



BUSINESS AND INTELLECTUAL
PROPERTY AUTHORITY

Protecting Entrepreneurship and Innovation

INTEGRATED STRATEGIC BUSINESS PLAN

2021/22
2025/26

COMPANY'S GENERAL INFORMATION SUMMARY

Registered name of the public entity:	Business and Intellectual Property Authority (BIPA)
Registration Number/ Mandate:	Business and Intellectual Protection Authority Act, Act No. 8 of 2016
Registered office address:	3 Ruhr Street, Northern Industrial Area Windhoek, Namibia
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LIST OF ABBREVIATIONS

4IR	Fourth Industrial Revolution
AFS	Annual Financial Statement
ARIPO	African Regional Intellectual Property Organisation
BIPA	Business and Intellectual Property Authority
BRS	Business Registration Services
CEO	Chief Executive Officer
ERP	Enterprise Resource Planning
EXCO	Executive Committee
FDI	Foreign Direct Investment
FY	Financial Year
GRN	Government of the Republic of Namibia
ICT	Information and Communication Technology
IP	Intellectual Property
IPS	Intellectual Property Services
ISBP	Integrated Strategic Business Plan
IT	Information Technology
KPI	Key Performance Indicator
MIT	Ministry of Industrialisation and Trade
MoPE	Ministry of Public Enterprises
NDP5	National Development Plan 5
NamCode	Corporate Governance Code for Namibia
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PE	Public Enterprises
PEGA	Public Enterprises Governance Act, 2019
SADC	Southern African Community Development
SWOT	Strength, Weakness, Opportunities and Threats
WIPO	World Intellectual Property Organisation
WTO	World Trade Organisation

MINISTER'S FOREWORD

HON. LUCIA IPUMBU, MP.



I am privileged to submit the revised BIPA Integrated Strategic Business Plan for the financial years 2021/2022 to 2025/2026. The Business and Intellectual Property Authority became operational as a Public Enterprise (PE) with the promulgation of the BIPA Act (Act No. 8 of 2016) on 16 January 2017.

Despite many challenges, BIPA managed to establish itself as a key player in the advancement of Namibia's economy. We recognise that the authority is pivotal in fulfilling our country's development goals, in line with Vision 2030, the National Development Plans, 'Growth at Home' strategy and the Harambee Prosperity Plan. The Ministry of Industrialization and Trade (MIT), through its agencies; is responsible for promoting economic growth, formulating policies, ensuring an economic regulatory framework, and advancing trade and investment. Within this context, BIPA plays a crucial role. As the single most relevant institution for business and intellectual property registrations in Namibia; the authority is tasked with creating a business environment that is conducive to trade and investment, both local and international.

Since 2017, the authority has come a long way. At this point in time, BIPA has achieved several successes, and I highlight only a few:

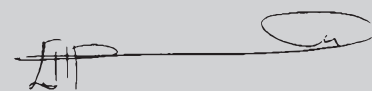
- The authority now offers several of its services on-line via the Nambiz-portal, which was launched on 16 December 2021.
- The authority has managed to capture almost 40% of its physical files onto its system as it works towards automation.
- BIPA is financially independent and received minimal grants from government.
- The institution is also busy revising numerous relevant acts, notably the Company's Act, the Closed Corporations Act, the Copyright and Neighbouring Rights Protection Act and the Industrial Property Act. The aim of these revisions is to ensure that our regulatory frameworks are modernised and aligned with accepted practices worldwide.

As stated earlier, its successes came at a price. As BIPA clients will know, the establishing of any business or entity; goes hand in hand with teething problems, frustrations, obstacles and doubt. This was the case with BIPA too. Nor the clients, or the authority, had an easy ride; but yet, here we are today with four years behind us and a business plan for the upcoming five years.

This business plan is aligned with MIT's 'Growth at Home' strategy, with the main goal of easing the way Namibians do business. In 2020 the country ranked 104th out of 190 on the Global Ease of Doing Business Index. At first glance, this appears like a dark, dismal cloud; however, there is also a silver lining – namely, Namibia's enormous potential to grow. We not only have the capacity to improve our competitiveness within the Southern Africa Development Community (SADC), but Namibia can also make its mark in Africa, and I daresay, the world.

For the next five years, the BIPA strategy will support this vision through four strategic themes and 14 strategic objectives. The strategic themes are designed to move the authority forward and put it on track to becoming an institution of excellence. Not only will BIPA make concerted efforts to enhance its internal processes to the benefit of the clients; the authority will also strengthen its corporate governance and risk management processes. These are vital corner stones to ensure the transparent management of public resources and safeguarding of stakeholders. Furthermore, the authority will also concentrate its resources on becoming fully financially independent, enhancing stakeholder confidence, and delivering operational excellence.

It is with great excitement and high expectations that I officially present this document.



Lucia lipumbu, MP.

MINISTER: INDUSTRIALISATION AND TRADE

OVERVIEW FROM THE BOARD CHAIRPERSON

RIUNDJA A. KAAKUNGA (OTHY)



For the years that I have been involved with the governance of BIPA, the authority has grown from infancy into an established organisation. The transfer of systems and data between the Ministry of Industrialization and Trade, and the newly established Business and Intellectual Property Authority in 2017, came with numerous difficulties. However, today I am happy to note that the authority has since then cemented its presence within Namibia's business landscape.

The role of BIPA in promoting the Namibian economy cannot be emphasised enough. As the central point for the registration, administration and protection of businesses, commercial and industrial property rights; the authority unequivocally contributes to employment, wealth creation and economic growth. This is not only achieved through its mandate to facilitate and promote the efficient registration of businesses, but also through the enhancing of intellectual property rights in Namibia.

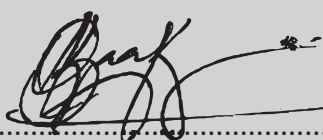
Through its business registration services, the authority serves as a conduit for economic growth and development. Promoting a sound business landscape raises income, creates job opportunity, reduces the wealth gap and expedites prosperity.

Furthermore, with the emergence of the knowledge economy, competitive advantage will depend less on traditional factors of production, like land, natural resources and labour, and increasingly more on the quality of talent, ideas and innovation. As a result, companies are looking to intellectual property (IP) protection to gain an advantage in this competitive global marketplace. Intellectual property is a legal vehicle for knowledge transfer and protection. It rewards creativity and incentivizes innovations in various forms, including technologies, know-how, creative expressions, designs and brands. IP plays an essential role in innovation by capturing the economic value of innovation - thereby encouraging investment in research and development, or R&D, as well as encouraging investment in innovation.

A highlight of BIPA's progress regarding its promotion of the use of intellectual property in Namibia, is the establishment of innovation hubs through the signing of relevant agreements with universities; as well as its launch of the country's National Intellectual Property Policy, in 2019. However, the Integrated Strategic Business Plan as presented here for the next five years, will see marked endeavours towards founding BIPA's contribution towards a knowledge-based economy, integrating intellectual property into the school curricula and the establishment of the IP Tribunal.

In further support of small and medium enterprises (SMEs), and the encouragement of entrepreneurship; the authority will make sincere efforts to increase its stakeholder engagement, and to enhance its automation and online registration services.

Through this strategy, and with the guidance from the Ministry and the Board, BIPA remains committed to towards improved customer service delivery.



Riundja A. Kaakunga (Othy)

BOARD CHAIRPERSON

BUSINESS AND INTELLECTUAL PROPERTY AUTHORITY

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

VIVIENNE KATJUIONGUA



Following a tumultuous 2020, it is with great pleasure that BIPA can now submit its Integrated Strategic Business Plan for the next five years. This follows on its first strategic plan, which was developed in 2017 with the inception of the authority.

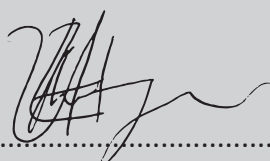
Even though the Covid-19 pandemic exposed several weaknesses in BIPA's business operations, it also offered the authority the opportunity to enhance its systems and client service. Therefore, when the Board and Management of BIPA developed this strategic plan in December 2020, we took cognisance of all the challenges that the authority experienced these past months. Our strategy is not only customised towards that of Namibia's industrial and trade policies, but also addresses the key challenges that our clients are currently experiencing.

The golden thread running through our four strategic themes is BIPA's vision to be the catalyst of economic growth for a transformed business landscape and an innovative nation. This supports the efforts of the Ministry of Industrialisation and Trade to develop Namibia's economy towards an efficient and competitive level. With this strategy, BIPA aims to develop the authority's ICT infrastructure, systems and databases to ensure the organisation is a trusted source of information in attracting reputable collaboration partners to achieve its goal of an online one-stop shop for government integrated services.

Although BIPA has been operating without significant grants by the Ministry, the revenue we generated barely covered our operational expenses. Going forward, a key strategic goal is for BIPA to become financially independent. We aim to do this by growing our revenue annually with 10%, maintaining annual liquidity ratio standards, growing our assets and controlling expenses. Achieving this objective will enable BIPA to improve its internal processes and governance to the benefit of the authority's stakeholders, which is another strategic theme. We believe this will be possible if we enhance our process optimisation and ensure a reputable business and IP environment. The essence of this theme lies in BIPA's human capital; therefore BIPA will improve its employee engagement, streamline its organisational structure and enhance the organisational culture. Furthermore, we will concentrate our resources on the execution of a comprehensive IT strategy that will serve our customers through excellence.

At this stage, I want to thank our clients and stakeholders who have undertaken this journey with us. We recognise and appreciate your patience, feedback and support. I do not promise that the journey of the next five years will be without difficulties, but I stick to the African belief: to go fast, go alone; to go far, go together.

We are in this together.



Vivienne Katjiuongua

CHIEF EXECUTIVE OFFICER



1. BACKGROUND TO BIPA

1.1 The Establishment of BIPA

Business and Intellectual Property Authority (BIPA) officially became operational as a Public Enterprise (PE) with the promulgation of the BIPA Act (Act No. 8 of 2016) on 16 January 2017. BIPA, as an Association Not for Gain (Section 21) was deregistered on 25 August 2017.

BIPA is mandated to:

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

BIPA was thus established to serve as the central point for the registration, administration and protection of businesses, commercial and industrial property rights as well as the legal depository of information, documents and data required. With the sincere hope that the establishment of BIPA would see an increase in the number of not only registered but operational businesses, which should in turn stimulate employment and wealth creation and economic growth.

The structure is illustrated below.

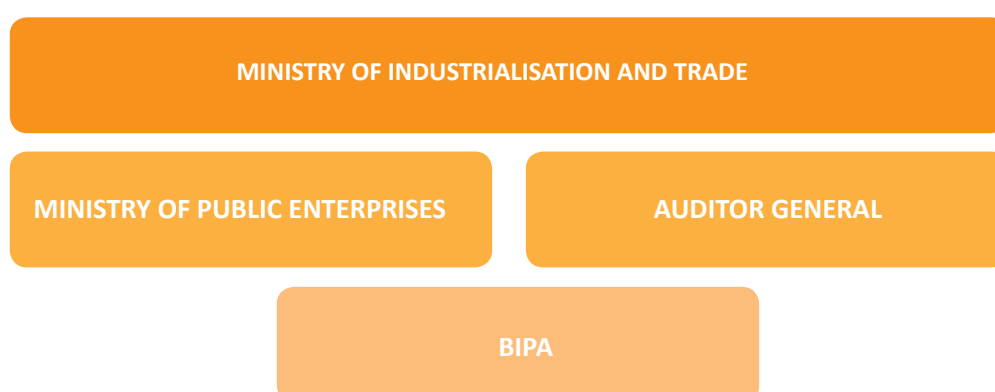


Figure 1: Reporting structure



Ministry of Industrialisation and Trade as the shareholder

“Growth at Home Strategy” is the theme chosen by the Ministry of Industrialisation and Trade (MIT) (formerly known as the Ministry of Industrialization, Trade and SME development) to reinforce the importance of accelerating economic growth, reducing income inequality and increasing employment. MIT’s programmes are geared at removing supply side constraints, increase productive capacity, and increase the competitiveness of Namibian industry in the domestic, regional and international markets.

This Ministry is also responsible for promoting growth and development of the economy through the formulation and implementation of appropriate policies to attract investment, increase trade, develop and expand the country’s industrial base.

Particularly to BIPA, MIT is running an Investment Promotion Programme aimed at creating an enabling environment for increased domestic and foreign direct investment to achieve sustainable economic growth, employment and to improve Namibia’s competitiveness ranking in Africa and Southern Africa Development Community (SADC). The secondary objective is to stimulate the development, expansion and growth of investment by promoting Namibia as ideal investment location and to formulate investment policies and strategies conducive for the attraction, retention and increase levels of Foreign Direct Investment (FDI) and local private sector investment.

The Shareholder’s targets on this programme are to achieve an increase in the value of FDI, and to achieve an improvement in the Namibia’s ranking in Africa to position five (5) Ease of Doing Business.

Business and Intellectual Property Authority (BIPA): The Genesis

One of the MIT’s main functions of government is to create and ensure conditions and opportunities for job creation, economic growth and socio-economic development.

The prime source of employment and growth in an economy is private sector investments and business establishments. It is equally true that the ease with which an entrepreneur or investor can set up and operate a business as well as the protection of industrial property rights are important considerations in investment decisions. The ministry has championed the creation of BIPA to serve as the one-stop-center for all business and Intellectual Property Services (IPS) registration and related matters, on behalf of the government. Subsequently, the BIPA processes of business registration and licensing is crucial, as an effective business registration system and processes will facilitate business establishment, investment and growth of existing enterprises.

High-Level Historic achievements

BIPA has come a long way from being an administrative organisation with little or no regulatory focus; an almost exclusively manual, paper-based process, resulting in capturing errors and lost documents; and plagued by outdated and unreliable ICT infrastructure and ICT governance. Great strides have been made with the modernisation of the organisation through the upgrading of its ICT infrastructure and

the introduction of new and improved online services for company registration, name reservations, annual returns, director and member changes, financial year-end changes, address changes, and trademark, patent, design and copyright in film applications. BIPA plans to digitise all its business processes to ensure ease, speed of transacting and availability anywhere in the world, 24/7.

Since establishment the following milestones has been achieved at BIPA.

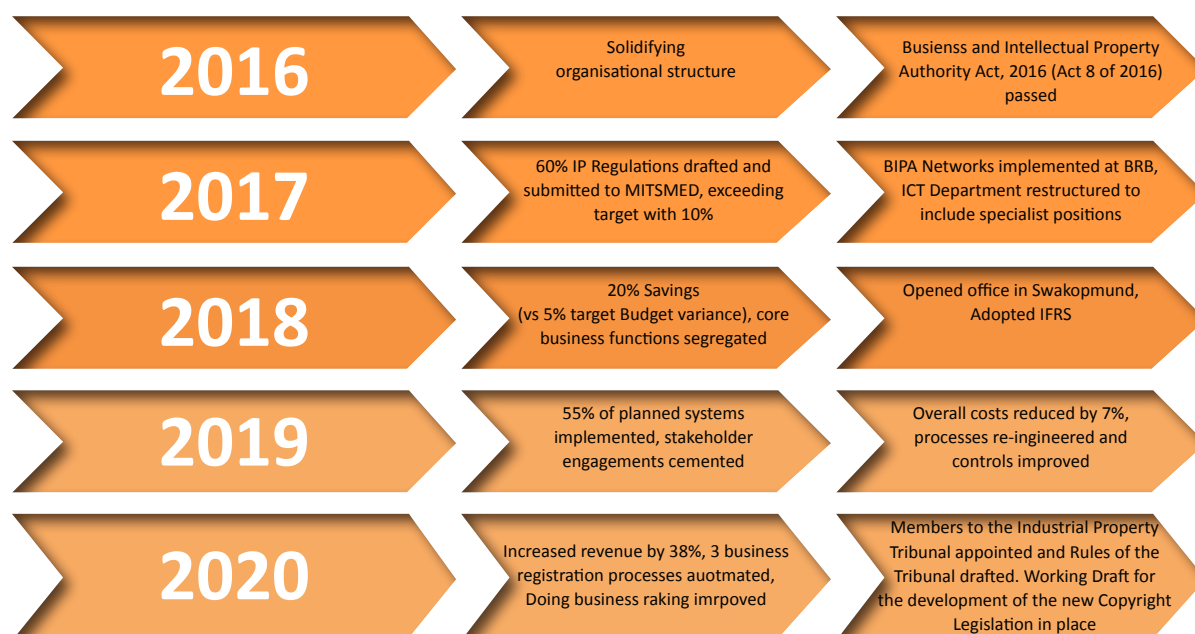


Figure 2: BIPA milestones

1.2 Governance Structures and the Board of Directors

BIPA was established by MIT, its line ministry, to provide public services to its customers and stakeholders, and to protect the interests of the GRN (shareholder). In line with PEGA, BIPA will in addition be reporting to and engage with Ministry of Public Enterprises (MoPE) on the governance and compliance policy matters.

In terms of Corporate Governance, BIPA subscribes to the best practices outlined in governance instruments including the Corporate Governance Code for Namibia (NamCode) and the Public Enterprises Governance Act, 2019 (PEGA).

One of the key principles in good governance is the establishment of a unitary Board which reflects a balance of power. In order to ensure that no one individual, or group of individuals yield unfettered power on the Board, the shareholder appoints seven independent non-executives as Board members for a three -year period to set the Company's strategic direction and oversee the effective implementation of good corporate governance practices. The Board of Directors reports to both the MIT as the shareholder as well as to MoPE for statutory reporting.

BIPA's directors are diverse in terms of gender and ethnicity and have a comprehensive understanding of the industry as well as the business of BIPA and are willing to share and apply their wealth of knowledge to ensure that BIPA creates value for its stakeholders and remains sustainable.

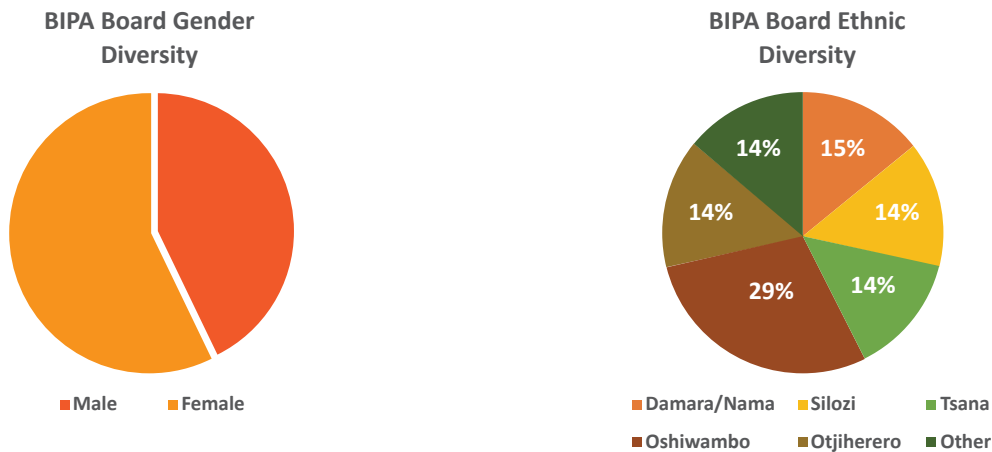


Figure 3: Diversity of the Board of Directors

The Minister constitutes the Board of BIPA in terms of the relevant section of the founding act. It is thus the shareholder's expectation that the Board shall, in directing BIPA, exercise leadership, enterprise, integrity and judgement based on transparency, fairness, accountability and responsibility, whilst at all times acting ethically and considering its social responsibilities without compromising the natural environment.

The Board is responsible for the strategic direction of BIPA and for the control of BIPA and exercises its powers responsibly:

- In the best interests of BIPA with due regard to the interest of stakeholders of BIPA, and
- In compliance with Namibian legislation, principles of sound corporate governance and Board policies.

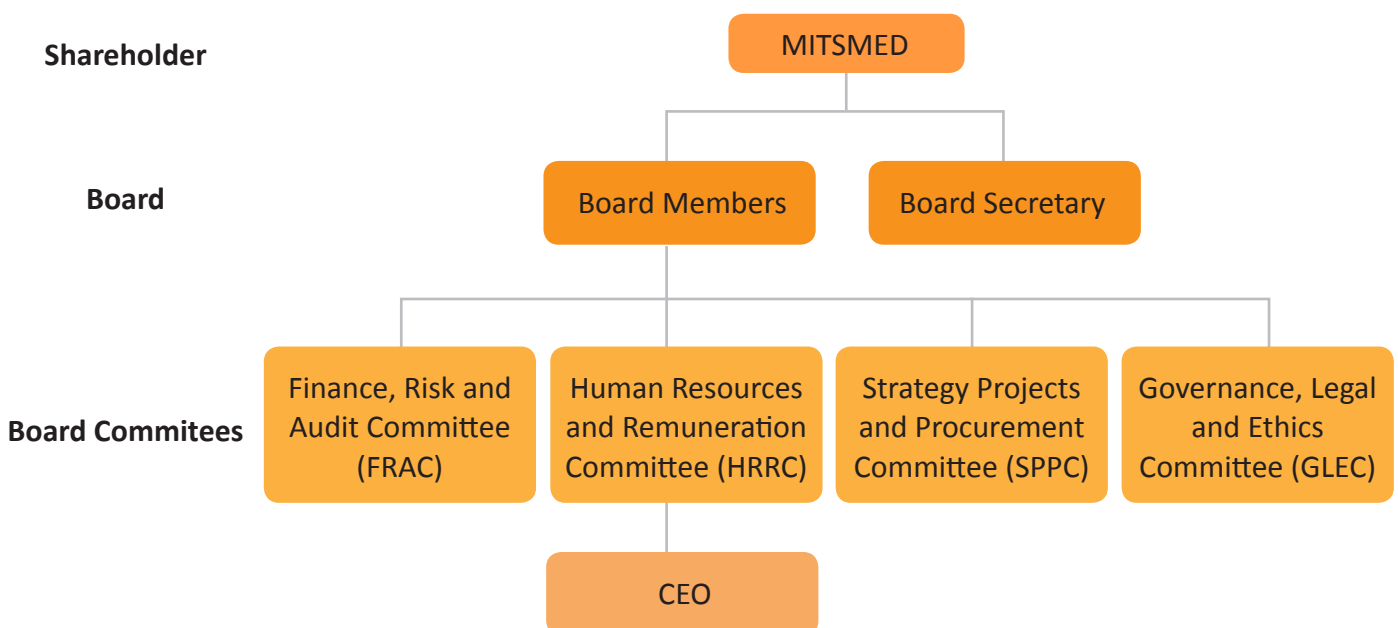


Figure 4: BIPA governance structure



The Board may delegate matters to Committees of the Board to oversee and address matter which require detailed review or in-depth consideration without abandoning its own responsibilities.

The list of Board Committees are as follows:

- a) Finance, Risk and Audit Committee (FRAC)
- b) Human Resource and Remuneration Committee (HRRC)
- c) Strategy, Projects and Procurement Committee (SPPC)
- d) Governance, Legal and Ethics Committee (GLEC)

From time to time, the Board may create ad hoc committees to examine specific issues on behalf of the Board.

The CEO directs the operational aspects of a company whilst the board of directors oversees the company. The CEO is responsible for the overall success of a business entity and for making top-level managerial decisions.

The Company Secretary is required by law with the key responsibility of ensuring that Board members have the proper advice and resources for discharging their fiduciary duties to shareholders. The Company secretary at BIPA is also responsible for ensuring that the records, or minutes of the Board's actions during Board meetings, reflect the proper exercise of those fiduciary duties. While the duty of recording accurate and sufficient documentation to meet legal requirements (record management) is of primary importance. In addition, a confidante and resource to the BIPA Board and senior management, providing advice and counsel on board responsibilities and logistics.

During the initial four years since incorporation, BIPA focused on establishing policies and practices that strengthen its internal control environment to build a sustainable enterprise, while simultaneously building brand presence and recognition locally. Governance will remain a key priority area as the Company expands over the next five years, in pursuit of its strategic objectives.





The legislations that regulates BIPA are.

**BUSINESS AND INTELLECTUAL
PROPERTY AUTHORITY ACT,
(ACT 8 OF 2016)**

Founding act for the establishment of BIPA

**PUBLIC ENTERPRISES
GOVERNANCE ACT, 2019**

Make provision for the efficient governance of public enterprises and the monitoring of their performance; to make provision for the restructuring of public enterprises; to provide for the powers and functions of the Minister of Public Enterprises; and to make provision for incidental matters

The following regulations are administered by BIPA:

**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.

1.3 Organisational Structure

BIPA has about 144 staff members including contractors and interns in employment. The company has three (3) divisions, and seven (7) departments. The departments are headed by Executives, who have managers in their respective departments and are responsible for various areas of specialisation.

BIPA's core business functions are the Business Registration and the Intellectual Property Services, with the rest of the departments being support functions.

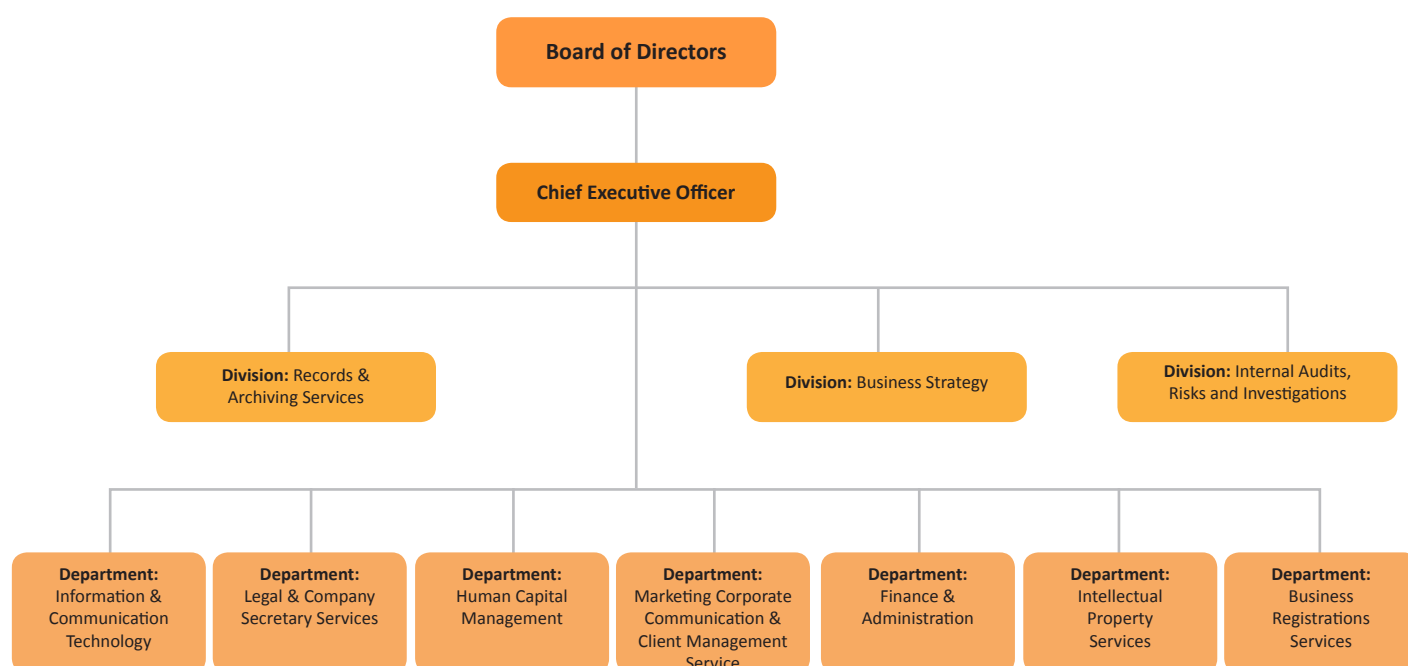


Figure 5: BIPA's Management structure

BIPA's core business functions are the Business Registration and the Intellectual Property Services, with the rest of the departments being support functions.

- The Business Registration Services (BRS) department is core to improving Namibia's competitiveness with the view of promoting commerce, trade and investments. The Department is responsible for the, examination, registration, maintenance and custody of the legal documents filed by close corporations, and companies. The duty of the department is to ensure uniform compliance with the statutes governing the creation of these entities, record the information required to be kept as a public record, and provide that information to the public when so required.



- The core functions of the Intellectual Property Services (IPS) are to register and grant intellectual property rights in Namibia. Furthermore, the office promotes the creation, use and protection of IP, and contributes to the development of the domestic, regional and international IP legal frameworks. The focus of the IPS remains the delivery of outstanding service to the customers through the administration and registration of IP rights; to build an IP-conscious society through various targeted stakeholder engagements; and to participate in the development and improvement of the IP legal frameworks at national, regional and international levels.
- Office of the CEO has three divisions namely
 - *Business Strategy*
 - *Internal Audit, Risk and Investigations*
 - *Records and Archiving Services*
- The Legal and Company Secretary Services plays a vital role in ensuring a robust Corporate Governance environment. The legal team will work closely with other corporate services functions to support the organisation's customer facing and back office activities. The division deals with compliance with company law, listing rules, shareholder agreements and regulatory requirements. The company secretarial department also supports the boards and committees that form part of the organisation's governance structure, which allows BIPA to operate compliantly as an entity. In addition, the company secretary advises the directors on their individual duties and obligations at law and under the company's governance documents.
- BIPA's Human Capital Management department is responsible for managing the company's human capital to meet the established business objectives. The department is a support function that focuses on attracting and retaining talent to guaranteeing the interests and well-being of employees.
- BIPA is on route to digitalise its environment and as such part of the priorities for the Information Technology (IT) department is to oversee the procurement, implementation and maintenance of technologies and systems within the company. IT is looking at data integration and automation software that will make BIPA become more accessible and improve the turnaround time of its services.
- Marketing, Corporate Communications and Customer Services deal with brand management, and marketing including market research. The department is responsible for both internal and external communications. Internally, the Marketing team coordinates the communication between management and employees to ensure that the entire organization is marching toward the same strategic goals and externally inform stakeholders, the media, and the general public about BIPA's products, services and developments.
- Finance and Administration department performs data analysis and advises senior managers on revenue -maximizing and cost management initiatives. In addition, Finance is responsible for the financial health of BIPA and manage financial reports, direct investment activities, and develop strategies and helps the CEO in planning for the long-term financial goals of BIPA.

1.4 Key Business Risks

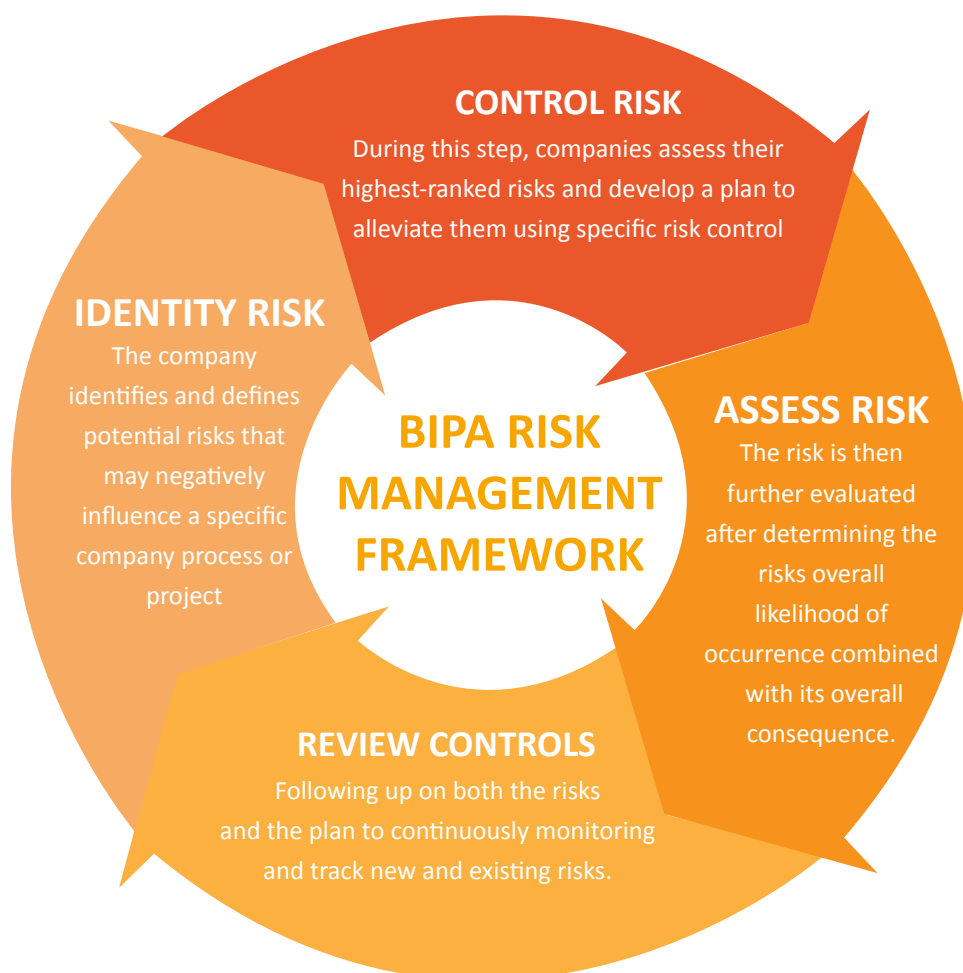
Risk Management at BIPA requires a broad understanding of internal and external factors that can impact achievement of strategic objectives in the integrated plan. Historically, risks to BIPA's success have been considered in reviewing the risk matrix. However, as the world in which we operate becomes more complex and unpredictable, the corresponding risks and their potential impact have increased (The World Economic Forum Global Risks Report).

BIPA has identified 10 key risks which are classified as either related to compliance, finance, governance, operations, reputational or strategic risks. The risk causes and contributing factors are similarly listed and will serve as indicators of the likelihood of the risk occurring.

In addition, BIPA looks at the impact of such risk should they not be controlled along with the existing control measures. The agreed way forward illustrates how to manage the risks and is indicated.

Finally, the risks were ranked in terms of likelihood and their severity. Critical to BIPA's risk register is a review and reporting process to ensure risks are effectively assessed and appropriate risk responses and controls are in place. The risk register will be updated on a quarterly basis and will be presented at board meetings on recommendation from the Finance, Risk and Audit Committee (FRAC).

The Risk Register is attached to this document as an Annexure A.





2. THE COMPETITIVE LANDSCAPE

2.1 PESTLE Analysis

The Doing Business 2020 study shows that developing economies are catching up with developed economies in ease of doing business ranking. The same study found that some gaps in the ease of doing business between developed and developing economies remains wide. An entrepreneur in a low-income economy typically spends around 50 percent of the country's per-capita income to launch a company, compared with just 4.2 percent for an entrepreneur in a high-income economy. It takes nearly six times as long on average to start a business in the economies ranked in the bottom 50 as in the



Figure 6: Namibia's Ease of Doing Business ranking and score

top 20. There is ample opportunity for developing economies such as Namibia, although classified as an upper middle-income nation, to catch up with developed countries on most of the Doing Business indicators. Performance in the area of legal rights, for example, remains weakest among low- and middle-income economies.

Namibia is the 94 most competitive nation in the world out of 140 countries ranked in the 2018 edition of the Global Competitiveness Report published by the World Economic Forum. The country has over the years improved in ranking in terms of various competitiveness ranking indices, with a positive impact of the perception of the country's image as an investment location. It is however established that one of the main areas of weakness in the country's competitiveness is the ease of doing business. In addition to achieving national goals, an effective business and integrated business registration system would enhance the country's competitiveness regionally and globally.

On the other hand, the growth of firms' IP portfolios poses several challenges for the management of IP and the relevant authorities across the world, such as patent and trademark offices. Authorities are struggling to keep pace with the increasing volume of IP right requests.

A variety of technological developments transform most companies' core functions and processes and in future, companies will use these technologies for the management of their Intellectual Property as a natural part of their business. As we embrace the 4th Industrial Revolution (4IR), companies are confronted with new challenges due to changing environments and shorter innovation cycles in most technological areas. To survive, they must adapt their management, creation, use and protection of IP.

Pandemic influence on the environment

With millions around the globe feeling the impact of the global crisis, slower economic growth and job losses, it is important to understand regulatory and policy constraints on entrepreneurs wanting to start a formal business. To measure entrepreneurial activity, the World Bank Group Entrepreneurship Snapshots (WBGES) during the pandemic and subsequent economic crisis – a cross-country, time-series dataset on new firm registration in 112 countries was used. The main variable of interest is “Entry Density”, defined as the number of newly registered limited liability firms as a percentage of the working age population (in thousands).

The data show significant disparities across regions, ranging from an entry density of 0.58 in Sub-Saharan African countries to 3.89 in high-income countries. In other words, there are on average about four limited-liability firms registered annually per 1,000 working age individuals in high-income countries, as compared to less than one firm per 1,000 individuals in developing countries. This translates roughly to an average of 55,000 newly registered limited-liability firms per year in high-income countries, relative to about 35,000 in Latin America, 14,000 in South Asia, and 9,000 in Sub-Saharan Africa.

A forthcoming study (by Inessa Love) shows that dynamic business registration occurs in countries that provide entrepreneurs with a stable political climate, greater financial depth, reduced red tape, and modernized business registries. These results can both guide effective policy making and delivers new capabilities for identifying the impact of reforms.



2.2 SWOT Analysis

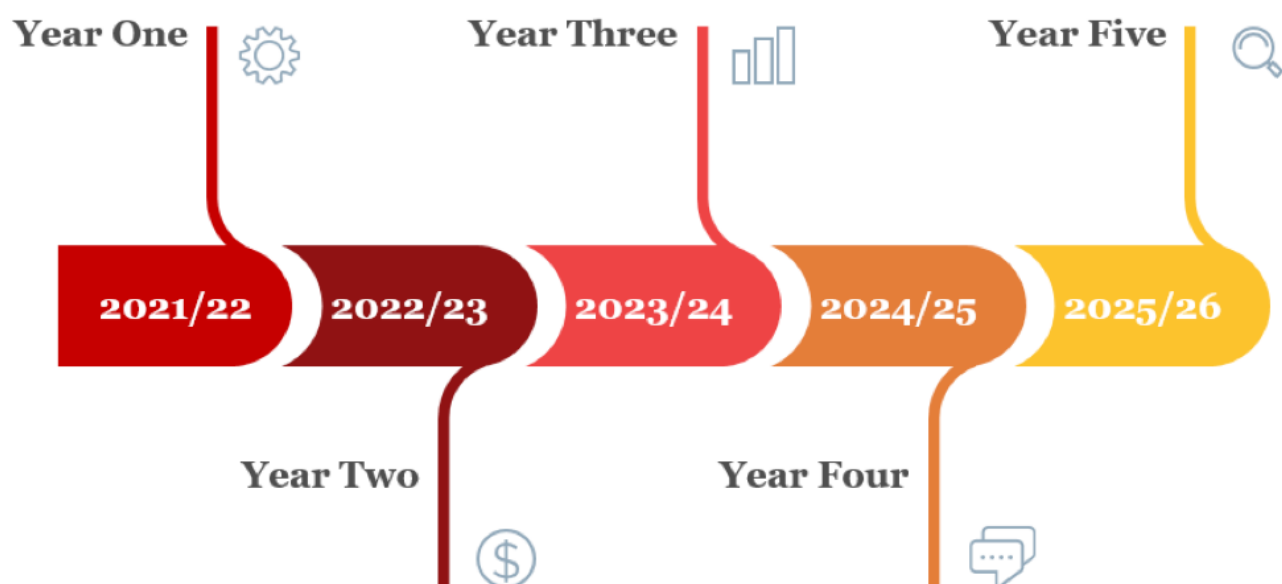
The SWOT analysis is a strategic planning technique to assist organisations identify the key internal and external factors that impact its operations. The Strengths and Weaknesses are internal factors that the company would have control of, whereas the Opportunities and Threats are external factors that may have a strong influence and impact on the organisation's operations and strategy and are not within the organisation's control.



Figure 7: SWOT analysis

BIPA has identified the factors listed above, with a strong focus of leveraging its Strengths and at the same time aiming to improve on the Weaknesses to convert them to Strengths. BIPA has identified good opportunities which, if taken advantage of will assist the organisation to reach some of its planned objectives. Threats identified by BIPA will be monitored and mitigated as far as possible.

BIPA INTEGRATED STRATEGIC BUSINESS PLAN 2021/22 – 2025/26





3. **BIPA'S INTERGRATED STRATEGIC BUSINESS PLAN 2021/22 - 2025/26**

3.1 Executive Summary

The BIPA Board of Directors together with the Executives and Management convened a strategic planning initiative to move BIPA from a point of a developing PE to an established organisation. The initiative resulted into the development of this five-year Integrated Strategic Business Plan (ISBP).

Most important in the strategic plan is the enhancement of implementation of the Company and Intellectual Property Laws, which will contribute to the Ministry's objectives to "develop and to diversify the Namibian economy towards an efficient and competitive level". The efforts in this plan are directed at making it easy to do business in Namibia, with a focus on business registration and IP protection. BIPA will embrace the Fourth Industrial Revolution (4IR), seeing the technology advancement as an opportunity to improve customers' experience and to make interactions as seamless as possible. BIPA will ensure the understanding of the business environment by its customers, use relentless innovations as the adopted strategy and collaborate with stakeholders to offer integrated services.

The strategic plan is igniting the need to digitalise BIPA's business processes to ensure ease and speed of transacting. The aim is to enhance our online system, ensuring that BIPA services are available and accessible globally 24/7. BIPA will develop our ICT infrastructure, systems and databases to ensure the organisation is a trusted source of information in attracting reputable collaboration partners to achieve its goal of an online one-stop shop for government integrated services.

The COVID-19 pandemic affected businesses globally, as well as locally, thus affecting and negatively impacting BIPA and its customers. To ensure sustainability and readiness to face challenges brought by similar threats, BIPA crafted objectives that aim to address these whilst delivering on BIPA's core mandate.

The ISBP is a living document and guiding tool towards BIPA's new strategic intent that comprise the following high-level statements:





To ensure the effective implementation of the strategy, four strategic themes were identified out of which 14 strategic objectives were developed.



The strategy was developed after performing an environmental scanning which comprised of PESTLE and SWOT analysis to identify external and internal factors that affect the BIPA current and future business operations and sustainability.



4. **THE BIPA STRATEGY** **2021/22 - 2025/26**

The new strategy is aligned to the MIT's objectives to "develop and to diversify the Namibian economy towards an efficient and competitive level". The efforts in this plan are directed to making it easy to do business in Namibia, with a focus on business registration and IP protection. The strategy was developed according to the Balanced Scorecard methodology, however customised to suit the needs of BIPA's strategic intent.

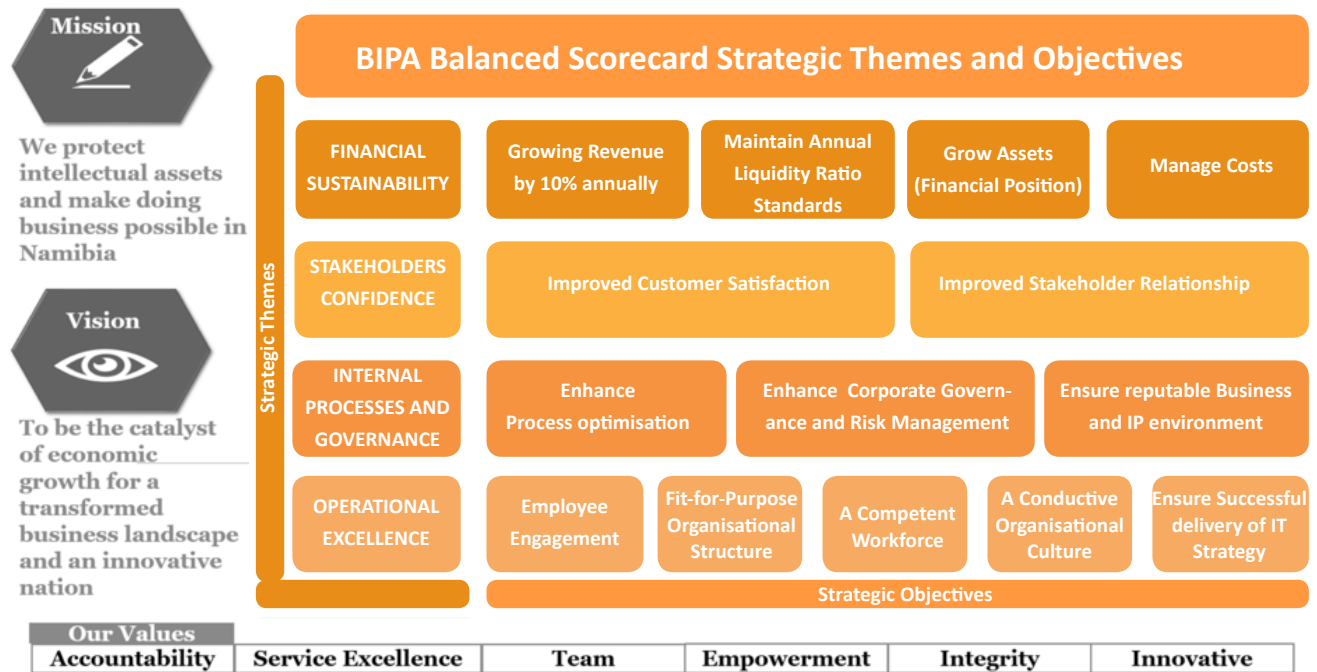


Figure 8: BIPA Strategic intent

This strategic plan is built on BIPA's purpose and aligned to its mandate, the organisation has a mission "we protect intellectual assets and make doing business possible in Namibia". This is in line with the functions of BIPA which are, to be the central focal point for the registration, administration and protection of businesses, commercial and industrial properties rights (IPs) as well to be the legal depository of information, documents and data required to be lodged under the applicable legislations. BIPA is further tasked with the provision of general advisory services and information dissemination on business registration and IPs.

BIPA's vision is therefore "to be the catalyst of economic growth for a transformed business landscape and an innovative nation". BIPA is striving towards self-sustainability whilst successfully delivering on its mandate. This vision is thus the North Star for BIPA to reach its envisioned future after successfully delivering of this strategic plan over the next 5 years.

4.1 BIPA's Core Values

Having identified the vision to be the catalyst of economic growth for a transformed business landscape and an innovative nation, BIPA revised its core values to refine its corporate identity. The core values define who BIPA is, its corporate identity and the fundamental beliefs of the organisation. The values therefore drive and govern the standards of behaviours and interaction with each other and with all our stakeholders.



Figure 9: BIPA's core values

4.2 Strategic Goals and Objectives – A Balanced Scorecard

BIPA crafted Goals and Objectives to ensure readiness to face foreseeable challenges en route to becoming self-sustainable and to optimally deliver on its core mandate. Four (4) strategic themes (also referred to as goals or Strategic Focus Areas) were identified out of which 14 strategic objectives were developed to effectively implement the strategy.

These strategic themes and objectives have taken into consideration the environmental scanning and factors identified, especially the Weaknesses, Opportunities and Threats from the SWOT Analysis. Future trends and a high level benchmark with related organisations forms part of the considerations. The strategic themes were developed according to the Balanced Scorecard methodology, however customised to suit BIPA's strategic intent.



4.2.1 Strategic Goal 1: Financial Sustainability

BIPA aims to become a self-sustaining PE by improving its revenue generation. This will be implemented through the following objectives:

- **Growing Revenue by 10% annually**
- **Maintain Annual Liquidity Ratio Standards**
- **Grow Assets (Financial Position) and**
- **Manage Costs**

The objectives will be implemented through *four (4) strategic initiatives*, as specified in the Corporate Strategy Matrix.

4.2.2 Strategic Goal 2: Stakeholders Confidence

BIPA is mandated to provide services to its customers and collaborate with its stakeholders to deliver value to its customers.

Therefore, two key strategic objectives were developed:

- **Improved Customer Satisfaction**
- **Improved Stakeholder Relationships**

The objectives will be implemented through three (3) strategic initiatives, as specified in the Corporate Strategy Matrix.

4.2.3 Strategic Goal 3: Internal Process and Governance

To ensure that the organisation is able to meet the set customers and stakeholders' objectives, BIPA has planned to improve its internal processes and governance framework.

Three objectives were developed to this effect:

- **Enhance Process Optimisation**
- **Enhance Corporate Governance and Risk Management**
- **Ensure reputable Business and IP environment**

The objectives will be implemented through ten (10) strategic initiatives, as specified in the Corporate Strategy Matrix.

4.2.4 Strategic Goal 4: Operational Excellence

The fourth perspective is focused on BIPA's core assets which are its people. The perspective in turn has a strong focus on the ICT and Technology environment. This perspective has five (5) objectives as listed below:

- **Employee engagement**
- **Fit-for-Purpose Organisational Structure**
- **A Competent Workforce**
- **Organisational Culture**
- **Ensure Successful delivery of IT Strategy**

The objectives in Goal 4 will be implemented through eight (8) strategic initiatives, as specified in the Corporate Strategy Matrix.

Below is the list of all (25) strategic initiatives that will drive implementation of this strategic plan over the next five years.



Figure 10: Strategic Initiatives for the implementation of this ISBP



4.3 Validating the Strategy against the SWOT Analysis

BIPA aims to mitigate and reduce the weaknesses identified in the SWOT analysis over the five years of this strategic business plan.

Factor Identified in the SWOT Analysis	Strategic Objective to Mitigate Weaknesses and Threats, Maximise Strengths and Capitalise on Opportunities
W: Flawed revenue collection system	- F1: Growing Revenue by 10% annually - S1: Improved Customer Satisfaction
W: Inadequate funds to implement strategies	F1: Growing Revenue by 10% annually
W: Unsatisfactory service levels	- S1: Improved Customer Satisfaction - Improved Stakeholder Relationships
W: Inadequate public education	- S1: Improved Customer Satisfaction - Improved Stakeholder Relationships
W: Lack of fit-for-purpose systems and infrastructure;	- I1: Enhance process Optimisation - O5: Ensure successful delivery of the IT Strategy
W: Incomplete business process automation	I1: Enhance process Optimisation
W: Incomplete data on systems	- I1: Enhance process Optimisation - O5: Ensure successful delivery of the IT Strategy
W: Longer turn-around time than set standards;	I1: Enhance process Optimisation
W: Lack of compliance enforcement	- I2: Enhance Corporate Governance and Risk Management - O3: A Competent Workforce
W: Gaps / lack of specialized skills;	O3: A Competent Workforce
W: Unrefined organisation culture;	- O1: Employee Engagement - O2: Organisational Culture
W: Poor information security management systems;	O5: Ensure successful delivery of the IT Strategy
W: Lack of business continuity plan;	- O5: Ensure successful delivery of the IT Strategy - I2: Enhance Corporate Governance and Risk Management
W: Poor talent management	- O1: Employee Engagement - O3: A Competent Workforce

Table 1: Strategic response to identified weaknesses in the SWOT analysis

With the successful implementation of this strategy, BIPA is confident that the organisation will remain relevant, and that the strategy will enable sustainable growth.

**IMPLEMENTATION
OF THE INTEGRATED
STRATEGIC BUSINESS PLAN
2021/22 – 2025/26**







5. FIVE YEAR BUSINESS IMPLEMENTATION PLAN

This section summarises the sectional business implementation of BIPA's ISBP. These plans aim to demonstrate the resource requirements and timelines of the implementation.

5.1 STRATEGIC MATRIX

The Corporate Strategy Matrix was developed by the Board, EXCO and Management as an implementation tool to ensure prioritisation and progress is made. The Strategy Matrix is aligned to the five-year strategy and will be used as input for the CEO's Scorecard for the 5 years. Furthermore, the Strategy Matrix was used to develop the annual Business Plan for BIPA.



SFA	#	Strategic Objectives	Indicator / Measures	Indicator Definitions	Weight	Base-line	2021/22	2022/23	2023/24	2024/25	2025/26	#	Project / initiatives
Financial Sustainability	F1	Growing Revenue by 10% annually	% annual growth	Annual Growth in Revenue	7%	New	10%	10%	10%	10%	10%	F1.1	Review, update and Implement Financial Sustainability Plan (including Expanding on the Development Partners)
	F2	Maintain annual Liquidity Ratio Standard	Annual Liquidity and Current Ratio	Current ratios Main-tained	7%	2.4:1	2:1	2:1	2:1	2:1	2:1	F2.1	Working capital management
	F3	Grow Assets (Financial Position)	Value of the financial position	Annual Growth in financial position	5%	New	5%	6%	7%	8%	10%	F3.1	Implement the Procurement Plan
	F4	Manage Costs	Efficiency ratios	containment of costs	5%	666,545	699,872	733,199	766,526	799,854	833,181	F4.1	Development and implement Cost Model
Stakeholder Confidence	S1	Improved Customer Satisfaction	% of Satis-faction	Scoring from BIPA Customers Satisfaction Survey(s)	7%	New	65%	70%	75%	80%	85%	S1.1	Review, update and Implement Customer Service Plan
	S2	Improved Stakeholder Relationships	% of Stakeholder Satisfaction	Impact of Engagement and relationship with Stakeholder	7%	New	65%	70%	75%	80%	85%	S2.1	Review, update and Implement Stakeholder Engagement Plan (including Satisfaction Survey(s)) Develop and Implement Brand Management Plan
Internal Processes And Governance	I1	Enhance process Op-timisation	Turnaround time of processes	Access to BIPA products and services (online services / Decentral-isation) Improve-ment in Turnaround time and quality of data	7%	15 days for BRS, 24 months for trade-marks and 18 months for patents	7 days BRS, 12 months for Trade-marks, 18 months for Pat-ents	5 days BRS, 09 months for Trade-marks, 18 months for Patents	4 days BRS, 09 months for Trade-marks, 18 months for Pat-ents	3 days BRS, 06 months for Trade-marks, 18 months for Patents	3 days BRS, 06 months for Trade-marks, 18 months for Patents	I1.1	Automation and improved turna-round time for processes
							I1.2	Data Cleaning and Digitalisation					
							I1.3	Review, update and Implement the Decentralisation Plan					
	I2	Enhance Corporate Governance and Risk Management	Level of board satis-faction	Legal Compliance, smooth Board oper-ations and Resolutions implement-ed	5%	70% board satisfac-tion	80% - 90%	80% - 90%	80% - 90%	80% - 90%	80% - 90%	I2.1	Adherence to the set standards in the Board Charter/Governance Charter
			Level of Compliance	Adher-ence to Governance instruments	5%	New	100%	100%	100%	100%	100%	I2.3	Implementation of CRMPs (using an identified program) (including Policies and contracts)
			Corporate risk mitiga-tion	Adherence to Corporate Risk Register implementation of Audit findings	5%	70%	80% - 90%	80% - 90%	80% - 90%	80% - 90%	80% - 90%	I2.4	Adherence to the set standards in the Corporate Risk Register

Operational Excellence	I3		Strategy implementation (performance score)	Corporate score card implementation	7%	New	70%	70%	70%	70%	70%	I2.5	Implement Annual Business Plans
		Ensure reputable business and IP environment	Reviews and submissions of identified laws	Reviewing and possible submissions of all laws identified	4%	New	Companies and Copyright Laws Enacted	Companies and Copyright Laws operationalized	Improved regional and international rankings	Improved regional and international rankings	Improved regional and international rankings	I3.1	Develop and implement the Business and IP Regulatory Framework
												I3.2	Continuous contributions / participation towards National Development Agenda
	O1	Employee Engagement	% Satisfaction of employees	Employee satisfaction levels	3%	58%	65%	70%	74%	80%	85%	O1.1	Develop and implement an Employee Engagement Plan (informed by the Survey and benchmark findings)
												O1.2	Develop and implement People Philosophy (including Talent Management)
	O2	A Conducive Organisational Culture	% of implementation of the Change Management Plan	To what extent the Change Management Plan is implemented	3%	New	85%	85%	85%	85%	85%	O2.1	Develop a Value Driven Culture (by reviewing, updating and implementing the Change Management Plan)
			Score of Organisation Performance against set targets	Measuring the organisation performance	5%	3.5	3.5	3.7	3.8	4.0	4	O2.2	High Performance Culture (by relooking/standardising the Performance Management Approach and Review, update and implement Policy)
	O3	A Competent Workforce	% of implementation Workforce Development Plan	The extent to which the workforce is supported to take up trainings related to the mandate of BIPA	7%	New	80%	82%	83%	85%	87%	O3.1	Skills Audit and the Performance Improvement Programme
	O4	Fit for Purpose Organisational Structure	organisational structure aligned to the strategy	the extent to which the structure is optimally aligned to support the strategy	3%	New	50%	55%	60%	65%	70%	O4.1	Organisation Structure review, update and implementation
	O5	Ensure successful delivery of the IT Strategy	% of IT projects delivered in time and budget	Implementation of IT strategy	5%	45%	60%	60%	75%	75%	75%	O5.1	Timely execution of projects as per the IT Strategy
			% of Stakeholder satisfaction with IT	Service delivery based on strategic projects delivered	3%	New	65%	70%	75%	75%	80%	O5.2	IT Strategic Initiatives Delivery Surveys
		14 Objectives	19 Measures		100%								25 Strategic Projects / Initiatives

Table 2: Corporate Strategy Matrix and KPIs

The complete Strategic Matrix (attached hereto as an annexure) includes the financial resources needed to implement this strategy. The figures indicated will be used to prepare the budget that will guide the annual Business Plans budgets to ensure the strategic initiatives are implemented as planned.

5.2 Office of the CEO Business Plan

The Office of the CEO comprises of the following divisions, which are referred to as Strategic Support Units:

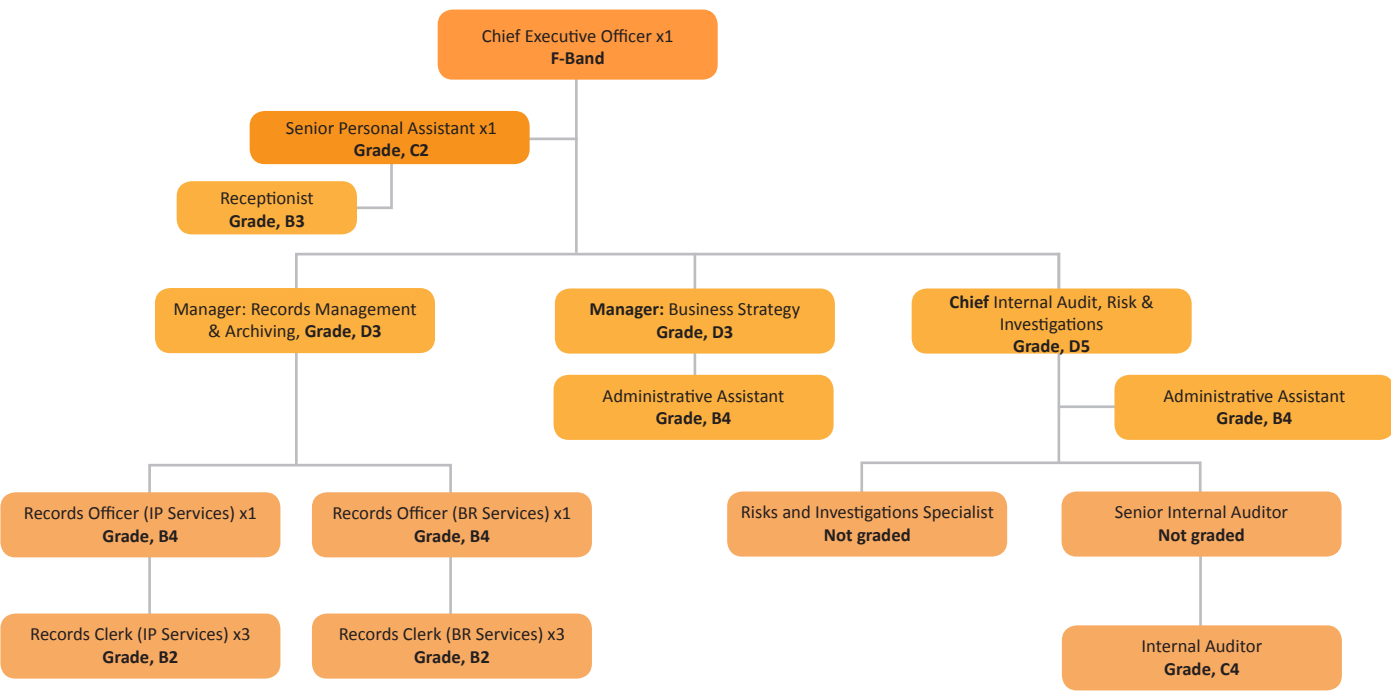
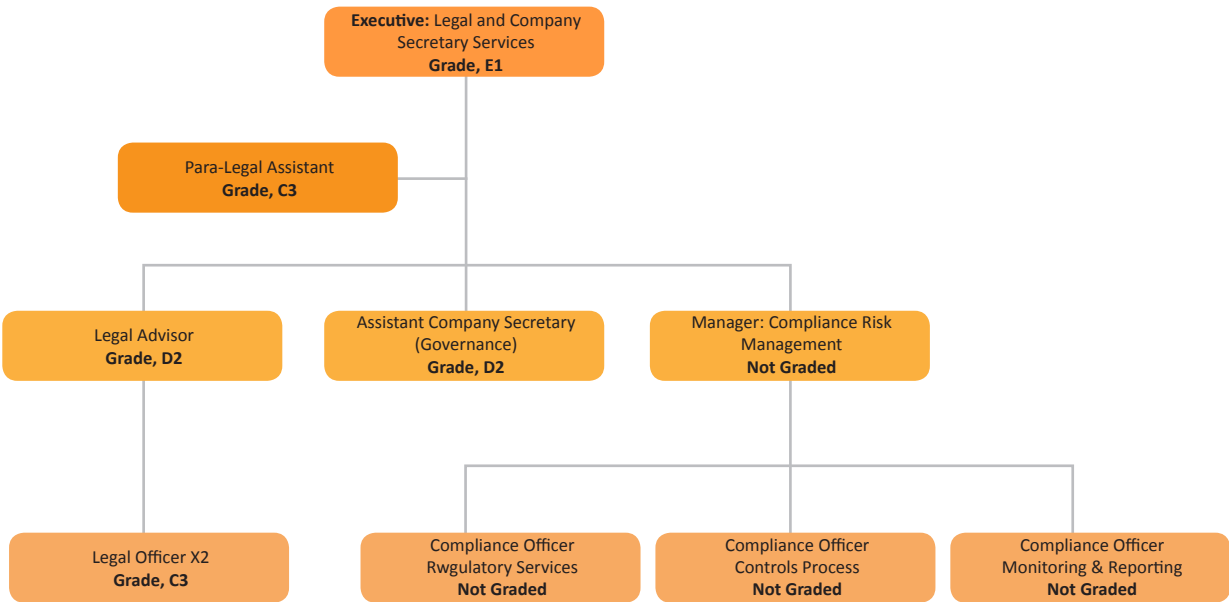


Figure 11: Office of the CEO, including Legal and COSEC departmental structure



5.2.1 Records and Archiving Services

The Records and Archiving division is responsible for managing client documentation and making the information available to customers. The department has included in its departmental plan the sale of information to customers as a source of revenue.

5.2.2 Business Strategy

The Business Strategy division supports the CEO with Strategy Implementation and is responsible for coordinating and ensuring corporate goals and objectives are set and progress monitored during implementation.

5.2.3 Internal Audit, Risk and Investigations

According to the Institute of Internal Auditors, the role of the Internal Audit function in an organisation includes articulating and communicating the objectives of the organization; determining the risk appetite of the organization; establishing an appropriate internal environment, including a risk management framework; Identifying potential threats to the achievement of the objectives; Assessing the risk and implementing responses to the risks. This approach to Enterprise-wide Risk Management (ERM) enables organisations to improve their governance processes. This approach to ERM is implemented at BIPA.

The Office of the CEO has planned to implement the following strategic objectives and initiatives for this Strategic Plan period.



SFA	#	Strategic Objectives	Indicator / Measures	Indicator Definitions	Weight	Base-line	2021/22	2022/23	2023/24	2024/25	2025/26	#	Project / initiatives
Financial Sustainability	F1	Growing Revenue by 10% annually	% annual growth	Annual Growth in Revenue	7%	New	10%	10%	10%	10%	10%	F1.1	Review, update and Implement Financial Sustainability Plan (including Expanding on the Development Partners)
	F3	Grow Assets (Financial Position)	Value of the financial position	Annual Growth in financial position	5%	New	5%	6%	7%	8%	10%	F3.1	Implement the Procurement Plan
Internal Processes And Governance	I1	Enhance process Optimisation	Turnaround time of processes	Access to BIPA products and services (online services / De-centralisation) Improvement in Turnaround time and quality of data	7%	15 days for BRS, 24 months for Trade-marks and 18 months for patents	7 days BRS, 12 months for Trade-marks, 18 months for Patents	5 days BRS, 09 months for Trade-marks, 18 months for Patents	4 days BRS, 09 months for Trade-marks, 18 months for Patents	3 days BRS, 06 months for Trade-marks, 18 months for Patents	3 days BRS, 06 months for Trade-marks, 18 months for Patents	I1.2	Data Cleaning and Digitalisation
												I1.3	Review, update and Implement the Decentralisation Plan
	I2	Enhance Corporate Governance and Risk Management	Level of board satisfaction	Legal Compliance, smooth Board operations and Resolutions implemented	5%	70% board satisfaction	80% - 90%	80% - 90%	80% - 90%	80% - 90%	80% - 90%	I2.1	Adherence to the set standards in the Board Charter/Governance Charter
												I2.2	Implement Diligent Board System
			Level of Compliance	Adherence to Governance instruments	5%	New	100%	100%	100%	100%	100%	I2.3	Implementation of CRMPs (using an identified program) (including Policies and contracts)
			Corporate risk mitigation	Adherence to Corporate Risk Register implementation of Audit findings	5%	70%	80% - 90%	80% - 90%	80% - 90%	80% - 90%	80% - 90%	I2.4	Adherehce to the set standards in the Corporate Risk Register
			Strategy implementation (performance score)	Corporate score card implementation	7%	New	70%	70%	70%	70%	70%	I2.5	Implement Annual Business Plans
	I3	Ensure reputable business and IP environment	Reviews and submissions of identified laws	Reviewing and possible submissions of all laws identified	4%	New	New Companies Act enacted	New Companies Act operationalised	Improved regional and international rankings	Improved regional and international rankings	Improved regional and international rankings	I3.1	Develop and implement the Business and IP Regulatory Framework
												I3.2	Continuous contributions / participation towards National Development Agenda

Table 3: Office of the CEO strategic objectives and initiatives

5.3 Marketing, Corporate Communications and Client Services Business Plan

The Marketing function of BIPA is headed by the Executive: Marketing, Corporate Communications and Client Services. Marketing has become urgent than ever before in the increasingly complex and difficult organizational environment caused by continuous internal and external change. Globalization, the Internet and the increasing availability of information have led to more demanding employees and customers. Customers are expecting progressive and customized goods and services, which has put pressure on many organizations to forecast the direction of their markets. These factors have increased the cost and complexity of doing business and have created challenges for marketers to understand customer needs better, to secure greater profitability and to measure outcomes better than before.

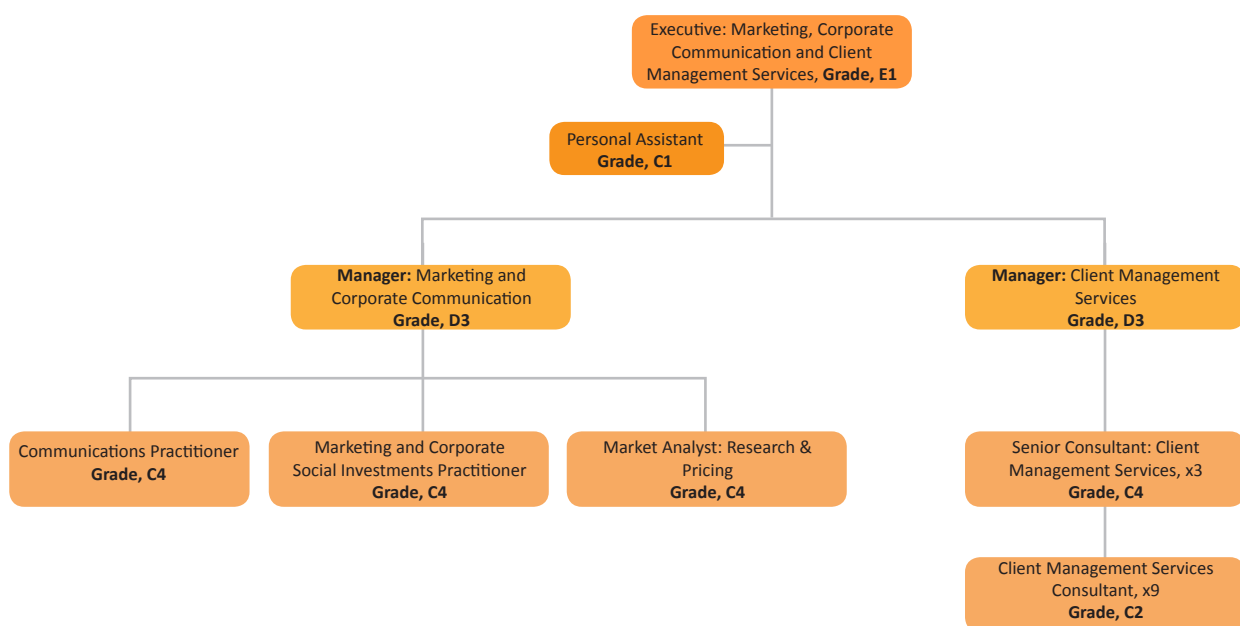


Figure 12: Marketing, Corporate Communications and Client Management Services departmental structure

At the time of drafting this strategy, BIPA had a Stakeholder Engagement Plan in place. Therefore BIPA made it a key priority to develop and implement a robust Corporate Marketing Plan as well as a Business Development Plan. The Marketing department is furthermore responsible for Corporate Communications and Client Management Services, thus ultimately responsible for the ensuring improving and maintaining the brand and communications of the organisation as well as for effective stakeholder management and engagement.

Through a survey conducted by the Marketing team, a score of 65% was achieved for overall Customer Satisfaction with BIPA's services (2019). It was however agreed that this score can be improved to achieve better satisfaction levels.

The Marketing Department will be directly responsible the following strategic objectives and initiatives for this Strategic Plan period.

SFA	#	Strategic Objectives	Indicator / Measures	Indicator Definitions	Weight	Base-line	2021/22	2022/23	2023/24	2024/25	2025/26	#	Project / initiatives
Stakeholder Confidence	S1	Improved Customer Satisfaction	% of Satisfaction	Scoring from BIPA Customers Satisfaction Survey(s)	7%	New	65%	70%	75%	80%	85%	S1.1	Review, update and Implement Customer Service Plan
	S2	Improved Stakeholder Relationships	% of Stakeholder Satisfaction	Impact of Engagement and relationship with Stakeholder	7%	New	65%	70%	75%	80%	85%	S2.1	Review, update and Implement Stakeholder Engagement Plan (including Satisfaction Survey(s))
												S2.2	Develop and Implement Brand Management Plan

Table 4: Marketing strategic objectives and initiatives

Marketing being a support function will play varying supporting roles in other objectives and initiatives. The estimated cost to implement this plan will be confirmed by the objectives set out in the Marketing Plan that will be developed, however the estimate at inception is at 27,288,000 spread over 5 years of this strategic plan.



5.4 Operations Business Plan

BIPA offers two main services to the public namely:

- **Businesses Registrations Services (BRS)** to improve Namibia's competitiveness with the view of promoting commerce, trade and investment;
- **Intellectual Property Services (IPS)** administration and protection aimed at promoting socio-economic development, innovation and value-added industrialization.

5.4.1 Business Registrations Services Structure

BRS is structured as follows:

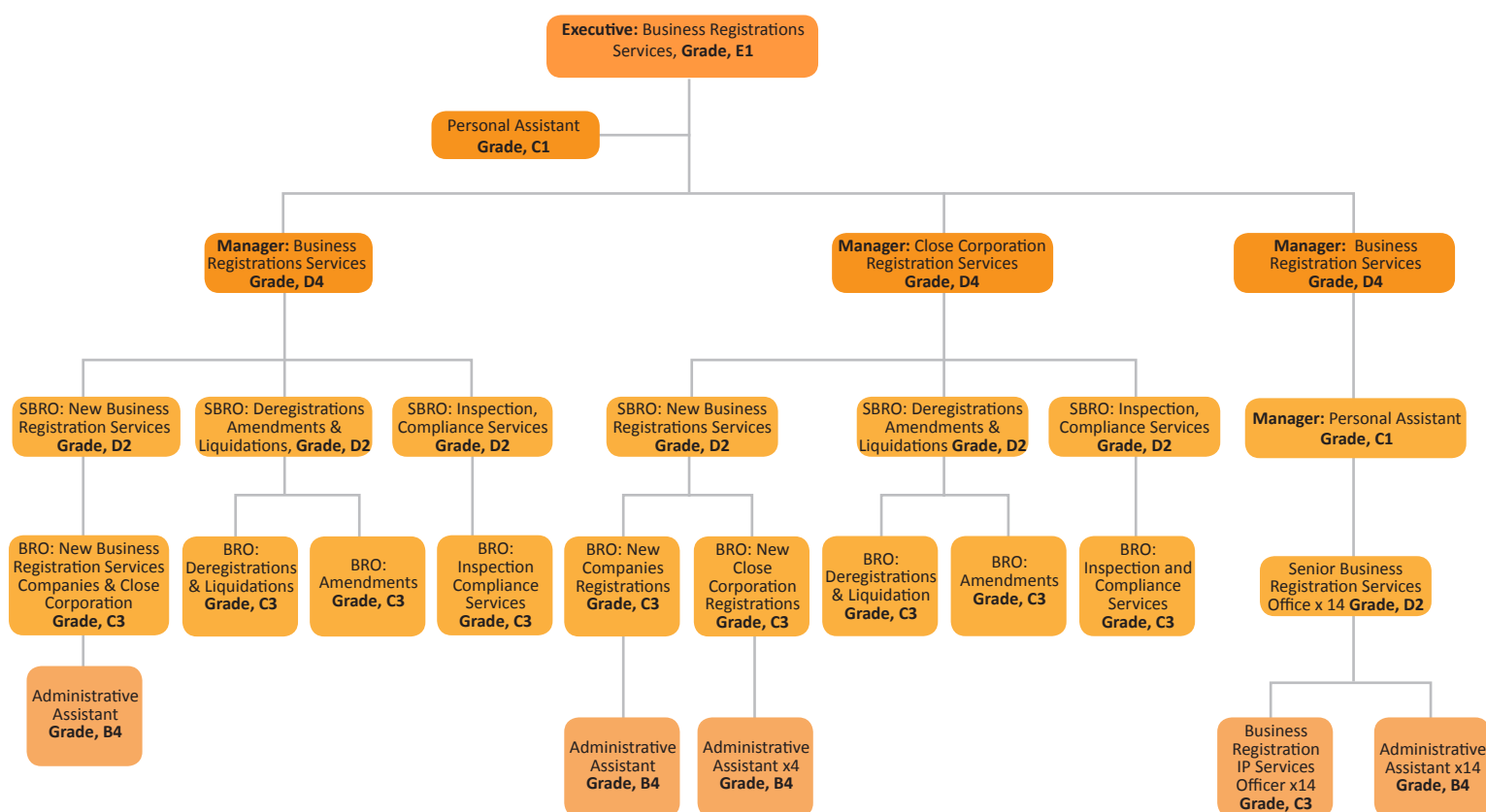


Figure 13: Business Registrations Services departmental structure

5.4.2 Intellectual Property Services Structure

IPS is structured as follows:

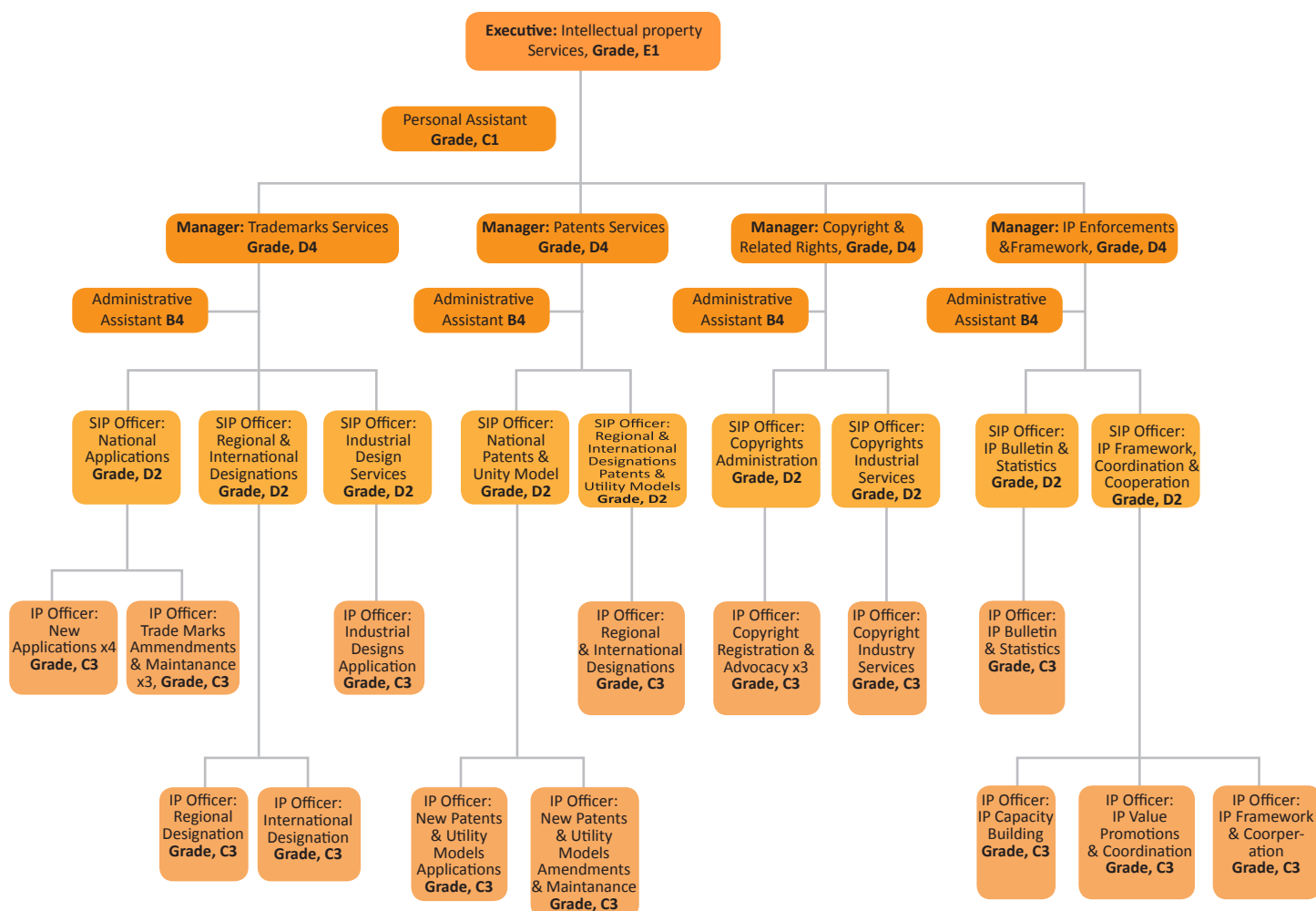


Figure 14: Intellectual Property Services departmental structure



SFA	#	Strategic Objectives	Indicator / Measures	Indicator Definitions	Weight	Base-line	2021/22	2022/23	2023/24	2024/25	2025/26	#	Project / initiatives
Internal Processes And Governance	I1	Enhance process Optimisation	Turnaround time of processes	Access to BIPA products and services (online services / Decentralisation) Improvement in Turnaround time and quality of data	7%	15 days for BRS, 24 months for Trade-marks and 18 months for patents	7 days BRS, 12 months for Trade-marks, 18 months for Patents	5 days BRS, 09 months for Trade-marks, 18 months for Patents	4 days BRS, 09 months for Trade-marks, 18 months for Patents	3 days BRS, 06 months for Trade-marks, 18 months for Patents	3 days BRS, 06 months for Trade-marks, 18 months for Patents	I1.1	Automation and improved turnaround time for processes
												I1.2	Data Cleaning and Digitalisation
	I3	Ensure reputable business and IP environment	Reviews and submissions of identified laws	Reviewing and possible submissions of all laws identified	4%	New	New Companies Act enacted	New Companies Act operationalised	Improved regional and international rankings	Improved regional and international rankings	Improved regional and international rankings	I3.1	Develop and implement the Business and IP Regulatory Framework

Table 5: BRS and IPS strategic objectives and initiatives

The BRS and IPS departments are client facing department, and seek to improve the lead turnaround times of their respective services. For Namibia to improve its ranking, BRS and IPS have aimed to improve the service turnaround times as indicated in the table above and will be supported by the Office of the CEO, IT as well as Marketing, Corporate Communications and Client Services.



5.5 Finance and Administration, including the Investment Plan and Budget

The Finance and Administration Department will continue to ensure that BIPA undertakes financial planning, reporting and monitoring. BIPA will also improve its financial policies and procedures during the next financial year.

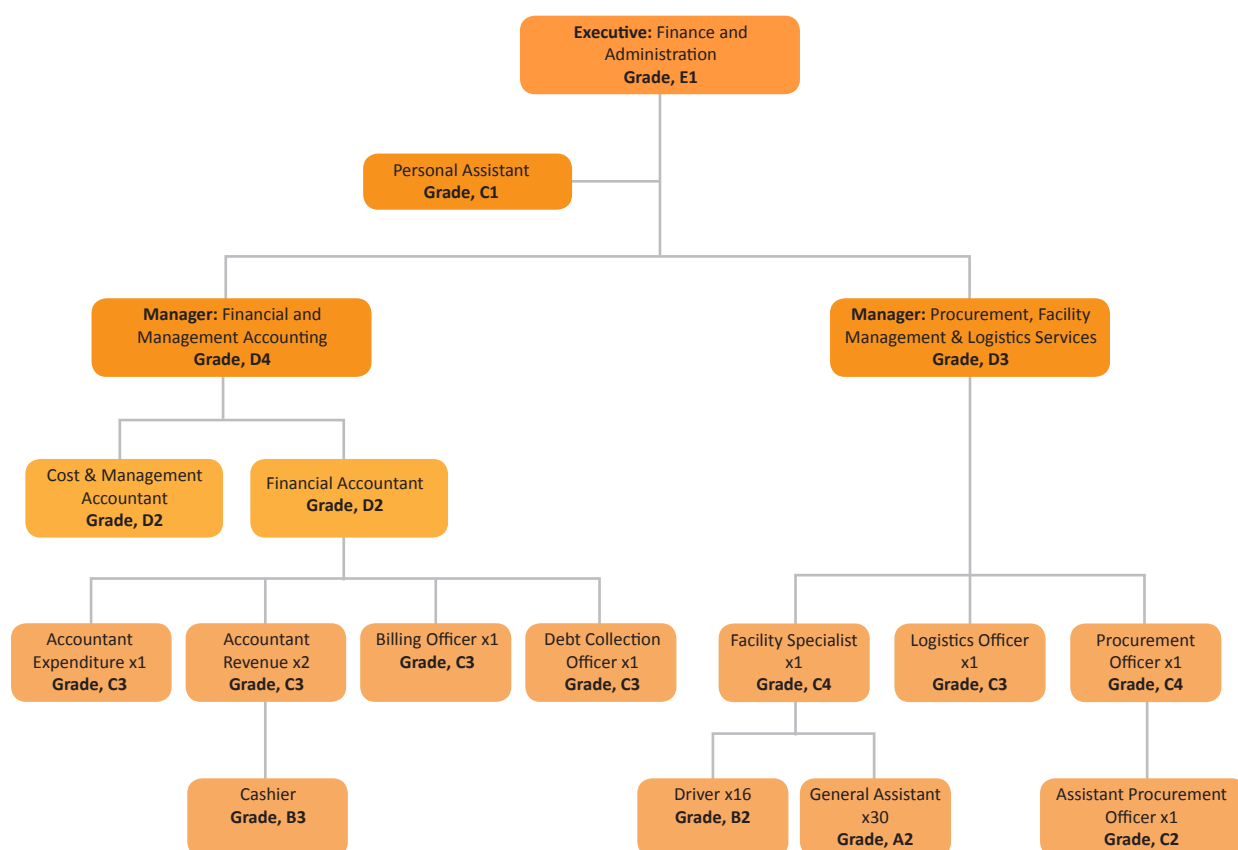


Figure 15: Finance and Administration departmental structure



The Strategic objectives and initiatives are tabled below:

SFA	#	Strategic Objectives	Indicator / Measures	Indicator Definitions	Weight	Baseline	2021/22	2022/23	2023/24	2024/25	2025/26	#	Project / initiatives
Financial Sustainability	I1	Growing Revenue by 10% annually	% annual growth	Annual Growth in Revenue	7%	New	10%	10%	10%	10%	10%	F1.1	Review, update and Implement Financial Sustainability Plan (including Expanding on the Development Partners)
	F2	Maintain annual Liquidity Ratio Standard	Annual Liquidity and Current Ratio	Current ratios Maintained	7%	2.4:1	2:1	2:1	2:1	2:1	2:1	F2.1	Working capital management
Financial Sustainability	F3	Grow Assets (Financial Position)	Value of the financial position	Annual Growth in financial position	5%	68,000,000	5%	6%	7%	8%	10%	F3.1	Implement the Procurement Plan
	F4	Manage Costs	Efficiency ratios	containment of costs	5%	666,545	699,872	733,199	766,526	799,854	833,181	F4.1	Development and implement Cost Model

Table 6: Finance strategic objectives and initiatives

Investment Plan

BIPA has in the past largely depended on the shareholder for operational and capital funding. This has caused a backlog of capital projects that remain unfunded due to reduced contributions from the shareholder. Amidst the capital projects delays and the reducing income from the shareholder, the entity has been able to operate without a deficit. This is indicated through Current Ratios that have grown over the years and the financial position which has improved drastically giving the entity borrowing ability. On a quarterly basis, the business measures its Performance Ratios and one such is the current ratio. BIPA's Current Ratio ranged between 2.24 to 4 in the past few years, which means that the business has 2 to 4 times more current assets than liabilities to cover its debt.

BIPA has an Investment Account (interest bearing account) as part of its financial management plan. Deposits are made depending on the cash at hand, these funds are easily accessible on a need basis. The entity is not allowed nor mandated to invest in unlisted projects however they can participate in private public partnerships as long as these are within their mandates i.e. software development or research work for software and studies relevant to their work.

Financing the Strategic Initiatives

The high-level estimated cost of implementing the strategic initiatives for the 2022 financial year is N\$94,344,589, broken down as follows:

Department	Total Estimated Cost of Strategic Initiatives (N\$)
Office of the CEO <i>*7% inflation related increment from year 2-5 of strategy period</i>	8,817,600
Operations: BRS <i>*7% inflation related increment from year 2-5 of strategy period</i>	10,824,000
IPS <i>*7% inflation related increment from year 2-5 of strategy period</i>	7,000,007
Finance <i>*no additional costs estimated. Initiatives will be catered for by the operational budget</i>	-
Marketing <i>*5% of BIPA organisational budget plus 7% inflation related increment from year 2-5 of strategy period</i>	27,288,000
IT	15,435,000.00
Human Resources	24,979,982
TOTAL	94,344,589

Table 7: Estimated cost to implement strategic initiatives

The strategic initiatives will be funded from cash that will be generated from the operations and cash reserves, as well as any other income stream identified.

The Financial Projections

The budget for the 2022 financial year has been prepared using the following key assumptions:

PROJECTED INCOME			
	Units sold annually	Average price per unit	Annual revenue per product
CC, PTY registrations	6,109	1,030	6,292,270.00
CC, PTY Amendments	2,036	858	1,747,852.78
Trademarks, patent, copyright registrations	3,594	1,400	5,030,941.18
other income (files copies requests)	1,527	343	524,355.83
other income - Annual Returns	280,000	160	44,800,000.00
TOTAL OF FORECASTED REVENUE			58,395,419.79
COST OF GOODS SOLD			
	Expected gross margin	Annual cost of goods sold	
CC, PTY registrations	14%	880,917.80	
CC, PTY Amendments	14%	244,699.39	
Trademarks, patent, copyright registrations	14%	704,331.76	
other income (files copies request)	14%	73,409.82	
other income - Annual Returns	14%	6,272,000.00	
TOTAL COST OF GOODS SOLD		8,175,358.77	
ASSET DEPRECIATION			
Number of Years	10		
TAX			
Annual Tax Rate	32%		
INFLATION			
Annual Inflation Rate	4%		
PRODUCT PRICE INCREASE			
Annual Price Increase	0%		

Efficiency ratios

BIPA is committed to measure its efficient ratios on a monthly basis and report same quarterly to the board committees and the board. they use efficiency ratios as metrics in analyzing BIPA's ability to effectively employ its resources, such as capital and assets, to produce income. The ratios also serve as a comparison of expenses made to revenues generated, essentially reflecting what kind of return in revenue or profit BIPA can make from the amount it spends to operate its business.



5.6 Information and Communications Technology Business Plan

There is pressure for BIPA's services to be accessible and available 24/7, thus the objective to automate and digitalise the processes is key. Information and Communications Technology is a business enabler, and the IT department will play a vital role for BIPA to achieve its strategic goals.

The departmental structure is displayed below:

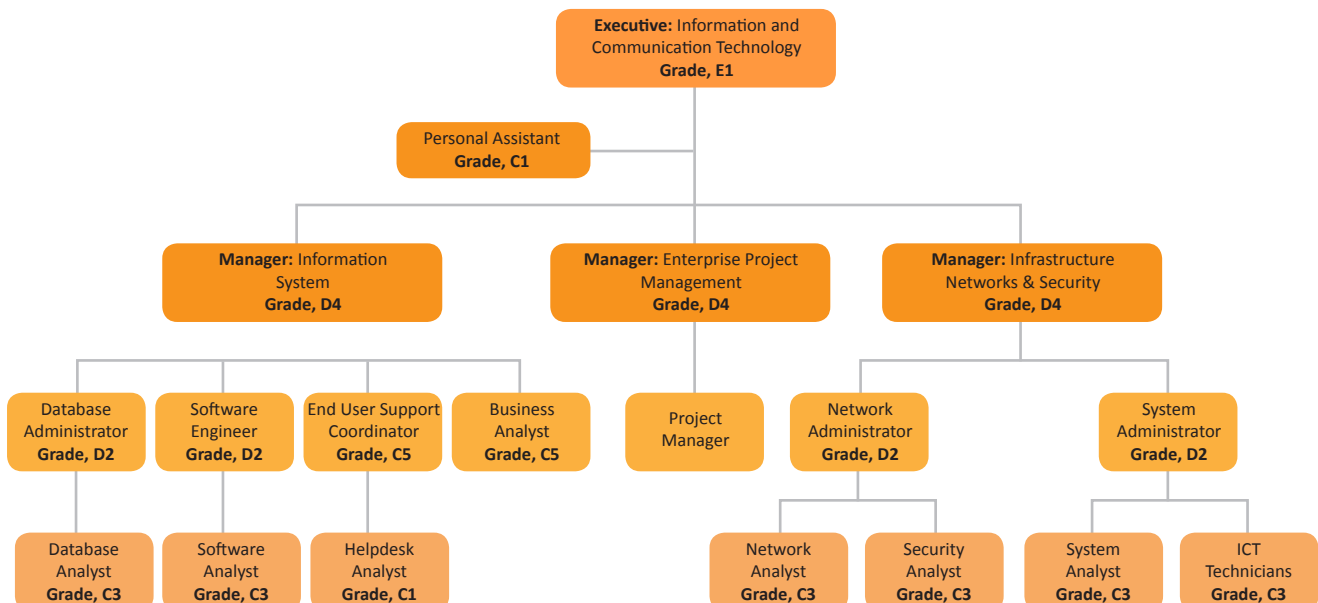


Figure 16: IT departmental structure

The IT department plans to review and update the IT Strategy to ensure alignment with the corporate strategy and at the same time carry out the department's support role for the organisation.

SFA	#	Strategic Objectives	Indicator / Measures	Indicator Definitions	Weight	Base-line	2021/22	2022/23	2023/24	2024/25	2025/26	#	Project / initiatives
Internal Processes And Governance	I1	Enhance process Optimisation	Turnaround time of processes	Access to BIPA products and services (online services / De - centralisation) Improvement in Turnaround time and quality of data	7%	15 days for BRS, 24 months for trade-marks and 18 months for patents	7 days BRS, 12 months for Trade-marks, 18 months for Patents	5 days BRS, 09 months for Trade-marks, 18 months for Patents	4 days BRS, 09 months for Trade-marks, 18 months for Patents	3 days BRS, 06 months for Trade-marks, 18 months for Patents	3 days BRS, 06 months for Trade-marks, 18 months for Patents	I1.1	Automation and improved turnaround time for processes
												I1.2	Data Cleaning and Digitalisation
												I2.2	Implement Diligent Board System
	O5	Ensure successful delivery of the IT Strategy	% of IT projects delivered in time and budget	Implementation of IT strategy	5%	45%	75%	75%	75%	75%	75%	O5.1	Timely execution of projects as per the IT Strategy
			% of Stakeholder satisfaction with IT	Service delivery based on strategic projects delivered	3%	N/A	70%	70%	75%	75%	80%	O5.2	IT Strategic Initiatives Delivery Surveys

Table 8: IT strategic objectives and initiatives

Furthermore, the IT department plans to improve the overall security by implementing the Information Security Management System which will be part of the enterprise risk management. The ISMS implementation will include the Business Continuity Plan to ensure no major disruptions happen in case of any threat to the organisation.

5.7 Human Capital Business Plan

Human Capital Department was tasked to improve the People Philosophy for BIPA and facilitate employee engagement as the company has experienced a high employee turnover.

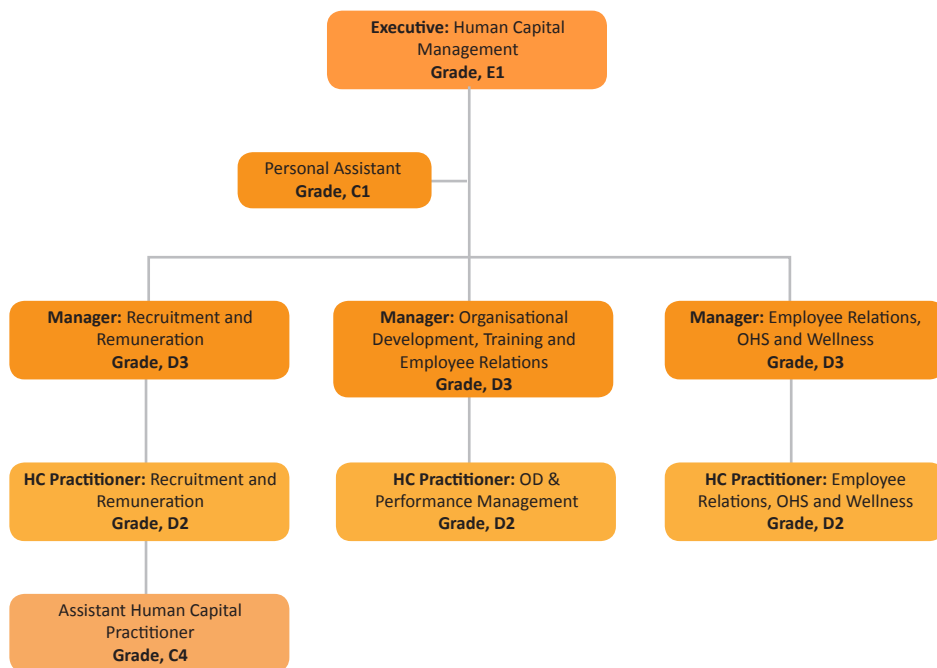


Figure 17: Human Capital departmental structure

It was identified that the organisational culture of BIPA needed to be refined so as to have a cohesive corporate BIPA identity. This would be achieved through the review, update and implementation of the Organisational Culture Change Management Plan. It was also confirmed that the new BIPA culture should lead the company to becoming a “high performance” through the re-implementation of Performance Management.



SFA	#	Strategic Objectives	Indicator / Measures	Indicator Definitions	Weight	Base-line	2021/22	2022/23	2023/24	2024/25	2025/26	#	Project / initiatives
Operational Excellence	O1	Employee Engagement	% Satisfaction of employees	Employee satisfaction levels	3%	58%	65%	70%	74%	80%	85%	O1.1	Develop and implement an Employee Engagement Plan (informed by the Survey and benchmark findings)
												O1.2	Develop and implement People Philosophy (including Talent Management)
	O2	A Conducive Organisational Culture	% of implementation of the Change Management Plan	To what extent the Change Management Plan is implemented	3%		85%	85%	85%	85%	85%	O2.1	Develop a Value Driven Culture (by reviewing, updating and implementing the Change Management Plan)
			Score of Organisation Performance against set targets	Measuring the organisation performance	5%	3.5	3.5	3.7	3.8	4.0	4	O2.2	High Performance Culture (by relooking/ standardising the Performance Management Approach and Review, update and implement Policy)
	O3	A Competent Workforce	% of implementation Workforce Development Plan	The extent to which the workforce is supported to take up trainings related to the mandate of BIPA	7%	N/A	80%	82%	83%	85%	87%	O3.1	Skills Audit and the Performance Improvement Programme
	O4	Fit for Purpose Organisational Structure	organisational structure aligned to the strategy	the extent to which the structure is optimally aligned to support the strategy	3%	N/A	50%	55%	60%	65%	70%	O4.1	Organisation Structure review, update and implementation

Table 9: HC strategic objectives and initiatives

At the drafting of this strategy, BIPA neither had Workforce Plan and Skills Development (Transfer) Plan, however these will be developed in the first year of the strategy period. A skills audit is planned for and will inform both the workforce Plan and the Skills Development Plan.

5.8 Risk Management Plan

BIPA will keep a risk register which remains focused on identifying and minimizing risks that BIPA will face. These risks are mostly specific to an industry or those faced by virtually every organization in the 21st century, such as cyber threats. The risk register will help BIPA identify, list, and rank potential risks to specific parts of the organization. Today's business environment is complex and ever-changing. BIPA operates in Namibia with its robust legislations, where different laws and regulations related to their operations apply. As BIPA moves to conduct their business over the internet, cybersecurity will eventually become a threat.

BIPA's enterprise risk management system has five goals, all of which are important for a solution to be successful. The five goals include:



Here are some types of risks that individual industries may face:

Financial: Nearly every type of risk can affect BIPA's bottom line. Failure to respond to a natural disaster, theft from within, and reputational issues affect not just those specific operations, but potentially BIPA's overall financial health.

Global and Political Instability: The uncertainty of the geopolitical arena influences international trade and the companies that engage with it.

Government and Regulatory: Compliance and regulations are constantly evolving, so it's incumbent upon BIPA to be aware of and in alignment with all relevant regulations.

Hacking and Cyberattacks: Any company that does any of its business online can face enormous risks to the security of its data, its financial accounts, and more.

Legal Issues: BIPA may face legal penalties if they fail to comply with the letter or spirit of the law, whether they be local, national, or even international regulations. BIPA could also face civil suits as a result of perceived negligence, discrimination, etc.

Theft: One of the biggest risks Namibian companies deal with is theft from suppliers, vendors, and employees. This can range from taking home burgers at the end of a fast-food shift to embezzling millions of dollars.



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“ALIGNMENT OF BUSINESS STRATEGY AND RISK APPETITE SHOULD MINIMIZE THE FIRM’S EXPOSURE TO LARGE AND UNEXPECTED LOSSES. IN ADDITION, THE FIRM’S RISK MANAGEMENT CAPABILITIES NEED TO BE COMMENSURATE WITH THE RISKS IT EXPECTS TO TAKE”. — JEROME POWELL

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Risk	Causes or contributing factors	Impact	Existing control	Agreed way forward	Likelihood	Severity
1. Financial sustainability	- Decreasing revenue - Diminished reserves	Impaired organisational sustainability (continuity)	- Approved fee structure - Cost containment measures	Review of service delivery model (to optimise efficiencies)	Likely	High
2. Inability to effectively manage stakeholder relations and expectations	- Limited customer awareness - Inadequate stakeholder management during business and process interruption - Inefficient customer service (expectations, errors & waiting times)	- Customer dissatisfaction - Revenue loss (delay) - Operational inefficiency - Reputational harm	Education and awareness initiatives (including media campaign)	Education and awareness campaign	Likely	Low
3. Inability to leverage on opportunities which support the culture of innovation and performance	- Vacant positions - Demoralised staff - No knowledge management/ repository system - Lack of change management practices	- Operational inefficiencies - Impaired service delivery and performance - Loss of critical skills	- Performance management system - Current initiatives to resolve staff unhappiness	- Embark on organisational design process (will define the structural enhancements and skill needs) - Talent management strategy implementation	Likely	Medium
4. Inadequate availability and accessibility of service channels	- Manual processes in some areas - Lack of awareness and know-how by the customer - Lack of understanding of customer expectations	- Customer dissatisfaction - Reputational harm - Revenue loss (delay)	Systems change management processes for prioritised and identified processes	- Continuous monitoring and reporting on the status of identified priority automation projects - Continuously increase channels that offer products and services	Likely	Medium
5. Inadequate data integrity	- Inaccurate data capture at source - Malicious system/ data alteration - Incompleteness of information due to transfer and integration of data from various databases (migration) - Inefficient data retrieval (per request)	- Corruption of master data - Unreliable data - Operational inefficiency - Reputational harm - Litigation - Adverse audit outcome - Poor business decisions	- Data policies, processes, procedures and conventions - Data validation techniques - Third party verification system - Improvement of data accuracy and integrity through implementation of business rules in applications - Access to the source code of our systems - Security, network and infrastructure policies and procedures	- Develop automated integrity check - Implementation of data disclosure strategy - Transformation of and migration to new data structures	Most likely	High

6. Inadequate ICT infrastructure	• Lack of alignment between business expectation and technology support capacity and infrastructure • Inappropriate configuration and systems integration (disparate technologies) • Inadequate hardware	• Impaired service delivery and performance • Impaired organisational sustainability (continuity) • Customer dissatisfaction	• ICT strategic plan included in organisational business plan	• Modernisation of key systems (to reduce dependence on 3rd parties)	Likely	High
7. Inadequate information security	• Inability to prevent, detect and respond to security threats • Unauthorised access to systems	• Data breach • Reputational harm • Litigation	• Security, network and infrastructure policies and procedures • ICT continuity strategy • Review and continuous improvement of physical and logical access protocols • Vulnerability assessments - Data back-ups	• Implementation of a formal information security management system (policies and procedures) • Implementation of data disclosure strategy • Conduct periodic penetration testing – • Conduct social engineering test/ audit	Likely	High
8. Ineffective governance and oversight over finance and supply chain management	• Ineffective supply chain management practices • Misalignment of budget with strategy	• Operational inefficiencies • Impaired service delivery and performance • Financial and resource wastage/ losses • Fruitless wasteful expenditure • Irregular expenditure • Fraud and corruption	• Procurement policy • Delegation of authority • Central supplier database	• Review procurement policy implementation to ensure operational effectiveness and role clarity • Review of the delegation of authority framework	Unlikely	High
9. Ineffective and inefficient enforcement	• Lack of integration of the end to end enforcement process with key stakeholders • Incorrect utilisation of enforcement capacity • Different interpretation of the Act between BIPA and the Courts for cases referred to the Courts	• Reputational harm • Impaired service delivery and performance • Customer dissatisfaction • Harm to the public • Litigation	• Legal opinions sought • Current education and awareness on enforcement to various stakeholders (IP)	• Develop a strategy to handover certain functions currently conducted by the BIPA to relevant authorities (i.e. Police to champion and conduct raids) • Implement additional training of law enforcement agencies on IP enforcement	Likelihood	Medium
10. Inadequate accessibility of Intellectual Property (IP) services	• Inadequate capacity to access all areas and potential IP customers • High costs of patent registrations	• Reputational harm • Impaired service delivery and performance • Customer dissatisfactions	• Collaborative process with stakeholders (WIPO and ARIPO) • International engagements to shape and direct the IP space	• Create programme to encourage local participation • Conduct additional technical awareness campaigns on IP offerings for the potential IP for small business	Most likely	Medium



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