



**PATENTS AND COMPANIES REGISTRATION AGENCY
2016 - 2020 STRATEGIC PLAN**

“Repositioning for enhanced access, efficiency and effectiveness in service delivery”.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immuno-Deficiency Syndrome
BCDRP	Business Continuity and Disaster Recovery Plan
BOZ	Bank of Zambia
CEEC	Citizen's Economic Empowerment Commission
CSR	Corporate Social Responsibility Policy
DBAs	District Business Associations
DPP	Director of Public Prosecutions
EIZ	Engineering Institute of Zambia
ERPS	Enterprise Resource Planning System
HQ	Headquarters
HIV	Human Immuno-Deficiency Virus
ICT	Information and Communications Technology
IEC	Information, Education and Communication
IP	Intellectual Property
IPAS	Intellectual Property Automation System
MCTI	Ministry of Commerce, Trade and Industry
MESVTEE	Ministry of Education, Science, Vocational Training and Early Education
MFEZs	Multi Facility Economic Zones
MIBS	Ministry of Information and Broadcasting Services
MOU	Memorandum of Understanding
MSMEs	Micro, Small and medium Scale Enterprises
NISIR	National Institute for Scientific and Intellectual Research
NSTC	National Science Technology Council
NTBC	National Technology Business Centre
PACRA	Patents and Companies Registration Agency
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
R & D	Research and Development
RSNDP	Revised Sixth National Development Plan
SEC	Securities and Exchange Commission
SMS	Short Messaging Service
SWOT	Strengths, Weaknesses, Opportunities and Threats
ZACCI	Zambia Chamber of Commerce and Industry
ZAM	Zambia Association of Manufacturers
ZAMPOST	Zambia Postal Services
ZARI	Zambia Agriculture Research Institute
ZCSMBA	Zambia chamber of Small and Medium Business Association
ZDA	Zambia Development Agency
ZPPA	Zambia Public Procurement Authority
ZRA	Zambia Revenue Authority

FOREWORD

I am delighted to present the Patents and Companies Registration Agency (PACRA)'s Strategic Plan for the years 2016-2020. This Strategic Plan builds upon the achievements recorded under the 2011- 2015 plan which focused on decentralisation of services, modernisation of the registry and the expansion of avenues for dissemination of information.

In developing this Strategic Plan, the Agency took into account Government's development agenda through the Vision 2030, the Industrialisation and Job Creation Policy and the Revised Sixth National Development Plan.

In view of the above, the Agency intends to reposition itself in the next five years to enhance access, efficiency and effectiveness in service delivery. The Plan is intended to provide strategic direction which will enable the Agency to contribute to Government's efforts of promoting industrialisation and job creation.

The 12 Strategic Objectives contained in the Strategic Plan are aimed at making the Agency a beacon of excellence in commercial and intellectual property registrations. In implementing the 2016-2020 Strategic Plan, the Agency intends to focus its efforts on the following three strategies:

- (i) Investment in ICT infrastructure and full implementation of online services to enhance access;*
- (ii) Re-aligning of organizational structure and training of staff to enhance skills; and*
- (iii) Integrating systems and streamlining procedures in Intellectual property and Business Registration.*

We pledge our commitment to ensuring the successful implementation of this Strategic Plan as we support Government's efforts of growing our industries and creating jobs in order to benefit the nation.

Board Chairperson
PACRA

ACKNOWLEDGEMENTS

In our quest to developing a Strategic Plan that is responsive to Government's development agenda, we solicited and received comments from a wide range of Stakeholders in developing the 2016-2020 Strategic Plan. The Agency also sought input of all members of staff located in 13 offices across the Country. As a result, the Plan is a true reflection of the aspiration of the Agency and all those who share an interest in our mandate.

I would like to express my sincere gratitude to all Stakeholders for their time and effort in helping the Agency formulate its strategic plan. These include, Government Ministries, Cabinet Office, Auditor General's Office, Private Sector Development Reform Programme, Business Associations, Professional Bodies and Statutory Bodies.

I would also like to thank our esteemed clients who included Law and Accounting firms, Financial institutions and the General Public.

Lastly, I wish to thank the Board, Management and Staff for their tireless work and effort in ensuring timely preparation of this plan.

Anthony Bwembya
Registrar & CEO
PACRA

EXECUTIVE SUMMARY

Background

PACRA is an Executive Agency of the Ministry of Commerce, Trade and Industry (MCTI), established under the Patents and Companies Registration Agency Act, No. 15 of 2010. The Agency's core mandate is to regulate businesses and operate a registry for business entities (i.e., companies and business names) and intellectual property. Thus, it serves as a depository of corporate and intellectual property information. PACRA's key functions are:

- (a) Administering the Companies Act, the Registration of Business Names Act, the Patents Act, the Trade Marks Act, the Registered Designs Act and the Companies (Certificates Validation) Act;*
- (b) Receiving and investigating any complaint of alleged or suspected breach of the PACRA Act or the Acts referred to in paragraph (a), and subject to the directives of the Director of Public Prosecutions (DPP), prosecuting offences under these statutes;*
- (c) Collecting, collating, and disseminating information relating to the Acts referred to in paragraph (a); and*
- (d) Advising government on all matters pertaining to the Acts referred to in paragraph (a) above.*

*This Strategic Plan, underpinned by the theme “**Repositioning for enhanced access, efficiency and effectiveness in service delivery**” provides the strategic direction for PACRA for the period 2016-2020. It builds on the successes recorded during the implementation of the 2011-2015 Strategic Plan, which include decentralisation of some services to all the ten (10) provinces, introduction of on-line business name clearance; digitisation of records and establishment of a Call Centre to enhance interaction with clients and Stakeholders.*

The 2016 - 2020 Strategic Plan is also intended to reposition PACRA to address the challenges encountered during the period 2011 – 2015. Among the challenges encountered include, low levels of compliance; decline in Intellectual Property registrations and slow pace of legal reform.

Further, the Strategic Plan is intended to enhance PACRA's capability to effectively contribute to the economic development of the nation. The Plan has, therefore, taken into account Government's development agenda of industrialisation and job creation, Stakeholders' interests and the needs of the clients.

Strategic Direction

Against this background, PACRA's strategic direction for the period 2016 – 2020 will be informed by the following: -

Vision

“A beacon of excellence in business and intellectual property rights registration, promotion and protection”.

Mission Statement

“To provide customer focused, efficient and effective business registration services and protect intellectual property rights in order to promote orderly trade, job creation and industrialization for the benefit of the nation”.

Goal Statements

In line with the redefined Vision and Mission statements, PACRA has set for itself three strategic (3) goals to be pursued in the next five (5) years as follows: -

- a) To increase compliance for filing of annual returns from 40% to 70% by 2020;*
- b) To increase registration of businesses from 8% to 12% annually; and*
- c) To promote the registration and protection of Intellectual Property rights with a view to achieving 50% growth by 2020.*

Value Statement

In providing efficient and effective customer-focused business and intellectual property registration and protection services, PACRA shall uphold the following core values:

- (a) Confidentiality;*
- (b) Impartiality;*
- (c) Integrity;*
- (d) Objectivity;*
- (e) Accountability;*
- (f) Excellence; and*
- (g) Courtesy*

Objectives

To ensure attainment of set goals, PACRA has established result-oriented objectives as follows:

- (i) To promote innovation, creativity, entrepreneurship and enterprise efficiency in the formation and maintenance of businesses in order to contribute to industrialization and job creation;*
- (ii) To provide business registration services in order to formalize businesses and promote small and medium scale enterprises for job creation;*
- (iii) To provide registration and protection services for intellectual property rights in order to promote wealth and employment creation;*
- (iv) To enforce Business and Intellectual Property laws in order to promote compliance;*
- (v) To promote a positive corporate image in order to advance the reputation of the Agency;*

Key strategies:

Among the key strategies to be pursued include:

- (i) Investment in ICT infrastructure and full implementation of online services to enhance access;*
- (ii) Re-aligning of organizational structure and training of staff to enhance human capital; and*
- (iii) Integrating systems and streamlining procedures in Intellectual property and Business Registration.*

1 INTRODUCTION

1.1 Background

PACRA is an Agency of the Ministry of Commerce, Trade and Industry (MCTI), established under the Patents and Companies Registration Agency Act, No. 15 of 2010.

The Agency's core mandate is to regulate businesses and operate a registry for business entities (i.e., companies and business names) and intellectual property. Thus, it serves as a depository of corporate and intellectual property information. PACRA's key functions are:

- (a) Administering the Companies Act, the Registration of Business Names Act, the Patents Act, the Trade Marks Act, the Registered Designs Act and the Companies (Certificates Validation) Act;
- (b) Receiving and investigating any complaint of alleged or suspected breach of the PACRA Act or the Acts referred to in paragraph (a), and subject to the directives of the Director of Public Prosecutions (DPP), prosecuting offences under these statutes;
- (c) Collecting, collating, and disseminating information relating to the Acts referred to in paragraph (a); and
- (d) Advising government on all matters pertaining to the Acts referred to in paragraph (a) above.

In its effort to enhance service delivery, and reposition itself in response to clients' needs, Stakeholders' interests and Government's development agenda of industrialisation and job creation, PACRA has formulated the 2016 - 2020 Strategic Plan. The theme of the Plan is "*Repositioning for enhanced access, efficiency and effectiveness in service delivery*". The Plan builds on the successes of the 2011 – 2015 Strategic Plan whose overriding objective was to substantially reduce the cost of doing business.

1.2 Methodology

In formulating the 2016 – 2020 Strategic Plan, an Organisation Development (OD) and Process Consultancy (PC) approach was employed. The approach required the involvement of PACRA's Board and Senior Management as drivers of the process and the staff and other Stakeholders

as key and active participants, generating the content of the Plan. Specifically, engagement sessions for various groups, namely; PACRA Board, Management and Staff, Clients, and Stakeholders, were held. The sessions were aimed at securing consensus on the overall performance of PACRA against the 2011 – 2015 Strategic Plan, key issues or concerns of Stakeholders, and the needs of the clients and the economy in general. The sessions were also designed to secure consensus on the future outlook of PACRA, in particular, the priority areas.

This approach ensured not only effective participation during the process of Strategic Plan review and formulation, but also ownership of the process outputs and, above all, commitment to the implementation of the Plan especially by the Board, Management and staff.

In addition to Stakeholders' engagement sessions, a number of documents were reviewed to establish PACRA's legal status, policy framework, governance structure, performance levels and the nation's development priorities. Further, a number of analytical tools and models were used as part of the internal and external environmental analyses to establish PACRA's distinctive competencies/capabilities in terms of strengths and weaknesses as well as opportunities and threats. Among the analytical tools used included the McKinsey 7s Model, Problem and Objective Tree analyses, SWOT and PESTEL Analyses. The PESTEL Analysis was conducted to determine the impact on PACRA's performance against the 2011-2015 Strategic Plan and to ascertain their significance during the period 2016 - 2020.

The outputs from the Stakeholders' engagement sessions, the review of literature and the internal and external analyses informed the formulation of PACRA's vision, mission, goals, objectives, strategies and output indicators for the period 2016 – 2020, during the Strategic Planning workshop held from 22nd to 26th June, 2015, at Sandy's Creation in Lusaka. The Plan so formulated will provide a clear and focused operational framework and a basis for monitoring and evaluating the performance of PACRA in the next five years.

1.3 Plan Coverage

The rest of the Plan is laid out as follows: -

(i) Environmental Analysis

This section analyses the internal and external environment within which the Agency has been operating in the last four and half years. It also provides an outlook in terms of the environment within which PACRA is expected to operate in the next five (5) years. Further, the section gives some highlights on the performance of the Agency against the 2011-2015 Strategic Plan and some of the developments that have taken place in the recent past which may have had some influence on PACRA's operations and which may be of significance in future.

The section also outlines the Agency's Strengths, Weaknesses, Opportunities and Threats (SWOT) as well as the political, economic, social, and technological and legal and environmental (PESTLE) developments. In addition, the section also identifies clients and Stakeholders of PACRA including their needs and concerns/interests.

(ii) Vision, Mission, Goal and Value Statements

The Vision, Mission, Value and Goal Statements of PACRA have been redefined. The Vision statement illustrates the institution's desired future status, while the Mission statement defines PACRA's fundamental purpose for its continued existence. The Goal statements project the Agency's broad but realistic targets to be achieved within the period of the Plan. Finally, the Section outlines the values that PACRA will uphold in the execution of its mandate in order to live up to the expectations of its clients and Stakeholders.

(iii) Objectives and Output Indicators

The revised objectives to be pursued in the next five (5) years are outlined. The objectives have been revised in line with the revised Vision, Mission and Goal Statements of the institution, the nations' development priorities and taking into account the outcome of the SWOT, PESTEL and Clients and Stakeholders analyses. The objectives are accompanied by output indicators which are variables by which the achievement of the set objectives will be measured.

(iv) Strategies

The Strategies, which are the most feasible courses of action to be taken in order to achieve the set objectives, and ultimately, the goals, mission and vision, are outlined under this section.

(v) Pre-Conditions and Assumptions

The critical success factors and general conditions that need to be in place for the successful implementation of the Strategic Plan have been analysed under this Section.

(vi) Strategic Plan – Budget Linkage (Plan Implementation)

The success of the Strategic Plan depends on, among other things, how resources are planned for, mobilised and allocated for the implementation of all activities associated with the identified strategies to contribute to the achievement of the set objectives. Accordingly, this Section provides general guidelines and underscores the importance of linking the Strategic Plan to the budgeting process to ensure that resources are available for its implementation.

(vii) Monitoring and Evaluation of Plan Implementation

Monitoring and Evaluation (M&E) is crucial in assessing whether the set targets (indicators) are being achieved as planned and the desired impact realized. This Section provides general guidelines and underscores the importance of an M&E mechanism or framework for the successful implementation of the Strategic Plan and the realization of the desired impact.

(viii) Structural Implications of the Strategic Plan

This Section presents the inevitable structural changes that might come about as a result of the desire to address the issues, or challenges affecting the Agency and achieve the objectives that have been set by the time the Plan expires. The structural implications are in terms of core functions or core business areas of the Agency arising from the redefined strategic plan framework.

2 ENVIRONMENTAL ANALYSIS

2.1 Internal Environmental Analysis

2.1.1 Performance Review

As part of an internal environmental analysis, a review of PACRA's performance against the 2011-2015 Strategic Plan was conducted. The review was against PACRA's strategic intent of substantially reducing the

cost and easing the process of business registration. This was to be achieved through a number of measures which included the following:

- (a) decentralising and modernising service provision including, digitising the records;
- (b) developing a secure and reliable data system and linking it to other relevant government databases to enhance information sharing;
- (c) reviewing the Companies Act with a view to transforming it into an instrument for economic development;
- (d) bringing the Intellectual Property Legislation in compliance with the World Trade Organisation's Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPs);
- (e) implementing the Service Delivery Charter; and
- (f) benchmarking with other registries and adopting international best practices.

The assessment revealed that PACRA remained committed to achieving its vision of becoming a beacon of excellence in company and intellectual property registration and protection. It endeavoured to provide customer - focused, efficient and effective registration and protection systems for commercial and intellectual property rights. Specifically, PACRA to a larger extent fulfilled its strategic intent of decentralising some of its services to the ten Provinces by:

- (a) opening up regional offices in all the Ten (10) Provinces;
- (b) entering into partnerships with more than fifty-seven (57) local authorities country-wide and the Citizens Economic Empowerment Commission (CEEC);
- (c) modernizing operations including, automating business processes and digitizing records. For instance, registration processes were streamlined from a five (5) to a three (3) – step process;
- (d) participation in four (4) one-stop-shops; and
- (e) Introduction of the On-line Name Clearance system and other e-solutions such as SMS and email notification services.

The institutionalisation of the use of social media, such as a fully functional website, the internet, Facebook, SMS and twitter and the establishment of the Call Centre have enhanced the Agency's interactions with its clients and Stakeholders thereby, contributing to awareness creation and boosting of the Agency's corporate image. Therefore, PACRA's performance against the 2011 – 2015 Strategic Plan was about 87 per cent.

This success notwithstanding, there is need to consolidate the gains recorded in the last four (4) years by doing the following

- i. scale up compliance levels;
- ii. enhance capacity in the human resources;
- iii. continuous investment in ICT;
- iv. facilitate expeditious legal reform
- v. developing a system to interlink with other relevant institutions
- vi. scale up IP registrations and protection

2.1.2 Institutional Capability Assessment

An assessment of PACRA's distinctive capabilities was conducted as part of the internal environmental analysis. The assessment revealed the following strengths and weaknesses: -

2.1.2.1 Strengths

(i) Availability of qualified and skilled members of staff

PACRA has some of the most qualified, skilled and experienced staff particularly in the fields of corporate and intellectual property laws, ICT and customer care/relations. The staff are generally young, energetic, dynamic and innovative enough not only to provide quality services that meet clients expectations but also rise to the challenges associated with business and IP registration as well as effective implementation of the Strategic Plan.

PACRA has also members of staff who are qualified with expertise to initiate and develop various human resource management and development policies and policy guidelines.

(ii) An effective, competent and committed Board and Management

PACRA has an effective, competent, committed and visionary Board, providing policy and strategic direction to the Agency. The relationship between the Board and Management is also excellent, creating a conducive working environment that is so critical to achieving results.

(iii) Availability of ICT infrastructure

The availability of ICT infrastructure, which has facilitated efficient and effective management of information and the provision of some of the services, such as name clearance online has contributed greatly to reducing the cost and easing the process of business registration.

(iv) Management Systems and Controls

PACRA has effective controls and management systems, which include, risk management, ICT, and transport policies and guidelines, operations manual and financial management systems.

(v) Availability of a performance appraisal system

The Agency has a performance appraisal system to track and assess both departmental and individual performance.

2.1.2.2 Weaknesses

Notwithstanding the strengths highlighted above, PACRA has also a number of weaknesses that need to be addressed if it is to succeed in its endeavours. The weaknesses include:

(i) Inadequate organisation structure

PACRA's structure is, to some extent, inadequate given that there are anticipated new mandates which will arise as a result of the enactment of new legislation to deal with Movable Property Registry, Administration of Traditional Knowledge and Expressions of Folklore, Geographical Indications, among others. Additionally, the opening of regional offices was unforeseen in the current structure.

(ii) Inadequate Skills for new mandates

Whilst there is an appreciable level of competencies in the Agency, there are inadequate skills to take on new mandates such as Movable Property Registry, Administration of Traditional Knowledge and Expressions of Folklore, Geographical Indications, among others.

(iii) Limited office space

Notwithstanding the expansion in the number of staff and the mandate, there has not been a proportionate expansion in the office space.

2.2 External Environmental Analysis

PACRA, like any other organisation is impacted on either positively or negatively by developments in the external environment as outlined below: -

2.2.1 Political Developments

i) Change of Government

In September, 2011, there was a change in the political administration of the country. The Government has demonstrated significant political commitment to promoting entrepreneurship, wealth and job creation among Zambians through:

- (a) infrastructure development, such as roads, railways, schools, universities and hospitals;
- (b) citizens' economic empowerment by creating an enabling environment for the provision of micro credit financing especially to small scale farmers and small scale mining; and
- (c) easing and reducing the cost of doing business through business regulatory reforms.

These developments have created a conducive environment for PACRA to conduct its business.

To optimise the above opportunities, PACRA will accelerate decentralisation of its services to strategic and potential business areas of growth, explore the most cost-effective way of doing so including, provision of online services, participation in one-stop-shops as well as upscale education and awareness campaigns.

2.2.2 Economic Developments

i) Global and Domestic Economy

The 2008 global recession led to reduced IP registrations during the period 2011 to 2015. This was so because, most IP registrations originate from foreign countries most of which were significantly affected by the recession. However, until December, 2014, the country had managed to stay the course and continued to post relatively robust economic growth. The economic growth rates were in excess of 6 percent per annum over the past four years, driven by remarkable performance in the agricultural, mining, energy, construction and transport and communication sectors. The exchange rate of the Kwacha against other convertible currencies had remained relatively stable and the inflation rate was within single digit.

ii) Introduction of intellectual clusters by CEEC

The introduction of intellectual clusters across the country by CEEC has resulted in an increase in demand for registration of businesses and also creates an opportunity for increased registration of IPRs.

iii) Rebasing of the currency

The rebasing of the local currency in 2012 caused an increase in the number of applications for change in par value. The Agency will, therefore, increase awareness campaigns to ensure compliance to the change.

2.2.3 Social Developments

i) HIV/AIDS PANDEMIC

The HIV/AIDS pandemic and other non-communicable diseases continue to pose a threat as they may affect staff productivity.

ii) National Focus on Gender Balancing

Government has committed itself to increasing female participation in leadership and decision-making as well as economic activities as a whole. The Agency will, therefore, give recruitment opportunities to women with requisite qualifications and experience.

2.2.4 Technological Developments

Technological advancements, such as the advent of internet and ICT solutions, have facilitated the change from manual to electronic systems and personal to impersonal services. It has also eased the flow of

information from regional offices to the Headquarters (HQ) and from the Agency to its clients and Stakeholders and vice versa.

Further, increased use of social media has created a platform for information dissemination across all age groups without geographical restrictions, and allowed for instant feedback. This has resulted in increased efficiency and effectiveness of the Agency.

In order to take full advantage of this opportunity, the Agency will need to:

- a) employ more ICT staff to facilitate in-house systems development;
- b) continuously train staff on use of ICTs and review business/work processes with a view to fully automating them and introducing online services;
- c) lobby for the implementation of a single sign-on system for Zambian residents/citizens;
- d) Integrate the systems and implement an Enterprise Resource Planning (ERP) system.

On the downside, the cost associated with the transition from manual to electronic systems is usually high. In addition, systems failures as a result of internet dis-connectivity and power outages cause loss of information.

To mitigate this, the Agency will need to:

- a) Invest in Business Continuity infrastructure including, ICT security and authentication systems;
- b) Implement backup links for internet and data links to the regions as well as self-help service platforms; and
- c) Explore cost sharing options of ICT infrastructure especially with other agencies.

2.2.5 Legal/Policy Developments

i) Enactment of the new PACRA Bills

The anticipated enactment of various Bills will have a significant impact on the performance of the Agency. Specifically:

- a) The introduction of Service Marks will lead to an increase in the number of registrations for marks;
- b) Introduction of Utility Models will result in the protection of simple or petty patents by Zambians whose inventions do not meet the stringent requirements of patentability;
- c) The Introduction of other new areas of IP protection such as Geographical Indications, Traditional Knowledge & TCEs, Integrated Circuits and Lay Out of Designs and registration of Domain Names will result in increased areas of protectable IP subject matter; and
- d) Enactment of the Movable Property (Securities Act) , Companies Act, Insolvency Act, will result in job creation as new roles will have to be created.

The Agency will need to be proactive and increase education and awareness programs in order to fully harness the expected gains. Further, the Agency will need to set aside resources for administration of the new statutes, training of staff and aligning of ICT systems to the new mandate.

2.2.6 Summary of Opportunities and Threats

Arising from the external analyses, the following is the summary of PACRA's Opportunities and Threats (OT):

2.2.6.1 Opportunities

i) Development of e-Governance

Programme provides a tremendous opportunity for PACRA to enhance its ICT system, integrate with other systems and improve customer service to exceed expectations.

ii) Availability of best practice institutions

This provides an opportunity for staff exchange programs in a number of fields including, leadership and management as well as corporate governance.

iii) Availability of technical support from training institutions and Management Consulting firms

These can be engaged to regularly review the strategy, structure and enhance staff skills and improve performance.

iv) Existence of various media platforms

The availability of various media platforms gives the Agency an opportunity to disseminate information effectively.

2.2.6.2 Threats

i) Unstable Exchange Rate

This has caused fluctuations in prices, mostly upwards prompting re-arrangement of key activities.

ii) Inadequate internet connectivity

This affects efficiency in service delivery.

iii) Computer illiteracy

This hinders the effective use of online services.

iv) Cyber crime and abuse of ICTs

This threatens data integrity and confidentiality that clients expect.

2.3 Clients and their Needs

The following are the five (5) major clients and their needs:

S/N	Clients	Needs
1	Law Firms	<ul style="list-style-type: none">• Simplified, efficient and cost-effective Business and IP registration services;• Easy access to accurate, reliable, up-to-date and relevant information including, file searches;• Protection of IP rights;• Services related to collateral, such as mortgages;• Registration of service marks; and• Substantive examination of Patents.
2	Accounting Firms	<ul style="list-style-type: none">• Registration and protection of IP rights;• Publication of decisions made by the Trademarks Tribunal;• Online name clearance and company searches;• Services related to collateral, such as mortgages; and• Registration of service marks.
3	Financial Institutions	<ul style="list-style-type: none">• Business verification services;• Registration and protection of IP rights;

		<ul style="list-style-type: none"> • Services related to collateral, such as mortgages; and • Registration of Service Marks.
4	Private Companies/ Businesses	<ul style="list-style-type: none"> • Business and IP registration services; • Protection of IP rights; • Business name clearance before registration; • Post registration services; • On-line name clearance and company searches; • Protection of domain names in order to promote e-commerce; • Services related to collateral, such as mortgages; and • Registration of service marks.
5	General Public	<ul style="list-style-type: none"> • Publication of decisions made by the Trademarks Tribunal; • Registration and protection of traditional knowledge, dances and cultures; • Easy access to accurate, reliable, up-to-date and relevant information including file searches and printing; • Sensitization of all enterprises in all the districts in Zambia; • Copyrights and registration of cooperatives, building societies, and money lenders; • Services related to collateral, such as mortgages; and • Registration of service marks.

2.4

2.5 Stakeholders and their Interests

The following are the six (6) major Stakeholders and their needs:

S/N	Stakeholder	Key issues, concerns, perspectives
1	Government Ministries and Institutions	<ul style="list-style-type: none">• Effective and efficient policy and programme implementation;• Timely preparation of audited financial statements in accordance with the applicable financial reporting framework and generally accepted accounting practices;• Timely preparation of Annual Reports;• Prudent management of resources including, finances;• Full compliance with applicable legislative framework;• Full participation in the review of policies and laws;• Easy access to accurate, reliable, up-to-date and relevant information;• Policy cohesion on essential medicines; and• Protection of traditional knowledge and cultural expressions.
2	Cabinet Office - Private Sector Development Reform Programme (PSDRP)	<ul style="list-style-type: none">• Ease and reduction in the cost of doing business;• Participation in the review of policies and laws; and• Easy access to accurate, reliable, up-to-date and relevant information.
3	Business Associations	<ul style="list-style-type: none">• Participation in the review of policies and laws;• Registration and protection of intellectual and commercial rights;• Reducing the cost of doing business; and• Easy access to accurate, reliable, up-to-date and relevant information.
4	Professional Bodies	<ul style="list-style-type: none">• Protection of inventions;• Participation in the review of policies and laws; and• Easy access to accurate, reliable, up-to-date and relevant information.
5	National Assembly	<ul style="list-style-type: none">• Prudent financial management;• Participation in the review of policies and laws;

		<ul style="list-style-type: none"> and • Easy access to accurate, reliable, up-to-date and relevant information.
6	Statutory Bodies	<ul style="list-style-type: none"> • Information-sharing on business and IP registration and verification; • Participation in the review of policy and laws; and • Easy access to accurate, reliable, up-to-date and relevant information.

3 STRATEGIC DIRECTION

In an effort to consolidate the gains recorded during the implementation of the 2011-2015 Strategic Plan, the Agency has redefined its strategic vision, mission, goals and values as follows:-

3.1 Vision

“A beacon of excellence in business and intellectual property rights registration, promotion and protection”.

Through this vision statement, PACRA has re-committed itself to further raising its profile, benchmarking it against international best practices, as a highly effective, efficient and accessible organisation, providing the best value for money business and intellectual property rights registration and protection services.

Accordingly, PACRA will continue to undertake measures including, business process re-engineering and automating as well as cultural-re-modelling all aimed at enhancing operational efficiency, customer care and effectively responding to Stakeholders’ interests, clients’ needs.

3.2 Mission Statement

In fulfilment of its statutory mandate and responding to Stakeholders’ interests and the needs of the clients, PACRA has refocused its fundamental purpose for its continued existence in the next five (5) years by redefining its mission statement as follows:

“To provide customer-focused, efficient and effective business registration services, and protect intellectual property rights in order to promote orderly trade, job creation and industrialization for the benefit of the nation”.

The redefined Mission Statement underpins PACRA's commitment to advancing the Government's developmental agenda, which includes industrialisation and job creation in order to contribute to employment and wealth creation.

3.3 Goal Statement

In line with the redefined Vision and Mission statements, the Agency has set strategic three (3) goals to be pursued in the next five (5) years as follows: -

- (i) **To increase compliance for filing of annual returns from 40% to 70% by 2020;**
- (ii) **To increase registration of businesses from 8% to 12% annually; and**
- (iii) **To achieve 50% growth in registration and protection of intellectual property rights by 2020.**

The three (3) set goals establish an accountability framework against which PACRA's overall performance in the next five (5) years will be monitored, assessed and overall impact determined. The achievement of the goals will create a firm foundation for PACRA's sustained contribution to the achievement of the country's development agenda underpinned by industrialisation and job creation.

3.4 Value Statement

In living up to its vision of being a beacon of excellence, and its mission of providing efficient and effective customer-focused business registration and intellectual property rights protection services, PACRA has re-committed itself to upholding the following six (6) core values:

- (i) **Confidentiality:** being trustworthy by not revealing or disclosing privileged information even after one has left employment.
- (ii) **Impartiality:** acting solely according to the merits of the case and serving the public fairly in a way that reflects commitment to equality and diversity.
- (iii) **Integrity:** putting the obligations of the organisation above personal interests and conducting oneself in a manner that is beyond reproach;

- (iv) **Objectivity:** being free from bias when rendering advice and decisions based on facts and evidence;
- (v) **Accountability:** being responsible for one's actions and decisions taken; and
- (vi) **Excellence:** being diligent, committed, efficient and effective in the execution of one's duties.
- (vii) **Courtesy:** being respectful and polite in the execution of one's duties.

Through this value statement, the Agency has committed itself to enhancing its corporate image and public confidence.

3.5 Structural Implications

The Strategic Plan review process culminated in the development of an Indicative Core Functional Structure for PACRA, which underscored the key areas where results will be expected for PACRA to succeed in its business endeavours. The indicative core functional structure was arrived at by grouping various objectives into specialized functional areas using the following criteria:

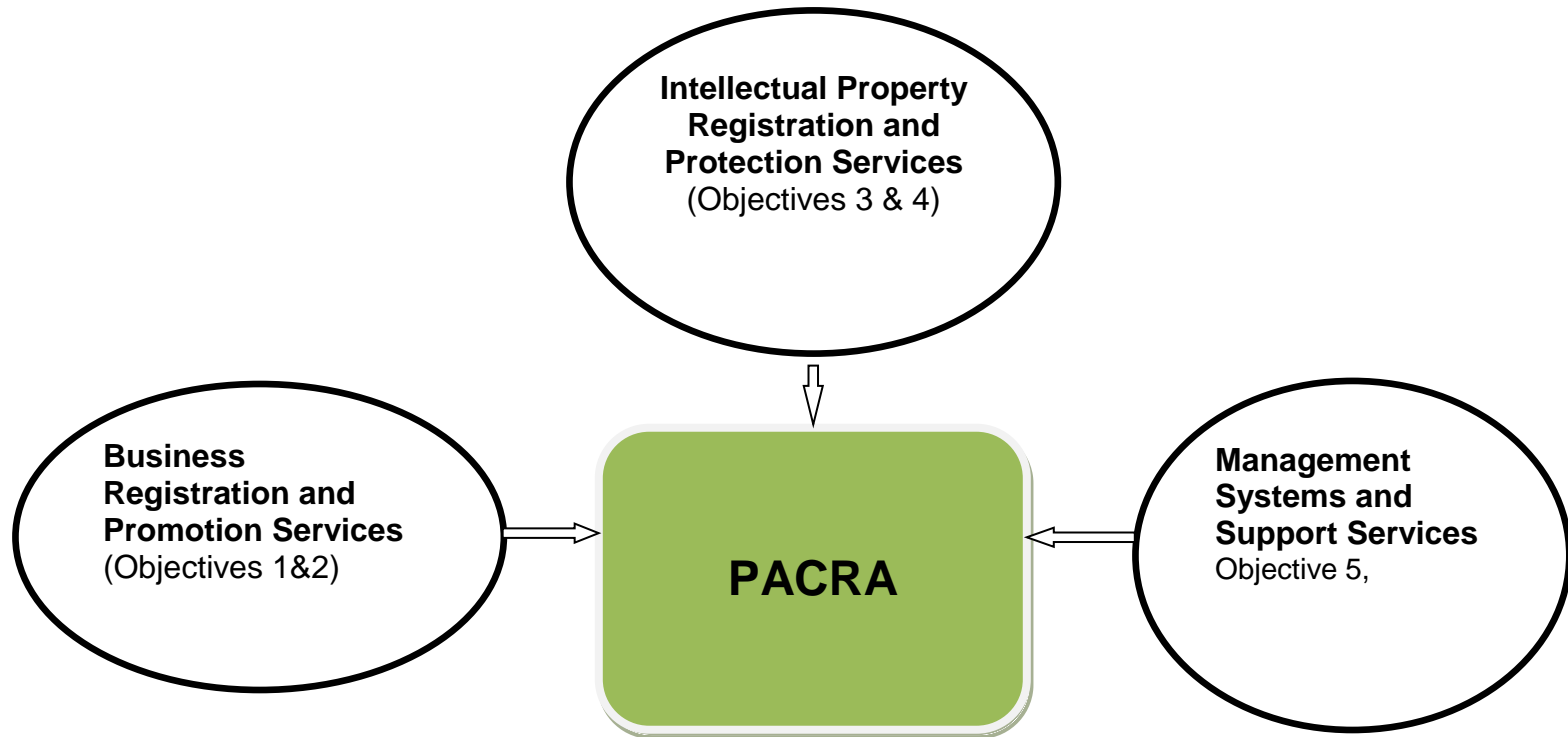
- (i) Similarity of objectives;
- (ii) Uniqueness of the objectives;
- (iii) Accountability for the objectives; and
- (iv) Coordination of the objectives.

Through the clustering of the objectives, the following core functions were identified and agreed to: -

- (i) **Business Registration and Promotion Services** (Objectives 1 & 2);
- (ii) **Intellectual Property Registration and Protection Services** (Objectives 3 & 4);
- (iii) **Management Systems and Support Services** (Objective 5); and

A pictorial presentation of the Indicative Core Functional Structure is shown below. The Core Functional Structure will inform the review of the organisation structure for PACRA.

3.6 Indicative Core Functional Structure for PACRA



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5 OBJECTIVES, STRATEGIES AND OUTPUT INDICATORS

In an effort to achieve the goals, mission and vision the following set of objectives, associated strategies and output indicators will be pursued:

Objective 1: To promote innovation, creativity, entrepreneurship and enterprise efficiency in the formation and maintenance of businesses in order to contribute to industrialization and job creation;		
Strategy	Indicator	Year
(i) Liaise with Ministry of Justice to expedite the finalisation and submission of the proposed Bills to Parliament;	(i) The following eight (8) Bills enacted: a) Companies Bill; b) Insolvency Bill ; c) Movable Property Security Interest Bill; d) Trademarks Bill; e) Patents Bill; f)Intellectual Designs Bill; g) Layout-Design of Integrated Circuits Bill; and h) Traditional Knowledge and Expressions of Folklore Bill.	December 2016
(ii) Develop and implement a detailed programme for review/preparation of regulations relating to Patents, Trademarks, Companies Act, Movable Property and Insolvency Bills and any other Bills in readiness for their enactment;	(ii) Regulations for all the eight (8) Bills drafted;	December 2016
(iii) Develop and implement IP Outreach and other sensitization and awareness	(iii) Ten (10) sensitization and awareness workshops on the enacted Bills held in all	June 2017

creation programmes for Micro, Small and Medium Enterprises (MSMEs) and other Stakeholders including intellectual clusters on the new legal and regulatory frameworks;	the ten (10) provinces; (iv) 50% increase in the number of inquiries on business and IP services;	December 2020
(iv) Liaise with Ministry of Education, Science, Vocational Training and Early Education (MESVTEE) and institutions of higher learning on the need to include IP in the school curricula;	(v) Five (5) institutions of higher learning incorporated IP into the curricula.	By December 2020
(v) Engage Zambia Information Communication Technology Authority (ZICTA) over the possibility of a partnership with regard to the registration of domain names; and	(vi) Registration of domain names service	By December 2018
(vi) Design and implement a programme to promote the formulation of IP policies and legislation in academic and Research and Development (R&D) Institutions.	(vii) Ten (10) Memoranda of Understanding (MOUs) signed with institutions of higher learning, business associations, professional bodies and R&D institutions to promote innovation, creativity and entrepreneurship and enterprise efficiency.	December 2017

Objective 2: To provide business registration services in order to formalize businesses and promote small and medium scale enterprises for job creation.		
Strategy	Indicator	Year
(i) Upgrade e-PACRA to provide for on-line services;	(i) On-line business services developed and implemented;	December 2016

(ii) Review the existing Customer Management system;	(ii) The existing Customer Management system enhanced and an electronic queuing system introduced;	June 2016
(iii) Review and strengthen the existing strategic partnership agreements with local authorities and other Agencies;	(iii) All MOUs and partnership agreements reviewed	December 2017
(iv) Develop and implement mobile registration programmes targeting high potential growth sectors, provinces, districts and communities; and	(iv) Four (4) mobile registration and sensitization exercises conducted annually;	December 2020
(v) Develop and implement a programme to sensitise the business community and the general public on the benefits of business registration.	(v) 12% increase in business registration attained annually;	December 2020

Objective 3: To provide registration and protection services for intellectual property rights in order to promote wealth and employment creation		
Strategy	Indicator	Year
(i) Upgrade IPAS to provide for on-line services;	(i) On-line IP services developed and implemented;	December 2016
(ii) Engage Trademark Sales Agents to enhance IP services;	(ii) One Thousand (1,000) IP Registrations annually;	December 2020
(iii) Develop and implement an IP sensitization and awareness programme;	(iii) Ten (10) sensitization and awareness programmes conducted annually;	December 2020
(iv) Develop IP procedure guidelines for the facilitation of IP processes;	(iv) IP guidelines developed and implemented in respect of each IP law;	June 2017

<p>(v) Develop and implement an engagement and collaboration programme with the following institutions with a view to promoting IP:</p> <ul style="list-style-type: none"> (a) National Technology Business Centre (NTBC), (b) National Science and Technology Council (NSTC), (c) National Institute for Science and Intellectual Research (NISIR), (d) Zambia Agriculture Research Institute (ZARI), (e) Zambia Chamber of Commerce and Industry (ZACCI), (f) Zambia Chamber of Small and Medium Business Association (ZCSMBA), (g) Zambia Association of Manufacturers (ZAM); and (h) MESVTEE and institutions of higher learning. 	<p>(v) MOUs entered into with the Institutions</p>	<p>December 2020</p>
<p>(vi) Engage the Ministry of Information and Broadcasting Services (MIBS), through MCTI on the feasibility of re-allocating the administration of Copyright portfolio to PACRA.</p>	<p>(vi) Copyright portfolio established under PACRA</p>	<p>December 2020</p>
<p>(vii) Engage the Ministry of Agriculture and Livestock through MCTI on the feasibility of re-allocating the administration of Plant variety portfolio to PACRA</p>	<p>(vii) Plant variety portfolio established under PACRA</p>	<p>December 2020</p>

Objective 4: To Enforce Business & Intellectual Property laws in order to promote compliance		
Strategy	Indicator	Year
(i) Develop and implement awareness creation and sensitization programs targeting especially R & D institutions and the business community including, MSMEs for enhanced registrations and compliance;	(i) Filing of annual returns increased by 6% per year; (ii) Trademark renewals increased by 5% annually; (iii) An Annual PACRA awareness week introduced and held by end of August each year;	2020
(ii) Strengthen partnerships and collaboration with the following institutions to enhance information dissemination, feedback, registration and compliance among the general membership of the following institutions: (a) BAZ, (b) CEEC, (c) EIZ, (d) LAZ, (e) SEC, (f) ZACCI, (g) ZAM, (h) ZICA, (i) ZPPA and (j) ZCSMBA.	(iv) All business e-mail addresses and cell phone numbers from the existing records captured on IPAS and updated annually thereafter; (v) All defaulting businesses published on the website; (vi) 15 defaulting businesses prosecuted annually; and (vii) All lapsed IP rights advertised on the website annually;	December 2016 December 2020 December 2017

	minimum capital requirement attained;	
(iii) Review and streamline the issuance of SMS and e-mail notifications, reminder letters and publication of defaulting businesses on the website;	(ix) 100, 000 SMS notices issued annually; (x) All businesses defaulting for over two years struck off; (xi) 4,000 reminder letters issued annually;	December 2020
(iv) Develop and implement a programme to capture business e-mail addresses and phone numbers on the Intellectual Property Automation System (IPAS); and	(xii) 450 local and foreign Patents captured on the IPAS annually; (xiii) 30 Designs captured on IPAS annually;	December 2016
(v) Engage the Ministry of Agriculture and Livestock through MCTI on the possibility of reallocating the administration of the registration of co-operatives to PACRA	(xiv) Co-operatives registration established under PACRA	December 2020
(vi) Develop and implement a more cost-effective programme for decentralising business and IP registration services;	(xv) The Zambia Postal Services (ZAMPOST) Agreement operationalised along the line of rail; (xvi) Participate in 4 additional One-Stop-Shops (xvii) (xviii) IP registrations increased by 6% annually.	December 2016; December 2020 December 2020
(vii) Develop and implement a more cost-effective programme for decentralising business and IP registration services;	(xix) The Zambia Postal Services (ZAMPOST) Agreement operationalised along the line of rail; (xx) Participate in 4 additional One-Stop-Shops	December 2016; December 2020

	(xxi) IP registrations increased by 6% annually.	December 2020
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Objective 5: To enhance operational efficiency in order to improve service delivery		
Strategy	Indicator	Year
(i) Strengthen internal controls	(i) Financial and audit reports prepared in time;	December 2020
(ii) Review the organizational structure including roles, job titles, descriptions, salary grading, reporting relationships and staffing levels;	(ii) Organisation structure, job descriptions and staffing levels reviewed; (iii) All strategic positions filled by appropriately qualified and experienced personnel;	June 2016 January 2017
(iii) Construction of a modern Registry;	(iv) A modern office and registry infrastructure that meets the Agency's current and long term needs constructed;	December 2020
(iv) Develop and implement a programme for continuously upgrading of the management information systems;	(v) Enterprise Resource Planning System (ERPS) developed and implemented with the following modules:	December 2018
(v) Implement ICT Governance Framework	(vi) Control Objectives for Information and Related Technologies (COBIT) framework implemented;	December 2020

6 CRITICAL ASSUMPTIONS

The successful implementation of this Strategic plan is founded on the following general assumptions:

- (i) Sustained political stability;
- (ii) Continued Government good will and support;
- (iii) Acceptance of the Strategic Plan by Stakeholders;
- (iv) Continued demand for business registration services;
- (v) Continued Government support to MSME sector through provision of fiscal and other incentives; and
- (vi) Consistency in general government policy.

7 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) will be vital for effective implementation of the Plan. The M&E mechanism once instituted will give PACRA an opportunity to track progress being made against set objectives and targets, as well as evaluate overall impact on the quality of service delivery and the Agency's contribution to the country's national development goals. The monitoring and evaluation of performance will be done at individual, departmental and organisational level.

Accordingly, annual progress reports on the implementation of the Plan will be prepared by each Department. A mid-term evaluation will also be undertaken in 2018 to assess the progress being made towards achieving set objectives. A terminal evaluation will be conducted in September 2020 to determine the overall impact of the Plan and inform the preparation of the next Plan for the period 2021 to 2025.