20 667 764	6 581 418	5 656 630
	-	-	-	-
Closing Cash Balance	20 667 764	6 581 418	5 656 630	4 503 733

4.5. Statement of Financial Position

BIPA's projected Statement of Financial Position will have double the current balances by the end of 2019/20. This change due to additional property will change the health status of BIPA. Actually, the focus is to main the total asset balance above \$ 55 million and continually record increases. Below are the summarised projections of the statement of financial position.

STATEMENT OF FINANCIAL POSITION	PROJECTIONS			
	Year 2019/2020	Year 2020/2021	Year 2021/2022	Year 2022/2023
Fixed Assets	-	-	-	-
Net Fixed Assets	33 133 150	55 407 996	49 682 841	43 957 686
Net Current Assets	24 058 041	10 869 750	11 022 629	11 162 932
Total Assets	57 191 192	66 277 746	60 705 470	55 120 618
Equity and Liabilities	-	-	-	-
Equity	-	-	-	-
Surplus	(13 290 057)	521 831	3 683 389	871 948
Accumulated Funds	32 064 582	37 672 580	39 272 078	44 248 667
Total Accumulated Fund	18 774 525	38 194 411	42 955 467	45 120 614
Non- Current Liabilities	-	-	-	-
Total liabilities	38 416 667	28 083 335	17 750 003	10 000 004
Total Equity & liabilities	57 191 192	66 277 746	60 705 470	55 120 618

4.6. Projected Ratios

BIPA's performance ratios are not favourable in 2019/20. This is due to implementation of strategic plans activities.

KEY RATIOS	PROJECTIONS			
	Year 2019/2020	Year 2020/2021	Year 2021/2022	Year 2022/2023
Performance Ratios				
Gross Profit Margin				
Net Profit Margin	-23%	1%	6%	2%
ROCE	-16%	12%	19%	13%
Net Asset Turnover	1.21	1.39	1.66	1.92
Operating Expenses to Turnover	117%	97%	94%	99%
Break-Even	82 740 634	91 185 082	97 239 408	106 159 667
All operating expenses have been taken to be fixed costs	82 740 634	91 185 082	97 239 408	106 159 667
Contribution Margin	1	1	1	1
Liquidity Analysis				
Current Ratio	23	11	11	11
Quick Ratio	23	11	11	11
Long-term financial stability				
Capital gearing	50%	27%	13%	0%

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However, in the following years the performance will change and BIPA will start recording positive ratios. BIPA will have to manage its operating expenses as it covers almost the operating revenues. Cost management is a priority. Break-even will not be achieved in 2019/20, this is due to initial costs of strategic plan activities. However, the following years will see BIPA going beyond the break-even points though with a small margin. Cost management is the way forward for BIPA.

The contribution margin remains low at 1%. Liquidity ratios are all favourable and covers well current liabilities. Gearing remains within the strategic plan target of 50% and expected to be off the books in 2022/2023.

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5.1. Introduction

Management has conducted a situation analysis is a key foundation for any sound business strategic decisions. This process helps the Authority to ensure effective adaptation and flexibility for the purposes of the future business success by analysing external and internal factors that may impact BIPA's operations.

5.2. External Environmental Assessment (*Macro Analysis*)

The analytical process was used to collect relevant external information related political, economic, social, technological advancements and legal constraints (PESTEL) with the view to identify certain factors or forces that may influence the Authority's performance and choice of strategies we make focuses on available opportunities [O] and potential threats [T] out there that could positively or negatively affect the way BIPA do business.

A PESTEL analysis was used to critically understand and monitor the macro-environmental (external business environment) factors that have an impact on the Authority. The Table below outlined the outcome of the macro (external) analysis process. The outcome of the detailed PESTLE analysis process is as follows:

POLITICAL	IMPLICATIONS	Opportunities	Threats	POTENTIAL STRATEGIES TO: (i) Leverage Opportunities or (ii) Mitigate Risks / Threats
In the Event Line Minister is Changed.	Changing priorities;		T	Implement stakeholder management and change management strategies.
Budgetary Allocation Priorities of government.	Delay the implementation of BIPA Strategy		T	Create alternative income streams and implement stakeholder management.
Accusation of Namibia as Tax Haven	- Attract investors - Risk of international sanctions on trade.	O	T	BIPA involvement in Policy formulation. Ease of doing business. Risk profiling of blacklisted companies.
Increased Companies taxes	Decreased number of businesses in Namibia		T	Maintain stakeholder engagement.



Political Stability	Conducive business environment. Attract foreign investors	O		Participate in national debate relevant to BIPA mandate. Robust marketing strategies.
Changing in GRN Policies	Emphasis on industrialisation and Investment promotion.	O		BIPA involvement in Policy formulation.
Elevate and integrate IP in National policies	IP becomes part of the national agenda. Consequently, promote innovation and creativity.	O		Stakeholder management. Facilitate the establishment of national innovation hub. Facilitate the inclusion of IP in school's curricula.

ECONOMIC	IMPLICATIONS	Opportunities	Threats	POTENTIAL STRATEGIES TO: (i) Leverage Opportunities or (ii) Mitigate Risks / Threats
Ease of doing business rating. Competitive rating.	<ul style="list-style-type: none"> - Low ranking discourages the investors; - Favourable ranking attracts more investors. 	O	T	Automation. Integration of systems.
Namibian & Global Economic recession	<ul style="list-style-type: none"> - Reduction in number of business and IP registration 		T	Design and implement a sustainability strategy. (Diversify product and services).
Conducive Investment policy	<ul style="list-style-type: none"> - Increase in business and IP Registrations 	O	T	Ease of doing business and robust of marketing strategy.

SOCIAL	IMPLICATIONS	Opportunities	Threats	POTENTIAL STRATEGIES TO: (i) Leverage Opportunities or (ii) Mitigate Risks / Threats
High Unemployment Rate	Opportunity for business and IP registrations	O		Robust Marketing strategy
Lack of Innovative Culture	Low IP and Business registrations	O		knowledge creation
Lack of ICT Literacy	Slow down Automation		T	Incremental introduction of Automation
Resistance to Change				
Population Size	<ul style="list-style-type: none"> - Less complexity; - Market size 	O	T	To position Namibia as a key player in serving as a transit to bigger markets in SADC, African continent and world at large in alignment to Free Trade Protocol.



TECHNOLOGICAL	IMPLICATIONS	Opportunities	Threats	POTENTIAL STRATEGIES TO: (i) Leverage Opportunities or (ii) Mitigate Risks / Threats
Cyber Invasion	Loss of business information, hacking		T	Develop & Implement a document and system security strategy.
Limited Internet Accessibility / Poor Network Quality	Hamper the use of business solutions to deliver quality of services.		T	Increase the connectivity bandwidth.
Expensive Technology Devices	Unaffordability of advanced technology solutions.		T	Invest in the fit-for-purpose Systems.
Implementation of ICSF	Limited system interface and inter-operability.	O		Engage the shareholder and other key players to keep with system enhancements.
Technological Advancements	New ICT products and services may be expensive to buy and maintain.	O		Research the latest business solutions to improve our business processes.

ENVIRONMENTAL	IMPLICATIONS	Opportunities	Threats	POTENTIAL STRATEGIES TO: (i) Leverage Opportunities or (ii) Mitigate Risks / Threats
Climate Changes	Less income from businesses, hence low number of clients.		T	Focus on analysing the adaptation strategies.
Electricity	Frequent power interruptions may damage ICT equipment e.g Data Servers.		T	Procure back-up solutions e.g Stand-by generator
Paperless working methods "Go-Green"	Reduced effects as more working methods will be paperless.	O		Carbon foot-print decreased.

LEGAL	IMPLICATIONS	Opportunities	Threats	POTENTIAL STRATEGIES TO: (i) Leverage Opportunities or (ii) Mitigate Risks / Threats
Relevant Government legislation / regulations for business	Some legislations are outdated or silent on how certain things must be handled.	O		Engage key players, make relevant proposal to review and align some of or part of the legislative provisions to the time.
Process of making Laws / Limited Legal Drafters	Prolonged delays to implement certain policies		T	Engage the Legal Drafters and Parliamentary Committees on



	and regulations. This create room for corruption.			expediting the process of enacting the laws.
International Treaties and Protocols	New national requirements and obligations.		T	Namibia as a country may not have capacities to comply with new international protocols.
Environment Tax	Taking more money from people may decrease sense of willingness among new potential entrepreneurs in Namibia to invest their money in setting up businesses.		T	Prioritise public education to highlight the economic benefits of setting up a business and identify challenges pertaining to business registrations.
Electronic Transaction bill	May change the banking and payments modes.		T	Engage key players, make relevant proposal critical to BIPA's billing methods.

The assessment of the surrounding environment in which BIPA operates (see **Tables** above) provides an understanding of relevant threats and opportunities that could potentially affect BIPA's operations.

5.3. Internal Environmental Assessment (*Micro Analysis*).

Management have assessed the Authority's current and future strengths, weaknesses, opportunities, and threats using the (SWOT) analysis techniques. The outcome of the SWOT analysis is outlined herein below.

STRENGTH	WEAKNESS	OPPORTUNITIES	THREAT
<input type="checkbox"/> Supportive Minister (shareholder support); <input type="checkbox"/> Prudent Financial Management <input type="checkbox"/> Sound Relations with Regional, International bodies e.g WIPO, ARIPO, CRF <input type="checkbox"/> Collaborate with cooperative development partners <input type="checkbox"/> Stable political environment, and <input type="checkbox"/> Having governance structure in place. <input type="checkbox"/> Competent employees employed.	<input type="checkbox"/> Flawed revenue collection system <input type="checkbox"/> Inadequate revenue to implement strategies <input type="checkbox"/> Low customer satisfaction levels <input type="checkbox"/> Lack of awareness initiatives <input type="checkbox"/> Lack of fit-for-purpose systems and infrastructure; <input type="checkbox"/> Incomplete BPR projects (not tested); <input type="checkbox"/> Incomplete data <input type="checkbox"/> Longer turn-around time than set standards; <input type="checkbox"/> Lack of enforcement of law <input type="checkbox"/> Lack of specialized or technical skills; <input type="checkbox"/> Low employee morale; <input type="checkbox"/> Information security risks; <input type="checkbox"/> Disaster recovery mechanism; <input type="checkbox"/> Absence of succession plan	<input type="checkbox"/> Position BIPA as relevant player for national economy; <input type="checkbox"/> Collection of outstanding fees; <input type="checkbox"/> Becoming a self-sustainable entity; <input type="checkbox"/> Promote innovation and creativity; <input type="checkbox"/> Promote BIPA via customer education; <input type="checkbox"/> Simplified Registrations requirements; <input type="checkbox"/> Decentralised of services; <input type="checkbox"/> Increased data sales; <input type="checkbox"/> System integration enterprise-wide <input type="checkbox"/> Become an IP examination or Business Information Centre; <input type="checkbox"/> Attract competent employees <input type="checkbox"/> Business Process Re-engineering and Automation <input type="checkbox"/> Business intelligence. <input type="checkbox"/> Mobilise resources through partnership. <input type="checkbox"/> Influence National policy development.	<input type="checkbox"/> Reduced Government Income <input type="checkbox"/> Become irrelevant due (financial) to execute strategy. <input type="checkbox"/> Low number of business and IP being registered due to economic recession. <input type="checkbox"/> Litigation due to non-compliance <input type="checkbox"/> Cyber invasion; and <input type="checkbox"/> Employees turnover

Figure 2. Outcome of SWOT Analysis.

SWOT Analysis uncovers opportunities available for BIPA to exploit. In the same vein, understanding the weaknesses within BIPA, helps with the management and elimination of threats that would otherwise affect our operations.

5.4. Critical Success Factors

To enable BIPA to support the Government of Namibia's efforts to promote the Ease of Doing Business in Namibia, the following factors are critical:

- 1.4.1 Effective stakeholder management for commitment, support and collaboration from the line Ministry of Industrialization, Trade and SME Development (MITSMED);
- 1.4.2 Adequate financial resources to fund and implement strategic projects.
- 1.4.3 Building and maintaining BIPA's public confidence;
- 1.4.4 Maintaining relevance of BIPA services to stakeholders;
- 1.4.5 Acquire systems to automate core business processes for improved quality of services and ultimately, the ease of doing business; and
- 1.4.6 Attract, develop, recognise and retain competent workforce (talents attraction and retention)

6.1. Introduction

BIPA has a Risk Management Framework that guides the approach and processes of managing risks within the Authority's operations. An effective risk management approach focuses on having an ethical and supportive organisational culture, structures and systems that enable the proper management of corporate risks and to explore opportunities that would enable the Authority to mitigate or minimise the risk impact.

6.2. Risks Identifications

Corporate risks are being identified, monitored and reviewed regularly in line with the Authority's risk Management Implementation Plan. BIPA management has currently identified the following risks types as highlighted in **Figure 7** below.

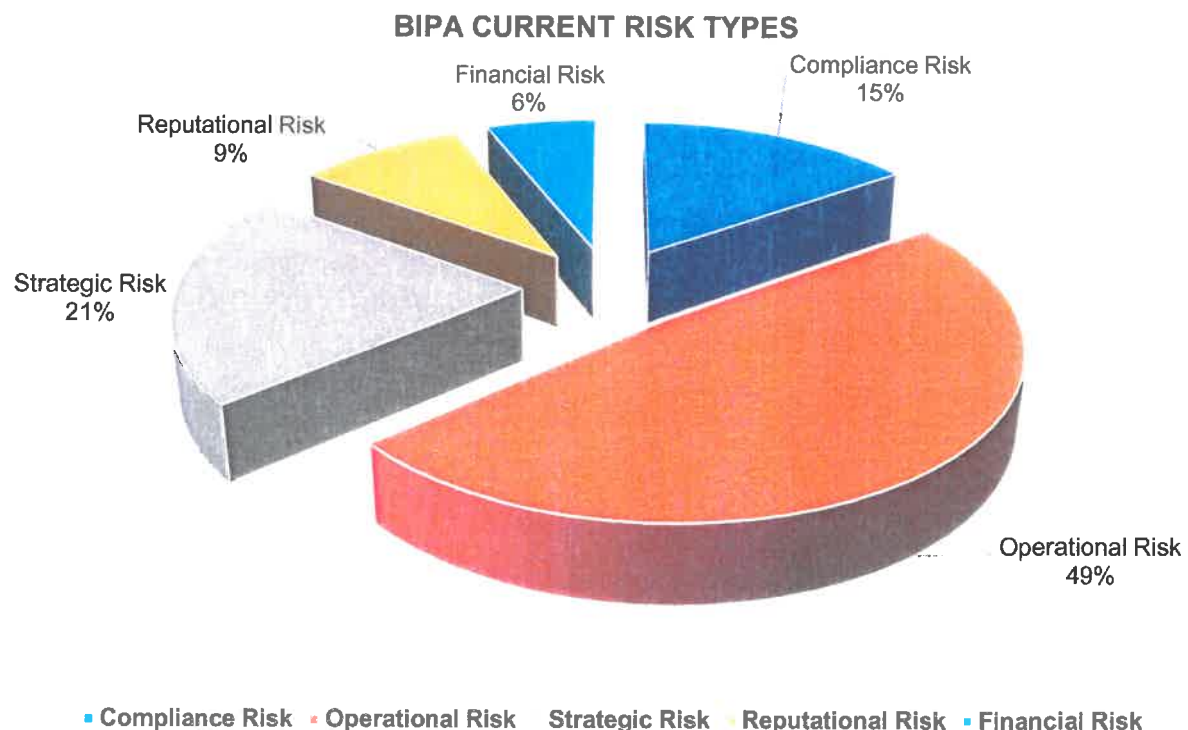



Figure 7: BIPA Corporate Risk Type as per current BIPA Corporate Risk Register



This process form part of the Risk Management system as part of corporate governance and will include the identification and evaluation of risks as well as develop an effective risk response plan. **Table 8** below further defines and describes the current risk types in detail.

Table 8: BIPA's the current risk types.

RISK TYPE	DESCRIPTIVE
Strategic Risk	By nature, strategic risks are future-oriented. These risks may arise due to changes in industry and another external factors or can also be triggered by operational risks i.e selection of disaster recovery site.
Operational Risk	Includes the risk of loss resulting from failed processes, people and systems, or from external events. Essentially, these possibilities may occur due to poor design, inadequately trained personnel or disruptions due to fire. It also covers the risk of fraud as well as possible failure to meet contractual obligations due to operational reasons.
Financial Risk	When a business does not have adequate financial liquidity to meet its ongoing obligations, and this has both short- and long-term implications. Financial obligations include debt repayment, payroll requirements, government licenses and taxes.
Compliance Risk	That the business will not comply with laws and regulations in the jurisdictions where it operates or that the organization will violate a legally binding contract. Non-compliance can be wilful, or it can result from being unaware or local legal requirements.
Reputational Risk	Are risks related to public trust, unethical business conducts, safety, security, sustainability, quality, and innovation that may result in adverse or bad corporate's reputation. Reputational risk can be a matter of corporate trust.

6.3. Risk Mitigation Efforts and Challenges

By the end of 2018/19, the status of corporate risk register was as follows:

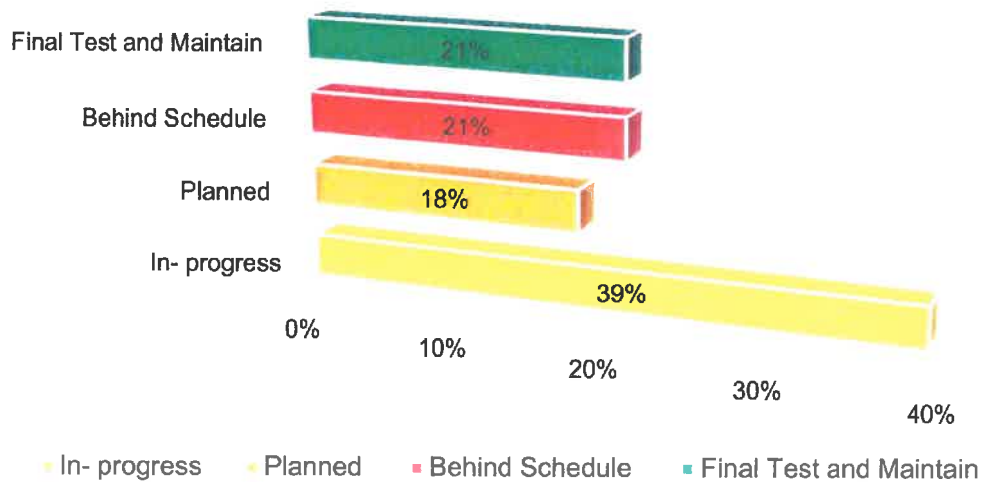


Figure 8: BIPA Corporate Risk Status (by 31 March 2019).

Despite these, Management through Board Finance, Risks and Audits Committee (FRAC) reliably made efforts to identify and investigate number of business risks through a well-developed Corporate Risk Register. Among the specific internal business challenges are:

Lack of technical or specialised employees

- BIPA does not have qualified employees to examine patent applications locally; and

Lack of fit-for-purpose infrastructure

- BIPA does not have its own office infrastructure;

Institutional or Reputational risk

- There is a risk of failing to effectively engage key stakeholders and coordinate the BIPA core functions effectively.

BIPA's Credibility or Relational risk

- BIPA is expected to build relational trust and credibility through its means of delivering of relevant, quality and timely services.

Shortage of funding

- Given the prevailing economic recession, the Namibian Government as the main shareholder, may not have sufficient funds to support the BIPA.

Operational risks

- Incomplete and inaccurate data for client profiles, failure to attract, retain and develop employees and flawed revenue collection system in presents potential operational risks.



BUSINESS AND INTELLECTUAL
PROPERTY AUTHORITY
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Business and Intellectual Property Authority
P. O. Box 185 Windhoek
3 Ruhr Street, Northern Industrial Area
Tel: +264 61-299 4400
Website: www.bipa.na

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