



**BUSINESS AND INTELLECTUAL
PROPERTY AUTHORITY**

Protecting Entrepreneurship and Innovation

REVISED STRATEGIC PLAN

[2019/20 – 2021/22]

Business and Intellectual Property Authority
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Minister's Foreword



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Namibia through the Ministry of Industrialisation, Trade, SME Development (MITSMED) and the Business and Intellectual Property Authority (BIPA) have made tremendous strides to inspire for local entrepreneurship and promote the “*Easy of Doing Business*” rating in Namibia.

I am confident that through various engagement platforms that BIPA had with the young and upcoming local investors and entrepreneurs, and foreign investors will seize the business opportunities which the Namibia’s market offers. The Namibian Government is fully committed to supporting BIPA in its efforts to stimulate local economic growth and to address employment creation through a wide ranges of benchmarked entrepreneurship initiatives.

As the Minister of Industrialisation, Trade, SME Development (MITSMED), I will do my best to support BIPA with required resources to facilitate the registration of businesses and offer protection of intellectual property rights by harmonising various legislative instruments in order to promote economic growth and prosperity.

I am glad that BIPA, in collaboration with the Ministry, plans to invest in new advanced technology, known as the Integrated Client Server Facility (ICSF) Project - a new business solution designed to simplify business processes and improve operational efficiency. This will help Namibia to improve its “*Easy of Doing Business*” rating within the Southern African Development Community (SADC) region and the African continent at large.

Finally, I would like to congratulate BIPA Board of Directors and Management for making commendable strides in making it easy to do business in Namibia.

Hon. Tjekero Tweya, MP.,

Minister of Industrialisation, Trade and SME Development

25/02/2020

Date

Message of the Board Chairperson



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The Business and Intellectual Property Authority (BIPA) is established by Section 3 of the Business and Intellectual Property Act, 2016 (Act No. 8 of 2016) to serve as the focal point for the registration of business and industrial property, responsible for the administration and protection of business and intellectual property rights in Namibia.

This revised BIPA Strategic Plan 2019/20 - 2021/20 is developed by the BIPA Executive Management and approved by the BIPA Board of Directors. The operational targets are aligned with the strategic priorities in order to fulfil BIPA's obligations as an institution that operates in the best interests of its stakeholders, and, in compliance with the relevant Namibian legislation. The Board advocates for the optimum utilisation of the Authority's human and prudent financial resources management, effective budgeting, transparent procurement process and constantly demonstrates sense of accountability to the stakeholders namely, the Namibian Government, BIPA clients and the Namibian citizenry at large.

To facilitate the maximisation of the benefits from doing business in Namibia, the revised Strategic Plan is designed to remove bureaucratic bottlenecks in order to make it easier to start a business in the country through simplifying preregistration and registration formalities such as the requirements of notarisation, inspection, and other requirements and, the introduction of online business registration process and joining a one-stop-shop facility being established in conjunction with the Ministry of Industrialisation, Trade and SME Development.

The Board continues to carry out its oversight function and actively engaging the CEO and Senior Management team in order to inspire them to embrace organisational changes with a view to attaining the overall corporate objectives of the Authority. The Board further advocates a supportive culture across the Authority.

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Riipndia Ali Kaakunga (Othy)

Board Chairperson

A handwritten date '2020/12/19' is written in black ink over a dotted line.

Date

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Executive Summary



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The Business Intellectual Property Authority (BIPA) undertook to review its strategy shortly after having successfully assessed the corporate mid-term performance for 2018/19 financial year.

The revised Strategic Plan seek to align the core strategic imperatives for the next three years (2019/20 – 2021/22) with the development stages taking into consideration the external influences in order to enable BIPA to:

- (i) capacitate the organisation by developing key competencies,
- (ii) invest in technology to automate the core business processes and systems, reform the relevant of legislative framework, maintain good corporate governance,
- (iii) develop mutually beneficial relationships and deliver robust public education
- (iv) create an enabling environment for ease of doing business in Namibia, and to improve Namibia's competitiveness, and
- (v) improve the level of efficiency on revenue collection strategies and gradually help BIPA to reduce dependence on government subsidy.

These are key success factors on the journey of achieving our statutory mandate.

BIPA remains steady focussed on creating value for its stakeholders though improved performance and innovative service delivery. Our primary focus will be to automate core business processes while investing in the human capital development to prepares the Authority workforce to adapt to the new digitalised world of work.


.....
Vivienne E. Katjiuongua
Chief Executive Officer

13 December 2019
.....
Date

Acronyms and Abbreviations



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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
CRF	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
SOE	State Owned Enterprises
SFA	Strategic Focus Area
SADC	Southern African Community Development
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 The Authority's Legal Status and Mandate

Business and Intellectual Property Authority (BIPA) is a state-owned enterprise (SOE) established in terms of the Business and Intellectual Property Authority Act, 2016 (Act No. 8 of 2016) with the following National objectives:

- 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 National Strategic Imperatives

1.2.1 The Namibia's Vision 2030

Namibia's Vision 2030 provides the long-term development framework for the country: ***"to be a prosperous and industrialized nation, developed by her human resources, enjoying peace, harmony and political stability"***. The SWAPO Party Election Manifesto 2014 promises to uphold and develop the following strategic pillars:

- Rooted in Democracy, Unity, Peace, Stability and the Rule of Law
- Governance and Nation Building
- Economic Growth and Job Creation
- Infrastructure Development, Housing and Sanitation
- Quality Healthcare Delivery
- Human Capital Development and Deployment
- Environmental Management and Sustainable Utilisation of Natural Resources
- Social Justice

- Foreign Relations and International Cooperation

1.2.2 The Fifth National Development Plan (NDP5)

Another national instrument is the National Development Plan (NDP5) which outlines the economic developmental strategies aimed at improving the living conditions of every Namibian citizen.



The visionary document has highlighted four (4) key intended goals, namely;

- Achieve Inclusive, Sustainable and Equitable Economic Growth,
- Build Capable and Healthy Human Resources;
- Ensure Sustainable Environment and Enhance Resilience; and
- Promote Good Governance through Effective Institutions

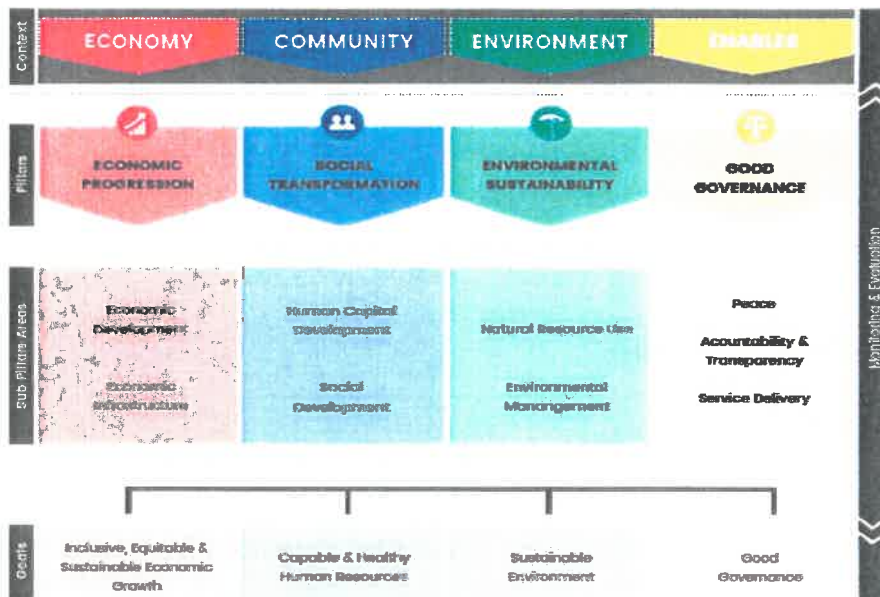


Figure 3. The 5th National Development Plan (NDP5)

1.2.3 The Harambee Prosperity Plan 2016/17 – 2019/2020

The Harambee Prosperity Plan 2016/17 – 2019/2020 and Fifth National Development Plan (NDP5) 2017/18 – 2021/22 is aligned to Vision 2030, the SWAPO Manifesto.

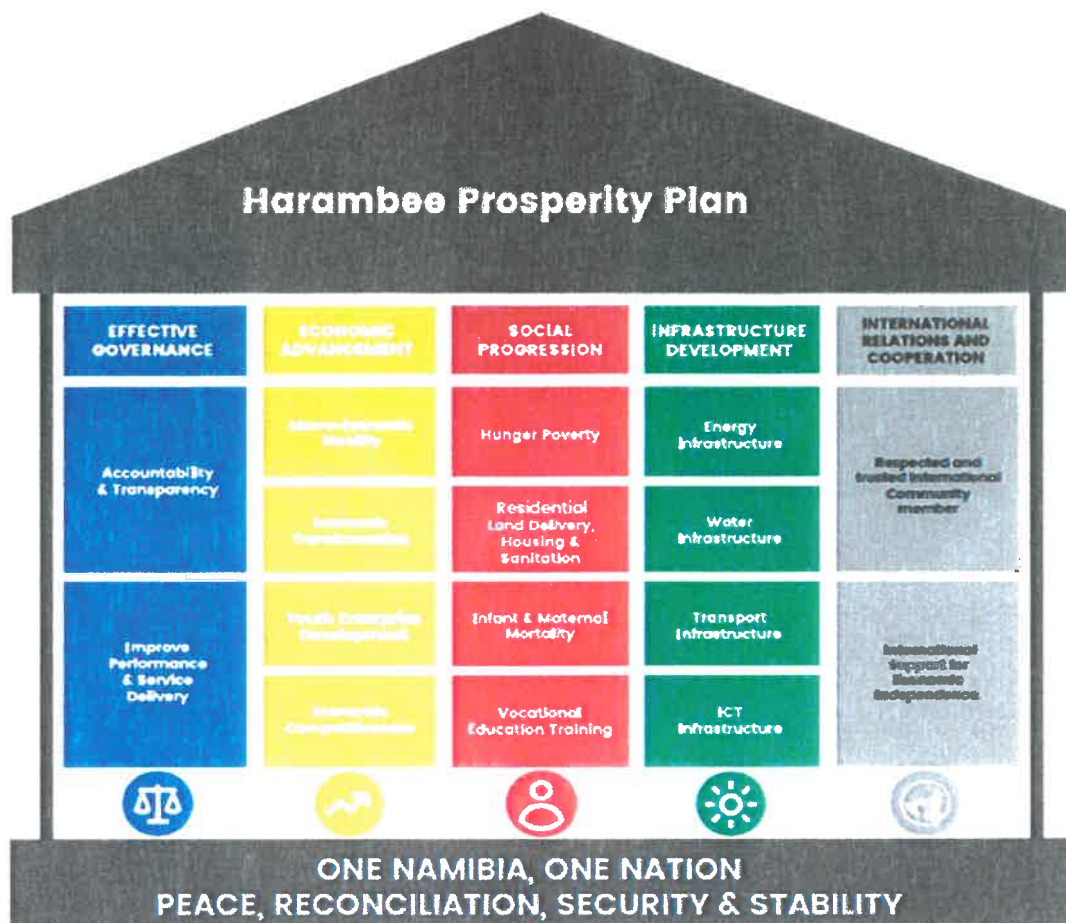


Figure 1. National Development Instrument (Harambee Prosperity Plan).

The BIPA mandate cuts across all National strategic imperatives (Vision 2030, NDP5, Harambee Prosperity Plan, Sector Plans, Governance Charters, the SWAPO Manifesto, *inter alia*) and hence leadership shall ensure continuous alignment to all relevant and appropriate national strategies on the journey of executing the statutory BIPA mandate.

1.3 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.

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.

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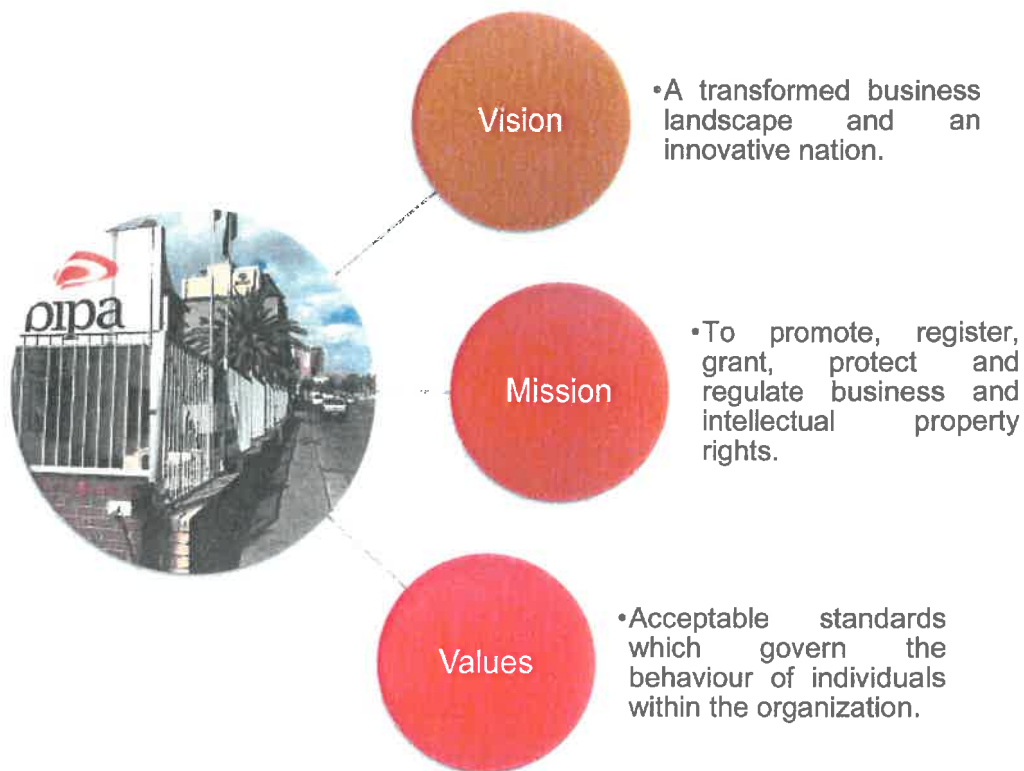


Figure 4. Corporate Vision and Core Ideology.

Similarly, 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. 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.

1.4 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.

1.5 Core Business Services

The Business and Intellectual Property Authority (BIPA) offers two main services to the public namely:

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

1.6 Customer 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.

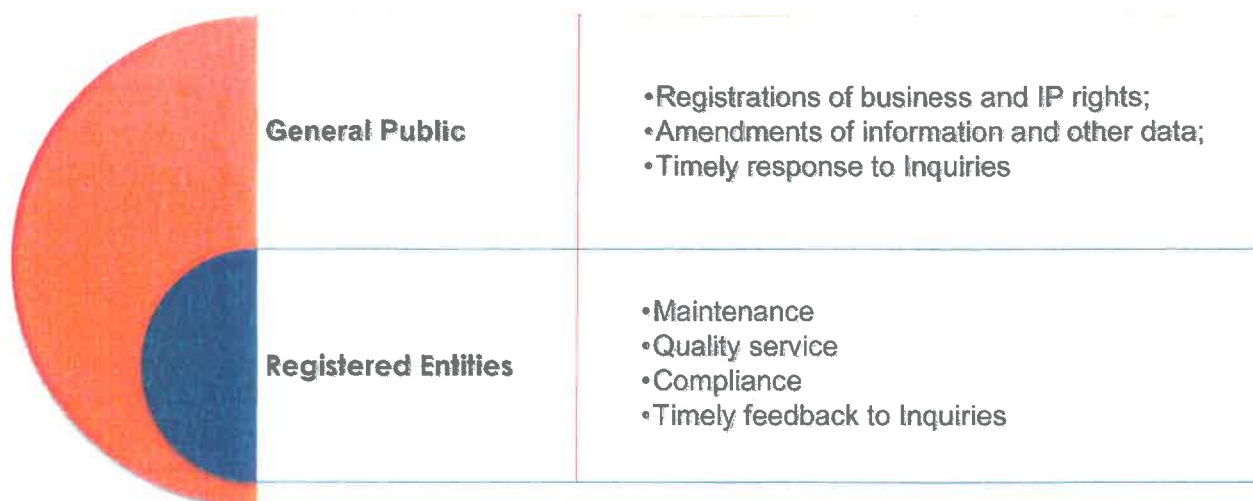


Figure 6. Customer's Segmentation

1.7 Business Location

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

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



1.8 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:

1.8.1 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.

1.8.2 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.

1.8.3 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.

1.8.4 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.

1.8.5 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.

2.1 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.

2.2 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.	Impact 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.	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	Provide 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 and regulations.		T	Engage the Legal Drafters and Parliamentary Committees on 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.

Equally, Management needs to understand the prevailing national and global economic challenges and its impact on BIPA's operations as well as appreciating challenges and opportunities brought about by the new technologies.

2.3 Internal Environmental Assessment (Micro Analysis)

We 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 below.

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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 7. Outcome of the SWOT Analysis.

Generally, this was done to understand the prevailing national and global economic recession and its impact on BIPA's operations as well as appreciating challenges and opportunities brought about by new technologies.

2.3 Stakeholder Analysis

	STAKEHOLDER CATEGORY	THEIR SPECIFIC NEEDS AND EXPECTATIONS
1	Shareholders	Expectations / Needs
1.1	Ministry of Industrialization, Trade and SME Development (MITSMED)	Effective and efficient service delivery in terms of mandate (business and IP registration). Reliable and easily accessible National Database. Self-Sustainable. Accessible services to all citizens. Public education on intellectual property and business registrations.

2.	Strategic Partners	Expectations / Needs
2.1	World Intellectual Property Organisation (WIPO) and World Trade Organisation (WTO)	Capacity Building and Compliance (i.e. treaties and conventions)
2.2	African Regional IP Organisation (ARIPO)	Capacity Building and Compliance (i.e. TRIP and other treaties and conventions)
2.3	Institutions of Higher Learning	Create a conducive legal milieu for depository of innovative ideas / concepts / designs.
2.4	Research and Development Institutions	Create a conducive legal milieu for depository of innovative ideas / concepts / designs.
2.5	Traditional Knowledge Holders	Recognition, protection and reward for knowledge. Assist in marketing inventions.
2.6	Development Cooperative Partners	Implementation of Business Registration / IP; Supports targets as per "Growth at Home"; Improve international rankings.
2.7	Government Ministries and Public Enterprises (MPEs)	Providing quality of service and timely access to information.

3.	Customers / Clients	Expectations / Needs
3.1	Individuals	Timeous Service Delivery; Protection of IP; Education; Access to Information.
3.2	Industries	Timeous Service Delivery; Protection of IP; Education; Access to Information.

4.	Employees (All Levels)	Expectations / Needs
4.1	BIPA Employees	Competitive Remuneration and Conditions of Service; Better than GRN
		Continuous Capacity Building
		Career Paths; Retention

5.	Regulators / Legislators	Expectations / Needs
5.1	Ministry of Public Enterprises	Compliance with SOE Act
5.2	MITSMED	Compliance with Relevant Legislation
5.3	Ministry of ICT	Compliance with Legislation
5.4	Ministry of Labour	Compliance with Legislation
5.5	Ministry of Finance	Compliance with Legislation

6.	Interest / Pressure Groups	Expectations / Needs
6.1	Scientific Community	Recognition and Collaboration
6.2	Artists	
6.3	Authors, Composers, Performers	
6.4	Business Community at Large	
6.5	Union	
6.6	Consumer Groups	



3.1 Introduction

Business strategy is the driving force toward the future success while striving to adapt and embrace the emerging changes for the business to prosper. Hence, the need for Management to formulate the plan on how various business strategies will be translated into actionable terms to guide the day-to-day operations.

3.2 Strategic focus areas (SFA)

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.

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.

- 3.3.1 Ensure highly engaged and competent workforce;
- 3.3.2 Ensure legislative alignment to National, Regional, and International Obligations;
- 3.3.3 Enhance Corporate Governance and Risk Management;
- 3.3.4 Deliver Simple, Quality and Accessible Services;
- 3.3.5 Establish mutually beneficial stakeholder Relations;
- 3.3.6 Facilitate knowledge-based economy; and
- 3.3.7 Ensure financial stability.

3.4 Strategy Mapping

Strategy map is visual representation (a diagram) that shows the Authority's strategy cause and effect relationships. Figure 9 below illustrates the specific areas of focus necessary to achieve the ultimate corporate desired outcome.

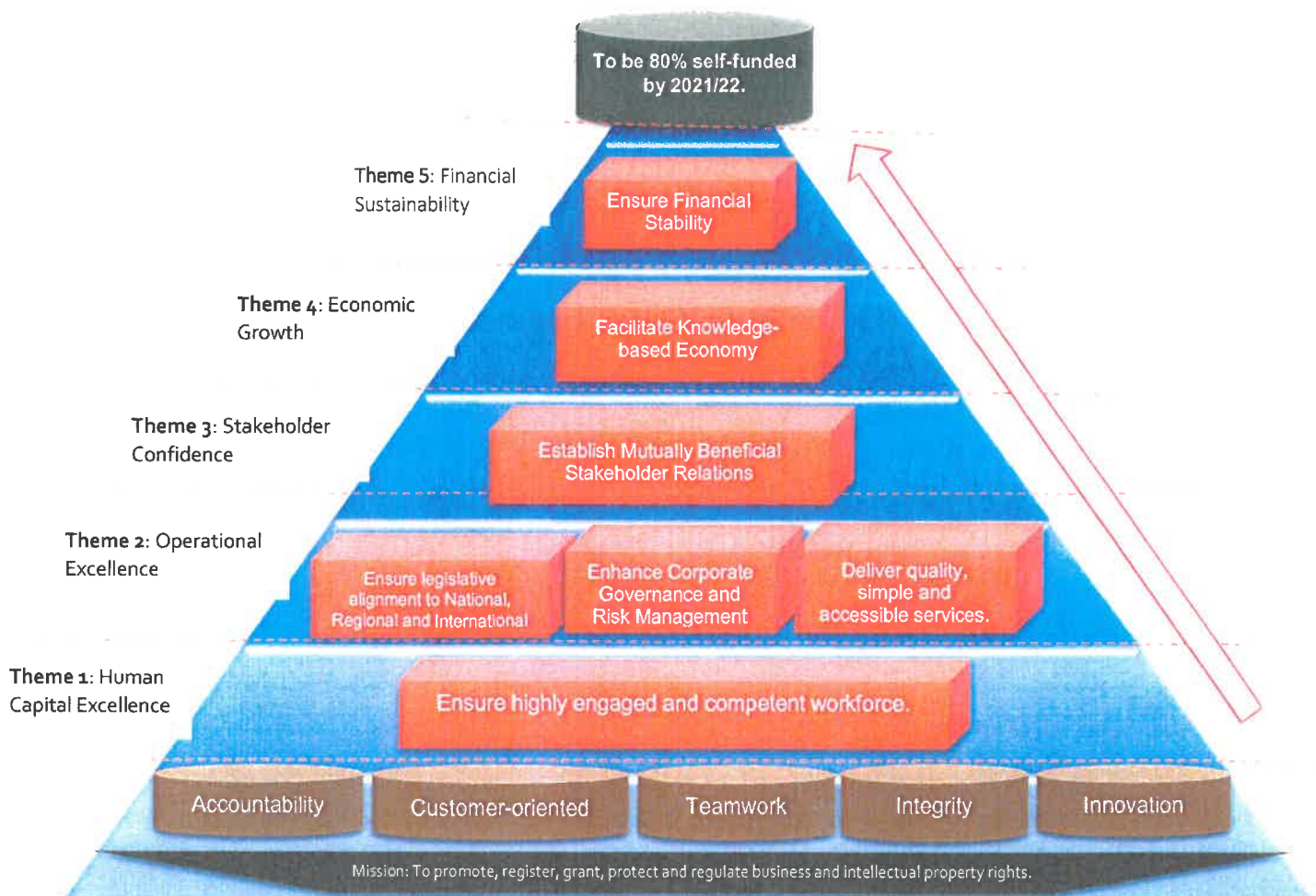


Figure 9. Strategy mapping.

A well-designed strategy map helps in communicating the big-picture objectives that outlines the future success to everyone in the Authority so as to allows employees to see how their jobs affect the company's strategic objectives.

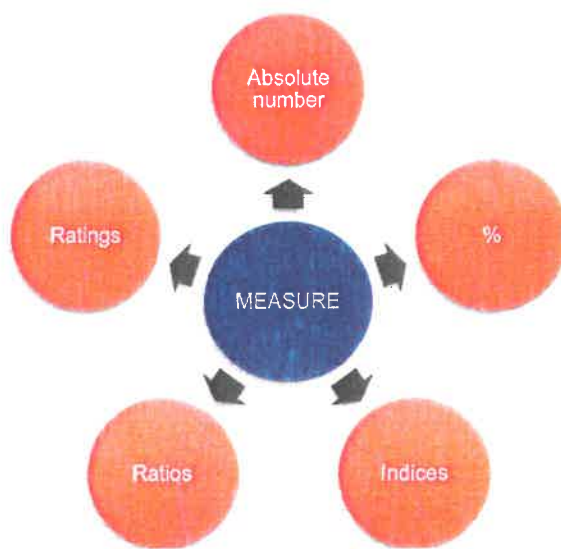
3.5 Strategic Measures

Measures are the best indicator of performance or progress toward the achievement of the mission and goals of the organization. In other words, a measure is an agreed indicator or metrics to be used to determine progress made, or the lack thereof, towards achieving each objective.

It must be quantifiable either in numbers, percentages, indices, ratios and rating to able to track progress made in terms of performance improvements.

A measure or indicators should clearly communicate the level of expected performance within a given period.

The theories of measurement executed at the strategic level are expressed in the form of project. Therefore, adopting and reporting using meaningful measures can facilitate management's understanding of project status and guide the implementation of strategy.



3.6 Strategic Targets

Strategic targets or priorities is a quantifiable standard for each measure. Performance targets are *the expected levels or standards of performance to be reached within specific timeframes* for each objective. A rating scale of 1-5 with level descriptions is used to determine the progress towards achieving the set targets (mid-term or annual) at each department or corporate tier.

Rating	Terminology	Descriptive	Score %
5	Excellent Performance	Performance is significantly higher than the standard expected.	Above 110%
4	Target Exceeded	Performance is higher than the standard expected.	101% to 110%
3	Target Achieved	Performance fully meets the standards expected.	90% to 100%
2	Below Target	Performance is below the standard required	50% to 89%
1	Unacceptable Performance	Performance does not meet the standard expected.	Less than 50%

Ultimately, all strategic targets must have the baseline, be challenging and remain achievable.

A	#	Strategic Objectives	Indicator / Measures	Weight	Baseline	2019/20	2020/21	2021/22
Financial Sustainability	F1	Ensure Financial Stability	% Budget Variance	10	20%	5%	5%	5%
			% Capital Leverage	10	0%	50%	40%	30%
Economic Growth	E1	Facilitate Knowledge- based economy	Number of Engagements	10	New	1	1	1
Stakeholder Confidence	S1	Achieve mutually beneficial Stakeholders Management	% of stakeholders engaged	10	New	30%	60%	90%
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 Bill and Intellectual Property Policy)	2 (Enacting Companies Act and Copyrights Act)	1 (Review and Amc Industrial Property Act)
	I2	Enhance Corporate Governance and Risk Management	% Significant Audit findings addressed.	10	95%	95%	95%	95%
			% Business Continuity Plan for BIPA developed and Implemented.	10	New	80%	90%	100%
	I3	Deliver Quality, Simple and Accessible Services.	% of Customers Satisfaction	10	57%	65%	70%	75%
Human Capital Excellence	H1	Ensure highly Engaged and Competent Workforce.	% of Employee Turnover	10	8%	8%	7%	6%
			Employee Engagement Index	10	49%	55%	60%	65%
		7 Objectives	10 Measures	100				

3.7 Strategic Initiatives

Strategic initiatives or projects are the vehicle through which the vision and consequently strategic objectives, measures and targets are achieved. For that, each target is achieved through highly pragmatic, relevant and appropriate strategic **initiatives** or **projects**.

OBJECTIVES	#	STRATEGIC PROJECTS / INITIATIVES
1. Ensure Financial Stability	F1.1	Implement the Revised Fee Structure
	F1.2	Collect Outstanding fees,
	F1.3	Implement Cost Containment Measures
	F1.4	Develop and Implement Resources Mobilisation Strategy.
	F1.5	Develop and implement Financial Sustainability Plan.
2. Facilitate Knowledge-based Economy	E1.1	Establish Innovation Hub.
	E1.2	Initiate and participate in Relevant National Debates
	E1.3	Integrate IP into the School Curricula.
3. Achieve Mutually Beneficial Stakeholder Relations	S1.1	Implement Robust Marketing Strategy.
	S1.2	Implement Stakeholder Engagement Strategy.
4. Ensure Legislative Alignments to National, Regional and International Obligations.	I1.1	Companies Amendment Bill, New Copyright bill & Intellectual Property Policy
	I1.2	Enacting Companies Act and Copyrights Act
	I1.3	Review and Amend Industrial Property Act
5. Enhance Corporate Governance and Risk Management	I1.4	Compliance Gap Analysis: Policies and Procedures
	I1.5	Implement Audit findings and attain the unqualified opinions on annual financial statement (AFS).
	I1.6	Ensure Effective Compliance Management.
	I1.7	Develop and Implement Governance Charter.
	I1.8	Design and Implement Business Continuity Plan (BCP).
6. Deliver Quality, Simple and Accessible Services.	I1.10	Develop and Implement IT Strategy (Info Security, Integration & Availability)
	I1.11	Core Business Process Automation
	I1.13	Prioritise Data back Capturing Project.
	I1.14	Implement the Decentralisation Plan.
7. Ensure highly Engaged and Competent Workforce.	H1.1	Review and re-align Authority's structure to support the realization of Strategic objectives.
	H1.2	Identify Competency Gaps and develop HRD Plan 2019/20
	H1.3	Implement Recognition and Reward policy/Retention Incentives.
	H1.4	Develop and Implement Succession Plan;
	H1.5	Develop and Implement Employee Engagement plan
	H1.6	Implement Culture Change Plan
Seven (7) Objectives		27 Strategic Projects / Initiatives

3.8 Conclusion

As we strive to become self-sustainable entity, BIPA seeks to identify critical success factors and address challenges and document lessons obtained for future reference purposes, as well as identify whom are the main stakeholders key to engage in implementing the 3-years Revised Strategic Plan. BIPA's strategy mapping process explains how the strategy objectives will be unpacked under each strategic pillars to ensure synergy and complementary efforts during the strategy execution process. For that, BIPA has realigned its key priorities and resolve to invest in new technology to automate core business and systems.

We believe that major service delivery improvements would only be realised once our employees are motivated through constant engagement. In that regards, BIPA management prioritise to develop its human capital by imparting new knowledge / skillsets which are required for implementing key strategic initiatives.

A handwritten signature in black ink, appearing to be 'BIPA' or similar, with a small '20' written above it.

BIPA has re-defined its Strategic Roadmap to ensure a deliberate effort to successfully implement strategic targets by 2021/22 financial year. The BIPA Strategic Planning Matrix is attached hereto as (**Annexure A**) reflects all relevant strategic objectives, measures baseline annual targets and key initiatives or projects necessary for the purposes of achieving the ultimate goals, as well as their expected completion dates.

Strategic Planning Matrix: 2019/20 - 2021/22																	
Desired Outcomes		To be 100% self-funded by 2022.					BUDGET							Responsible Unit			
SFA	#	Strategic Objectives	Indicator / Measures	Weight	Baseline	2019/20	2020/21	2021/22	#	Project / Initiatives	Completion Date	Operational Budget	Developmental Budget	Y1	Y2	Y3	(Dept.)
Financial Sustainability	F1	Ensure Financial Stability	% Budget Variance	10	20%	5%	5%	5%	F1.1	Implement the Revised Fee Structure	March 2020	-	-	-	-	-	BR, IP& ICT
									F1.2	Collect Outstanding fees,	Annually	500,000	-	375,000	125,000	-	Finance
									F1.3	Implement Cost Containment Measures	Annually	-	-	-	-	-	Finance
									F1.4	Develop and Implement Resources Mobilisation Strategy.	Annually	75,000	-	75,000	-	-	Finance
									F1.5	Develop and implement Financial Sustainability Plan.	Annually	75,000	-	75,000	-	-	Finance
Economic Growth	E1	Facilitate Knowledge-based economy	Number of Engagements	10	New	1	1	1	E1.1	Establish Innovation Hub.	Mar-21	100,000	500,000	50,000	500,000	50,000	IP & BR
									E1.2	Initiate and participate in Relevant National Debates	Annually	150,000	-	150,000	-	-	IP & BR
									E1.3	Integrate IP into the School Curricula.	31-Mar-22	100,000	-	50,000	50,000	-	IP
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	-	1,000,000	0	0	Marketing
									S1.2	Implement Stakeholder Engagement Strategy.	Annually	1,000,000	-	500,000	250,000	250,000	Marketing
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 Bill 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	-	1,000,000	1,000,000	-	IP & BR, Legal
									I1.2	Enacting Companies Act and Copyrights Act	31-Mar-21	-	-	-	-	IP & BR, Legal	
									I1.3	Review and Amend Industrial Property Act	31-Mar-22	-	-	-	-	IP & BR, Legal	
	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	-	-	-	-	-	Legal
									I1.5	Implement Audit findings and attain the unqualified opinions on annual financial statement	Annually	-	-	-	-	-	EXCO
									I1.6	Ensure Effective Compliance Management.	Annually	-	-	-	-	-	Legal, BR & IP
									I1.7	Develop and Implement Governance Charter.	31-Mar-20	-	-	-	-	-	Legal

[illegible]

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