IP ARIPO
African Regional Intellectual
Property Organization

STRATEGIC PLAN

2022 - 2026

Shaping the IP landscape in Africa

Harare, Zimbabwe
2022

CONTENTS

ACRONYMS

AfCFTA	African Continental Free Trade Area
AJIP	African Journal of Intellectual Property
ARIPO	African Regional Intellectual Property Organization
ARPET	African Regional Patent Examination Training
AU	African Union
CIPO	Canadian Intellectual Property Office
CISAC	International Confederation of Societies of Authors and Composers
CMOs	Collective Management Organizations
CNIPA	China National Intellectual Property Administration
ESARIPO	English Speaking African Regional Industrial Property Organization
EPO	European Patent Office
EUIPO	European Union Intellectual Property Office
GDP	Gross Domestic Product
GI	Geographical Indication
GII	Global Innovation Index
GRC	Governance and Risk Control
ICT	Information Communication Technologies
IFRRO	International Federation for Reproduction Rights Organizations
IGO	Inter-Governmental Organization
IMF	International Monetary Fund
INTA	International Trademark Association
IP	Intellectual Property
IPDL	Intellectual Property Digital Library
IPOS	Intellectual Property Office of Singapore
IPRs	Intellectual Property Rights

IPAS	Industrial Property Automation System
IPSAS	International Public Sector Accounting Standards
JPO	Japan Patent Office
KNUST	Kwame Nkrumah University of Science and Technology
M&E	Monitoring and Evaluation
MIP	Master in Intellectual Property
MoU	Memorandum of Understanding
OAPI	Organisation Africaine de la Propriété Intellectuelle
PCT	Patent Cooperation Treaty
RCD	Community Registered Design
RECs	Regional Economic Communities
R&D	Research and Development
SMEs	Small and Medium Enterprises
STI	Science, Technology and Innovation
TISC	Technology and Innovation Support Centre
TRIPS	Agreement on the Trade Related Aspects of Intellectual Property Rights
UDSM	University of Dar es Salaam
UKIPO	United Kingdom Intellectual Property Office
UNECA	United Nations Economic Commission for Africa
UNDP	United Nations Development Programme
UPOV	International Union for the Protection of New Varieties of Plants
USPTO	United States Patent and Trademark Office
WTO	World Trade Organisation
WIPO	World Intellectual Property Organization
ZOU	Zimbabwe Open University

FOREWORD

As an Intellectual Property hub, the African Regional Intellectual Property Organization (ARIPO) requires to adequately and timeously respond to the needs and challenges of the growing economies of its Member States and Africa as a whole. Since its establishment in 1976, ARIPO has grown its membership to 21 Member States. ARIPO's mandate covers patents, utility models, industrial designs, trademarks, copyright, new varieties of plants, as well as traditional knowledge and expressions of folklore. On 28 August 2021, the Kampala Protocol on Voluntary Registration of Copyright and Related Rights was adopted by a Diplomatic Conference. This brings the number of protocols under ARIPO's mandate to five.

Lately, African countries are becoming aware of the importance of IP as a powerful tool for economic growth. They are formulating or reviewing their IP policies to nurture and anchor the IP system to foster innovation, competition, and value addition. Africa has over 1.2 billion people, with the youth under the age of 25 years being 60% of the population. This presents a formidable workforce for the future – which is itself characterized by the convergence of IP norms, opportunities and challenges posed by the Fourth Industrial Revolution (4IR) technologies. These technologies will reshape norms, rules, and standards, particularly at the interface of IP and industry. As 4IR develops and evolves, ARIPO is strategizing to capitalize on the use of these technologies for its competitive business advantage.

To a remarkable degree, the impact of the COVID-19 pandemic presented incredible learning experiences for post-pandemic success. Although, many businesses were interrupted with the onset of COVID-19, ARIPO's e-service platform proved very effective in sustaining business operations. Furthermore, the use of the latest technologies enabled remote working.

In realization of the need to refocus and employ strategies that are responsive to the changing environment, ARIPO embarked on developing a new Strategic Plan for the period 2022-2026. The need to promote IP acquisition, utilization and commercialization remains important especially following the establishment of the African Continental Free Trade Area (AfCFTA) that also prescribes the cooperation of State parties on IP rights. AfCFTA will be a catalyst for the growth of Small and Medium Enterprises (SMEs) which are responsible for providing more than 80% of Africa's employment and contributing up to 50% to Africa's Gross Domestic Product (GDP). Therefore, the need for a robust regional IP system under these circumstances cannot be over-emphasized. In this context, this Strategic Plan reinforces the African Union's Agenda 2063 and the United Nation's 2030 Agenda for Sustainable Development and positions the Organization in accelerating development effectiveness and improving livelihoods. Based on four (4) unique pillars, the Strategic Plan provides a clear roadmap to facilitate value creation for our Member States.

The development of this Strategic Plan was informed by the findings of the review of the implementation of the 2016-2020 Strategic Plan as well as the situation analysis which included inputs from the Organization's stakeholders. The successful implementation of this Strategic Plan will require continued support and engagement of the Member States as well as the continued attraction, development, and retention of agile talent in the Organization.

Finally, I would like to thank the Strategic Planning Committee that was tasked to facilitate the development of this Strategic Plan. I am also greatly indebted to all the stakeholders who participated and contributed towards the development of this Strategic Plan namely, Member States' National IP Offices, Copyright Offices, Collective Management Organizations (CMOs), IP Agents, Cooperating Partners, Universities, R&D institutions, SMEs and Secretariat Staff.

Bemanya Twebaze
DIRECTOR GENERAL

EXECUTIVE SUMMARY

The ARIPO Strategic Plan for the period 2022-2026 reflects 'business unusual" at the outset. The Organization is poised for stronger developmental impact in an era of evolving technologies and knowledge-based economies by harnessing innovative IP services to promote inclusive growth and sustainable development.

Established by the Lusaka Agreement in 1976, ARIPO has been in existence for over four decades marked by footprints in delivering quality and sustained intellectual property services and systems in response to the needs of its Member States. ARIPO has positioned itself as a renowned-go-to IP hub based on lessons learnt, good practices, knowledge and insights gained from collaborating with its Member States, stakeholders and strategic partners.

The ARIPO Strategic Plan for the period 2022–2026 echoes stronger IP based development effectiveness and transformation aspirations for its Member States and Africa as a whole. The Strategic Plan is firmly rooted in intensive stakeholder consultations, in-depth situation analysis and rigorous global benchmarking which makes it fit for purpose. It is also grounded in analytics, a deep understanding and experience of Member States' needs and policy frameworks. This Strategy takes into consideration the macroeconomic outlook and transitioning challenges during the global COVID-19 pandemic, the Lusaka Agreement 1976, African Union Agenda 2063 and UN Sustainable Development Goals (Agenda 2030).

This Strategic Plan is specifically designed to accelerate development impact and position ARIPO at the centre of Africa's socio-economic transformation and inclusive growth driven by value added IP services and systems. It aims to scale up the IP space and ensure that IP services contribute to a prosperous Africa, unlock multisector innovation in technology, industry, agriculture, energy, regional integration and improve livelihoods. Its success is determined by inclusive stakeholder support, commitment, resources and risk mitigation.

The Strategic Plan is anchored on four key pillars

namely; (i) Strengthened and harmonized legal framework (ii) Growth strategy and sustainability (iii) Intellectual property promotion and (iv) Human capital development.

The Strategic Plan articulates and aims to deliver nine interrelated strategic goals as follows:

Strategic Goal 1. Efficient delivery of quality IP rights.

Strategic Goal 2. Promote the development of IP policies, laws and systems appropriate to the needs of the Organization's Stakeholders.

Strategic Goal 3. Strengthen stakeholder engagement, membership drive, strategic partnerships, regional and international cooperation.

Strategic Goal 4. Strengthen the regional IP information hub and capacity building.

Strategic Goal 5. Build a diverse, inclusive, agile and high-performing Organization.

Strategic Goal 6. Enhance service delivery through optimal use of digital tools.

Strategic Goal 7. Effective and efficient communication and marketing.

Strategic Goal 8. Achieve greater financial sustainability.

Strategic Goal 9. Enhance governance, risk and control effectiveness.

The Strategic Plan has in-built supportive execution tools mainly resource mobilization framework, human capital priorities, de-risking and the Results Framework. The Results Framework comprises four (4) levels to monitor implementation and account for ARIPO's contribution to enhanced inclusive socio-economic and technological development and ultimately improved development effectiveness.

1. BACKGROUND

1.1 History of the Organization

ARIPO has been in existence for over four decades. It was established by the Lusaka Agreement, which was adopted by a Diplomatic Conference held in Lusaka, Zambia on December 9, 1976 under the name *English Speaking African Regional Industrial Property Organization* (ESARIPO). In December 1985, the Lusaka Agreement was amended in order to open up the membership of the Organization to all African States that are members of the United Nations Economic Commission for Africa (UNECA) or the African Union (AU). The name of the organization was, therefore, changed to the *African Regional Industrial Property Organization* (ARIPO) in order to reflect its new Pan-African outlook. In 2002, the mandate of the Organization was extended to include Copyright and Related Rights. Hence, the name of the Organization was changed again to

African Regional Intellectual Property Organization to cover all aspects of intellectual property.

The World Intellectual Property Organization (WIPO) and UNECA played the role of the Organization's Interim Secretariat. A permanent Secretariat was then established in Nairobi, Kenya, at the kind invitation of the Government of Kenya which the First Session of the Administrative Council (meeting in Nairobi from 2 to 5 May 1978) welcomed. Later in 1982, due to logistical issues emanating then, the Secretariat moved to Harare Zimbabwe, where it has remained to this day.

1.2 Membership of the Organization

As at 30 November 2021, membership of the Organization stood at twenty one (21) with the following Member States:

21

MEMBER **STATES**

1.3 Cooperating Partners

ARIPO cooperates with partners in a number of value creating areas which include IP awareness and promotion, capacity building, infrastructure development as well as policy development. As of 30 November 2021, ARIPO had active cooperation agreements with the following alphabetically arranged institutions:

Number (#)	Name of Institution
1.	Africa University, Mutare, Zimbabwe
2.	African Seed Trade Association **(AFSTA)**
3.	Arterial Network
4.	African Union Development Agency - New Partnership for Africa's Development **(AUDA-NEPAD)**
5.	Canadian Intellectual Property Office **(CIPO)**
6.	Community Plant Variety Office **(CPVO)**
7.	Directorate General of Intellectual Property of Indonesia **(DGIP)**
8.	European Patent Office **(EPO)**
9.	French National Seeds and Seedlings Association **(GNIS)**
10.	**FUNDACION AISGE** (A non-Governmental Organization based in Spain)
11.	Instituto Nacional da Propriedade Industrial **(INPI/ Brazil)**
12.	International Confederation of Societies of Authors and Composers **(CISAC)**
13.	International Federation of Reproduction Rights Organization **(IFRRO)**
14.	International Federation of the Phonographic Industry **(IFPI)**
15.	Kwame Nkrumah University of Science and Technology **(KNUST)** in Ghana
16.	The African Intellectual Property Organization **(OAPI)**
17.	The China National IP Administration **(CNIPA)**
18.	The Common Market for Eastern and Southern Africa **(COMESA)**
19.	The European Union Intellectual Property Office **(EUIPO)**
20.	The Industrial Property Tribunal of the Republic of Kenya **(IPT)**
21.	The Intellectual Property Office of Australia **(IP Australia)**
22.	The Medicines Patent Pool Foundation **(MPP)**
23.	The Norwegian Copyright Development Association **(NORCODE)**
24.	United States Patent and Trademark Office **(USPTO)**
25.	University of Dar es Salaam **(UDSM)**
26.	West African Health Organisation **(WAHO)**
27.	World Intellectual Property Organization **(WIPO)**
28.	Zimbabwe Broadcasting Corporation **(ZBC)**
29.	Zimbabwe Open University **(ZOU)**

2. ARIPO'S MANDATE

The Lusaka Agreement spells out the mandate of the Organization. ARIPO was mainly created to pool together resources of its Member States for the promotion, development and harmonization of Intellectual Property laws and policies.

2.1 Specific Objectives of the Organization

Specifically, ARIPO was established to achieve the following objectives:

i. To promote the harmonization and development of the intellectual property laws, and matters related thereto, appropriate to the needs of its members and of the region as a whole;

ii. To foster the establishment of a close relationship between its members in matters relating to intellectual property;

iii. To establish such common services or organs as may be necessary or desirable for the coordination, harmonization and development of the intellectual property activities affecting its members;

iv. To establish schemes for the training of staff in the administration of intellectual property laws;

v. To organize conferences, seminars and other meetings on intellectual property matters;

vi. To promote the exchange of ideas and experience, research and studies relating to intellectual property matters;

vii. To promote and evolve a common view and approach of its members on intellectual property matters;

viii. To assist its members, as appropriate in the acquisition and development of technology relating to intellectual property matters;

ix. To promote, in its members, the development of copyright and related rights and ensure that copyright and related rights contribute to the economic, social and cultural development of its members and of the region as a whole; and

x. To do all such other things as may be necessary or desirable for the achievement of these objectives.

2.2 Protocols and Legal Instruments

In pursuit of its mandate, the Organization developed and implements the following protocols and legal frameworks:

i. The Harare Protocol for the Protection of Patents, Industrial Designs and Utility Models of December 10, 1982 which came into force on April 25, 1984;

ii. The Banjul Protocol on Marks of November 19, 1993 which came into force on March 6, 1997;

iii. The Swakopmund Protocol on the Protection of Traditional Knowledge and Expressions of Folklore of August 10, 2010, which entered into force on May 11, 2015.

The Arusha Protocol on the Protection of New Varieties of Plants of July 6, 2015 will enter into force when the minimum number of four ratifications / accessions is realized. The Organization also developed a protocol on Voluntary Registration of Copyright and Related Rights (Kampala Protocol), which was adopted by a Diplomatic Conference held in Kampala, Uganda on August 28, 2021. The Kampala Protocol will enter into force after five (5) States have deposited their instruments of ratification or accession.

3. GOVERNANCE STRUCTURE

3.1 Overview

Article II of the Lusaka Agreement established three organs of the Organization. These are the Council of Ministers, the Administrative Council and the Secretariat. In 1993, the Administrative Council established, as its subsidiary body, the Finance Committee. Since then, the Administrative Council has also established other Administrative and Technical Committees. In 1997, the Council amended the Harare Protocol to create the Board of Appeal as an independent organ.

3.2 Council of Ministers

Article VI bis of the Lusaka Agreement provides for the composition and functions of the Council of Ministers. The Council of Ministers consists of Ministers of the Governments of Member States of the Organization who are responsible for the administration of intellectual property laws in their countries.

The Council of Ministers is the supreme organ of the Organization and, in that capacity, it is responsible for the policy orientation of the Organization. It is also responsible for handling such matters which, because of their nature, cannot be resolved by the Administrative Council. The Council of Ministers meets once every two years. It may delegate any of its powers and functions to the Administrative Council.

3.3 Administrative Council

According to Article VII (1) of the Lusaka Agreement, the Administrative Council consists of heads of offices dealing with the administration of intellectual property in Member States of the Organization. The Administrative Council is subordinate, and reports, to the Council of Ministers. It is responsible for, *inter alia*, the supervision of the execution of policies of the Organization as set by the Council of Ministers, the approval of programmes of activities and budget of the Organization as well as the appointment of the Organization's Director General.

The Administrative Council meets once every year in ordinary sessions, normally during the last week

of November. Where the need arises, this Council can meet in an extra-ordinary session. As of 31 December 2021, the Administrative Council had met 45 times in ordinary sessions and 11 times in extra-ordinary sessions.

In order for it to speedily consider issues of a technical nature concerning the operations of the ARIPO Office, the Administrative Council established Administrative and Technical Committees namely, Finance, Audit, Human Capital, Industrial Property, Copyright, and Plant Variety Protection. The Committees are entrusted with the consideration of technical issues relating to their specific area of expertise; consideration of proposals for the development and modification of policies, procedures, strategies and initiatives for the proper execution of the ARIPO mandate. Members of the Committees are appointed for a period of two years and are eligible for re-election once. The Administrative Council also established the Board of Appeal to hear appeals against decisions of the ARIPO Office under the ARIPO protocols. Although the Board is appointed by the Administrative Council, it is independent of all other organs of the Organization. Members of the Board are appointed for a period of two years.

3.5 Secretariat

The Secretariat (also known as the ARIPO Office) is headed by a Director General who is the principal executive officer of the Organization and is appointed by the Administrative Council for an initial period of four years renewable once for another four years. The Secretariat is responsible for implementing the strategic plan and the programme of activities of the Organization in accordance with the established objectives entrusted to it by both Councils. All staff of the Office are citizens of the Member States. As at 31 October 2021, the ARIPO Office had a staff compliment of 50 drawn from Botswana, Kenya, Malawi, Namibia, Rwanda, Sierra Leone, Sudan, Uganda and the United Republic of Tanzania and Zimbabwe.

4. STRATEGIC PLANNING PROCESS

4.1 Setting the Trajectory

The Organization embarked on an evidence based strategic development process underpinned by a transformative trajectory, innovation, value creation and a stronger need to harness key lessons learnt and successes of the Organization. The strategy process was anchored on strengthening ARIPO's Legal Framework, growth, financial sustainability, intellectual property promotion and harnessing the fourth industrial revolution and opportunities created by the COVID-19 pandemic.

4.2 Informed Processes

The strategic planning process envisioned a go to, a high influential and high impact IP hub for Africa. It was well informed by the Situation Analysis, the review report of the implementation of the 2016-2020 Strategic Plan, Annual Reports and consultative engagements led by the Strategic Planning Committee. Executives and all secretariat staff validated and updated the mission, vision, values, and goals during the strategic planning process. All departments participated in sessions to develop objectives and initiatives. Key performance indicators were identified for each objective. The detailed consultative strategic planning processes undertaken by the Organization are outlined in Annex 1.

The review of the implementation of the 2016-2020 Strategic Plan revealed significant achievement rate of 84.6% for the objectives set for the period 2016-2020. The achievements included though not limited to; (i) Drafting IP regulations and developing IP interventions based on the demand of Member States; (ii) Supporting the development of mechanisms to build respect for IP in Member States; (iii) Supporting the design of innovative IP policies and strategies to enhance multisector industrialization and institutional sustainability; (iv) Growing number of accessions to ARIPO and its Protocols; (v) Growing number of registrations of IP Rights; (vi) Increased number of scholarships and graduates in Master of IP; (vii) Trained IP Office Staff and examiners on IP; (vii) Awareness raising including the "Roving Seminars" which reached over 2800 beneficiaries; and (ix) Modernized ICT infrastructures and procedures through the Polite+

project facilitating online services such as e-filling, e-search and e-payments.

The review also identified implementation challenges which the Strategic Plan 2022-2026 has fully considered in its design to accelerate a higher execution rate needed to optimize results. The challenges included among others; (i) financial constraints resulting in reduced execution rates and; (ii) unprecedented emergence of the COVID-19 pandemic.

The Strategic Plan 2022-2026 has thus considered the achievements, challenges and recommendations ensuing from the period 2016-2020.

4.3 Collaborative Processes

The Organization conceptualized and launched a collaborative process to formulate a unique value creating Strategic Plan 2022–2026. A multidisciplinary Strategic Planning Committee consisting of seven (7) members led the consultative process which comprised of;

i. Comprehensive situation analysis which assessed ARIPO's internal and external environments to better position the institution based on its strengths, weaknesses, opportunities and threats.

ii. Carrying along and engaging all stakeholders comprising the Member States' National IP offices, Copyright Offices, Collective Management Organizations (CMO), IP Agents, Cooperating Strategic Partners, Universities, Research and Development (R&D) Institutions, Small and Medium Enterprises (SMEs) and Secretariat Staff

iii. Anchoring the design of the Strategic Plan on a Strategy Map and Integrated Balanced Scorecard (See Fig 2 and Annex 2)

iv. Setting the strategic direction specifically focusing on the Organization's vision, mission, core values, strategic goals; objectives and identification of key performance indicators.

v. Internal validation of the Strategic Plan which involved all departments at the Secretariat.

vi. An expert review and gap analysis of the draft Strategic Plan and provision of recommendations by an independent

consultant.

vii. Presentation of the Draft Strategic Plan document to Technical and Administrative Committees of the Administrative Council for review and comments

4.4 Scope of the Strategic Plan 2022-2026

The Strategic Plan reflects a regional development outlook in pursuit of the achievement of the objectives of the Lusaka Agreement. It demonstrates a stronger desire to contribute to the socio-economic development of the ARIPO Member States through pooling of resources to provide reliable and value-added IP services.

Issues around improving efficiency, institutional renewal, regulatory framework, national and institutional policies and IP systems that fast track the fourth industrial revolution feature in the strategy. Further, a well-resourced and strategically aligned organizational structure, agile staff and financial resources are the critical enablers of this strategic plan.

The Strategic Plan considers the evolving and increasingly complex environment for IP policy framework and several bottlenecks in Africa. Apart from responding to the said bottlenecks, the Strategy also responds to lessons learned from decades of on-the-ground IP service and systems delivery experience.

A clear results focus, innovation and value creation, financial sustainability and a robust monitoring & evaluation framework are crucial aspects of the Strategic Plan that stand to ensure development outcomes and impact. The strategy thus stimulates appetite for engagement with all stakeholders and partners.

5. STRATEGIC DIRECTION 2022-2026

5.1 VISION, MISSION & VALUES

5.1.1 VISION
To be Africa's leading intellectual property Organization that promotes socio-economic development.

5.1.2 MISSION
To foster creativity and innovation for socio-economic growth of our Member States through an effective intellectual property system.

5.1.3 CORE VALUES
Implementation of this Strategic Plan will be guided by the following core values:

- Integrity
Staff demonstrate honesty and adherence to high moral standards

- Engagement
Staff demonstrate high level of commitment as well as mental and emotional connection to the Organization

- Client-Focus
Commitment to listen and respond positively to the needs of our customers

- Agility
Adaptive to rapidly changing environments for continuous service delivery.

- Diversity
Understanding that every individual is unique, and respecting our differences

- Accountability
Staff perform their duties with responsibility

6. STRATEGIC GOALS 2022-2026

ARIPO has translated its vision and mission into nine (9) key strategic goals and interrelated objectives to be met on a rolling basis by 2026. To achieve these congruent and equally significant development-oriented goals and objectives premised on inclusive growth and sustainable socio-economic development, requires renewed and results-focused approaches incorporating a number of clearly defined strategic options that carry all stakeholders along the IP value creation interventions and processes.

The following strategic goals, objectives, expected outputs and outcomes will guide the Organization in creating systemic value and delivering demand driven IP service portfolio to Member States for the period 2022 to 2026:

Strategic Goal 1
Efficient delivery of quality IP rights.

Strategic Goal 2
Promote the development of IP policies, laws and systems appropriate to the needs of the Organization's Stakeholders.

Strategic Goal 3
Strengthen stakeholder engagement, membership drive, strategic partnerships, regional and international cooperation.

Strategic Goal 4
Strengthen the regional IP information hub and capacity building.

Strategic Goal 5
Build a diverse, inclusive, agile and high-performing Organization.

Strategic Goal 6
Enhance service delivery through optimal use of digital tools.

Strategic Goal 7
Effective and efficient communication and marketing.

Strategic Goal 8
Achieve greater financial sustainability.

Strategic Goal 9
Enhance governance, risk and control effectiveness.

7. STRATEGIC PILLARS

The Strategic Plan has nine (9) strategic goals which fall under the following four pillars upon which the Strategic Plan is built:

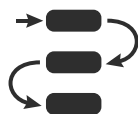| Strategic Pillar	Strategic Goals
Strengthened and harmonized legal framework	- Strategic Goal 1: Efficient delivery of quality IP rights - Strategic Goal 2: Promote the development of IP policies, laws and systems appropriate to the needs of the Organization's Stakeholders.
Growth strategy and sustainability	- Strategic Goal 3: Strengthen stakeholder engagement, membership drive, strategic partnerships, regional and international cooperation. - Strategic Goal 6: Enhance service delivery through optimal use of digital tools. - Strategic Goal 7: Effective and efficient communication and marketing. - Strategic Goal 8: Achieve greater financial sustainability. - Strategic Goal 9: Enhance governance, risk and control effectiveness.
Intellectual property promotion	- Strategic Goal 4: Strengthen the regional IP information hub and capacity building. - Strategic Goal 1: Efficient delivery of quality IP rights
Human capital development	- Strategic Goal 5: Build a diverse, inclusive, agile and high-performing Organization. - Strategic Goal 4: Strengthen the regional IP information hub and capacity building.

STRATEGIC GOAL I: EFFICIENT DELIVERY OF QUALITY IP RIGHTS

Rationale

To effectively deliver its core mandate of establishment of common services that are provided by the protocols and to ensure an efficient and timely delivery of quality IP rights, the Organization carefully designed five strategic objectives for enhancing the provision of premier IP services.

Strategic Objectives

To efficiently deliver quality IP rights, the following strategic objectives which deal with the substantive work of the Organization will be focused on:

i. Enhance the effectiveness of legal frameworks
ii. Align ARIPO systems with international standard and best practices
iii. Enhance formality, search and substantive examination capacity
iv. Enhance examination and grant/registration efficiency
v. Strengthen capacity of IP Offices, IP Agents and Attorneys in processing of ARIPO applications

Expected Strategic Outputs

The attainment of the objectives is expected to generate the following key outputs;

i. Improved legal frameworks
ii. Updated and improved examination guidelines
iii. Strengthened capacity for formality, search and substantive examination
iv. Strengthened capacity of IP Offices, IP Agents and Attorneys in the processing of ARIPO applications

Expected Strategic Outcomes

Table 1 provides the strategic work-plan outlining the strategic objectives, activities and key performance indicators for the efficient and timely delivery of quality IP Rights. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:

i. Effective legal frameworks
ii. Improved efficiency of examination, granting and registration of IP titles
iii. Operationalized Voluntary Registration of Copyright & Related Rights protocol
iv. Upgraded IP Administration System

Table 1: Efficient Delivery of Quality IP Rights

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
1) Effective legal frameworks	Review the existing IP Rights' legal instruments	Banjul, Harare, Swakopmund and Arusha Protocols reviewed	Banjul, Harare, Swakopmund and Arusha Protocols reviewed	Banjul, Harare, Swakopmund and Arusha Protocols reviewed	Banjul, Harare, Swakopmund and Arusha Protocols reviewed	Banjul, Harare, Swakopmund and Arusha Protocols reviewed	Search & Substantive Examination, Formality Examination and Legal
	Review the Lusaka Agreement	Lusaka Agreement reviewed					Legal
	Review the Rules of Procedure for the Board of Appeal		Rules of Procedure for the Board of Appeal reviewed				Legal
	Develop implementing regulations for the Protocol on Voluntary Registration of Copyright & Related Rights	Implementing regulations for the Protocol on Voluntary Registration of Copyright & Related Rights developed					Legal & Copyright and Related Rights
	Timely publish and disseminate legal frameworks	ARIPO legal frameworks timely published	ARIPO legal frameworks timely published	ARIPO legal frameworks timely published	ARIPO legal frameworks timely published	ARIPO legal frameworks timely published	Academy & Coms
	Review the fees structure	New fees structure proposed	New fees structure implemented				Finance
2) Align ARIPO systems with international standard and best practices	Benchmark with international standards and best practice	ARIPO System aligned with international standards and best practices	ARIPO System aligned with international standards and best practices	ARIPO System aligned with international standards and best practices	ARIPO System aligned with international standards and best practices	ARIPO System aligned with international standards and best practices	Search & Substantive Examination, Formality Examination and Legal
	Upgrade the IP Administration Systems	Upgraded IP Administration Systems	Upgraded IP Administration Systems	Upgraded IP Administration Systems	Upgraded IP Administration Systems	Upgraded IP Administration Systems	ICT

Strategic objective: 3) Enhance formality, search and substantive examination capacity

Planned Activities	2022	2023	2024	2025	2026	Responsible Department
Organize ARPET training the Secretariat and Member States	1st cohort completed		2nd cohort completed		3rd cohort completed	Academy
Update and improve formality examination guidelines	Updated formality examination guidelines	Updated formality examination guidelines	Updated formality examination guidelines	Updated formality examination guidelines	Updated formality examination guidelines	Formality Examinations
Participation in training of formality examiners on IP international treaties and classifications	Formality examiners trained in ePCT; Madrid and Hague Systems ; Nice, Locarno and Vienna Classifications	Formality examiners trained in ePCT; Madrid and Hague Systems ; Nice, Locarno and Vienna Classifications	Formality examiners trained in ePCT, Madrid and Hague Systems ; Nice, Locarno and Vienna Classifications	Formality examiners trained in ePCT, Madrid and Hague Systems ; Nice, Locarno and Vienna Classifications	Formality examiners trained in ePCT; Madrid and Hague Systems ; Nice, Locarno and Vienna Classifications	Formality Examinations
Organize attachments for formality examiners to National IP Offices of the Member States	2 examiners attached to selected Member States' national Office	2 examiners attached to selected Member States' national Office				Formality Examinations
Conduct in-house user training on POLite+	User-training on POLite+ conducted virtually		User-training on POLite+ conducted			Search & Examination, Formality and ICT
Train examiners on formality requirements for Arusha, Swakopmund and Copyright protocols	One virtual training for each Protocol					Search & Substantive Examination, Formality Examination and Copyright and Related Rights
Continuous professional development of Patent Examiners	2 Patent Examiners trained	2 Patent Examiners trained	2 Patent Examiners trained	2 Patent Examiners trained	2 Patent Examiners trained	Search & Substantive Examination

Strategic objective: 4) Enhance examination and grant/registration efficiency

Planned Activities	2022	2023	2024	2025	2026	Responsible Department
Attachment of Patent Examiners under Reinforced Partnership with EPO	2 Patent Examiners attached	2 Patent Examiners attached	2 Patent Examiners attached	2 Patent Examiners attached	2 Patent Examiners attached	Search & Substantive Examination
Build capacity at ARIPO in processing the voluntary registration of copyright and related rights			ICT infrastructures customized for voluntary registration	Staff trained in use of ICT infrastructure		ICT & Copyright and Related Rights
Introduce Artificial Intelligence for Formality Examination	Feasibility study to prepare business requirements document	Technical Requirements document and Selection of software and vendor	Development and integration & Project launch			ICT & Search & Substantive Examination, Formality Examination
Improve notification and workflow	Issuing of filing notifications within 3 working days	Issuing of filing notifications within 2 working days	Issuing of filing notifications within 2 working days	Issuing of filing notifications within 2 working days	Issuing of filing notifications within 2 working days	Formality Examination
	Issuance of formality compliance notifications within 10 working days	Issuance of formality compliance notifications within 10 working days	Issuance of formality compliance notifications within 10 working days	Issuance of formality compliance notifications within 10 working days	Issuance of formality compliance notifications within 10 working days	Formality Examination
Improve efficiency of search and substantive examination	Issuance of first Office action 22 months from date of receipt of request of substantive examination	Issuance of first Office action within 20 months from date of receipt of request of substantive examination	Issuance of first Office action within 20 months from date of receipt of request of substantive examination	Issuance of first Office action within 20 months from date of receipt of request of substantive examination	Issuance of first Office action within 20 months from date of receipt of request of substantive examination	Search & Substantive Examination

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
5) Strengthen the capacity of IP Offices, IP Agents and Attorneys in processing of ARIPO applications	Improve the granting / registration of IP titles	Issuance of grants/ registration certificates within 7 working days	Issuance of grants/ registration certificates within 5 working days	Issuance of grants/ registration certificates within 5 working days	Issuance of grants/registration certificates within 5 working days	Issuance of grants/registration certificates within 5 working days	Formality Examination
	Conduct training on the processing of ARIPO applications and MS Module for national IP Offices and e-service module for IP Agents	40 participants from MS trained			40 participants from MS trained		Academy & ICT
		• Four member states trained • 25 IP Agents trained	Four Member States trained	Four member states trained	• Four Member States trained • 25 IP Agents trained	Four member states trained	Academy & ICT
	Conduct tailor made training on the fee structure for users	Training conducted for 30 participants	Training conducted	Training conducted	Training conducted	Training conducted	Finance
	Timely review, update, publish, and disseminate IP rights filing procedures	IP rights filing procedures timely updated and disseminated	IP rights filing procedures timely updated and disseminated	IP rights filing procedures timely updated and disseminated	IP rights filing procedures timely updated and disseminated	IP rights filing procedures timely updated and disseminated	Academy & Coms

STRATEGIC GOAL II: PROMOTE THE DEVELOPMENT OF IP POLICIES, LAWS AND SYSTEMS APPROPRIATE TO THE NEEDS OF THE ORGANIZATION'S STAKEHOLDERS

Rationale

The review of the implementation of the Strategic Plan 2016-2020 revealed that there is low ratification and domestication of some of the protocols, such as the Banjul Protocol, the Swakopmund Protocol, and the Arusha Protocol. Furthermore, development and use of national and institutional IP Policies has not been adequately promoted in the member states, more especially in academic and research institutions. This goal seeks to ensure that the Organization develops IP policies, laws and systems that address the needs of its stakeholders.

Strategic Objectives

The goal of promoting the development of IP policies, laws and systems appropriate to the needs of the Organization's Stakeholders will be achieved by focusing on the following strategic objectives:

i.   Review the performance of the protocols
ii. Promote the development and use of national and institutional IP Policies.

Expected Strategic Outputs

The expected key outputs are:
i.   Assessment report on the underperforming protocols with recommendations
ii. Number of seminars on IP policies conducted

Expected Strategic Outcomes

Table 2 provides the strategic work-plan outlining the strategic objectives, activities and key performance indicators for promoting the development of IP policies, laws and systems appropriate to the needs of the Organization's Stakeholders. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:

i.   Improved performance of the protocols in terms of both ratification and domestication
ii. Enhanced utilization of national and institutional IP Policies

Table 2: Promote the Development of IP Policies, Laws and Systems Appropriate to the Needs of the Organization's Stakeholders

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
1) Review the performance of the protocols	Conduct study on the performance of the Banjul and Swakopmund Protocols	Banjul Protocol performance report	Swakopmund Protocol performance report				Search & Substantive Examination, Academy & Legal
	Review the IP services fees	Survey on service fees conducted	Implementation of the survey recommendations				Finance
	Review the effectiveness of ARIPO Model Law on copyright and Related Rights	1-day Virtual workshop on the ARIPO Model Law	ARIPO Model Law reviewed	Reviewed ARIPO Model Law published			Copyright and Related Rights
	Track and document all amendments to the protocols	Legal framework amendments documented & archived					Academy & Coms
2) Promote the development and use of national and institutional IP Polices	Conduct seminars for universities, research institutions and policy makers on national and institutional IP Policies	2 Seminars conducted for MS on institutional IP Policies	2 Seminars conducted for MS on institutional IP Policies	2 Seminars conducted for MS on institutional IP Policies	2 Seminars conducted for MS on institutional IP Policies	2 Seminars conducted for MS on institutional IP Policies	Academy
	2 National IP strategy/ policy seminars conducted	2 National IP strategy/ policy seminars conducted	2 National IP strategy/ policy seminars conducted	2 National IP strategy/ policy seminars conducted	2 National IP strategy/policy seminars conducted	2 National IP strategy/ policy seminars conducted	Academy
	Carry out research on emerging issues in IP	Research undertaken	Research undertaken	Research undertaken	Research undertaken	Research undertaken	Academy

STRATEGIC GOAL III: ESTABLISH AND STRENGTHEN STAKEHOLDER ENGAGEMENT, MEMBERSHIP DRIVE, PARTNERSHIPS, REGIONAL AND INTERNATIONAL COOPERATION

Rationale

Article VI of the Lusaka Agreement mandates the Organization to co-operate with Governments of States not Members of the Organization and with other Organizations or Institutions which are desirous of assisting the Organization or its members in achieving the objectives of the Organization. For ARIPO to successfully achieve its mandate and be among the pacesetters in matters relating to IP, it needs to work together with other stakeholders in the Intellectual Property fraternity. Therefore, this goal seeks to promote the establishment and strengthening of ARIPO's engagement and collaboration with stakeholders and partners.

Strategic Objectives

The following strategic objectives have been designed to contribute to the successful establishment and strengthening of stakeholder engagement, membership drive, partnerships, regional and international cooperation:
i. Grow membership of the Organization and ratification of/accession to its protocols
ii. Enhance cooperation with strategic IP Offices, RECs and International Organizations
iii. Enhance Member States' participation in the affairs of the Organization
iv. Optimize benefits from existing partnerships

Expected Strategic Outputs

The expected key outputs are:
i. Number of new member states joining the Organization
ii. Number of new ratifications of / accessions to ARIPO protocols
iii. Number of new cooperation agreements signed with strategic institutions
iv. Number of MoU/ cooperation agreements reviewed to optimize benefits

Expected Strategic Outcomes

Table 3 provides the strategic work-plan outlining the strategic objectives, activities and key performance indicators for establishing and strengthening stakeholder engagement, membership drive, partnerships, regional and international cooperation. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:
i. Increased Membership, currently ARIPO has 21 Member States and the target is to increase by at least 20% by 2026
ii. Strengthened cooperation with RECs and International Organizations for a formidable force in the promotion of Intellectual Property protection which will result in economic benefits to the stakeholders
iii. Enhanced participation of the Member States in the affairs of the Organization
iv. Benefits of existing partnerships fully exploited

Table 3: Establish and Strengthen Stakeholder Engagement, Membership Drive, Partnerships, Regional and International Cooperation

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
1) Grow membership of the Organization	High Level Membership drive missions	High Level Membership drive missions undertaken	High Level Membership drive missions undertaken	High Level Membership drive missions undertaken	High Level Membership drive missions undertaken	High Level Membership drive missions undertaken	Office of the Director General & Legal
	Enhance membership drive prospectus with information on financial benefits	Enhanced membership drive document					Legal
	Develop guidelines on ratifications, and accessions and domestication of the ARIPO protocols			Guidelines on ratifications, and accessions and domestication of the ARIPO protocols developed			Legal
	Undertake high level sensitization missions for policy makers on the ratification of the ARIPO Protocols	High level sensitization mission undertaken (x1)	High level sensitization mission undertaken (x1)	High level sensitization mission undertaken (x1)	High level sensitization mission undertaken (x1)	High level sensitization mission undertaken (x1)	Legal
	Conduct stakeholder sensitization workshops on the Protocol on voluntary registration of Copyright and Related Rights	-	-	Workshop conducted (x1)	Workshop conducted (x1)	Workshop conducted (x1)	Copyright
2) Enhance cooperation with strategic IP Offices, Regional Economic Communities (RECs) and International Organizations	Initiate cooperation agreements with strategic IP Offices, Regional Economic Communities (RECs) and International Organizations	Cooperation Agreements initiated	Cooperation Agreements initiated	Cooperation Agreements initiated	Cooperation Agreements initiated	Cooperation Agreements initiated	Legal

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
	Reciprocal engagements and exchange of documentation, publications, and information products with RECs	Cooperation Agreements implemented; joint initiatives undertaken	Cooperation Agreements implemented; joint initiatives undertaken	Cooperation Agreements implemented; joint initiatives undertaken	Cooperation Agreements implemented; joint initiatives undertaken	Cooperation Agreements implemented; joint initiatives undertaken	Comms
	Strengthen existing partnerships with academic institutions and establish new ones	Existing partnerships maintained and new ones established	Existing partnerships maintained and new ones established	Existing partnerships maintained and new ones established	Existing partnerships maintained and new ones established	Existing partnerships maintained and new ones established	Academy
3) Enhance Member State Participation in the affairs of the Organization	Diplomatic engagements with Missions of Member States in the Host Country & Geneva	High-level awareness creation and participation in the affairs of the Organization	High-level awareness creation and participation in the affairs of the Organization	High-level awareness creation and participation in the affairs of the Organization	High-level awareness creation and participation in the affairs of the Organization	High-level awareness creation and participation in the affairs of the Organization	Legal
4) Optimise benefits from existing partnerships	Review of cooperation agreements to assess cost benefit analysis and fully exploit the benefits therein	Review report with recommendations / proposals for action	Implementation of approved recommendations				Legal, Search & Substantive Examination, Formality Examination and Finance

STRATEGIC GOAL IV: STRENGTHEN THE REGIONAL IP INFORMATION HUB AND CAPACITY BUILDING

Rationale

The mandate of the Organization as dictated by the Lusaka Agreement inter alia includes undertaking capacity building activities in the field of IP; organizing conferences, seminars and other meetings on IP; as well as promoting research and the exchange of ideas and experience on matters relating to IP. The Organization, therefore, through the ARIPO Academy plans to strengthen its regional IP information hub and enhance its capacity building initiatives.

Strategic Objectives

To strengthen the regional IP information hub and enhance capacity building programmes, the Organization will from 2022 to 2026, pursue achievement of the following objectives:

i. Increase accessibility of IP rights information
ii. Strengthen academic programmes and publications
iii. Offer professional and tailor-made training programmes
iv. Promote creativity, innovation and technology transfer in the Member States

Expected Strategic Outputs

The expected key outputs are:
i. IP Digital Library enhanced with full text
ii. Regional IP database updated
iii. Number of MIP scholarships
iv. Number of professional and tailor-made trainings conducted
v. Number of workshops on IP protection and technology transfer conducted

Expected Strategic Outcomes

Table 4 provides the strategic work-plan outlining the strategic objectives, activities and key performance indicators for strengthening the regional IP information hub and for the enhancement of capacity building in the Organization. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:

i. Enhanced IP Digital Library and ARIPO Journal
ii. Quarterly updated Regional IP Database
iii. Increased enrolment for academic programmes
iv. Increased number of IP applications filed with ARIPO

Table 4: Strengthen the Regional IP Information Hub and Capacity Building

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
1) Increase accessibility of IP rights information	Enhance IP Digital Library with full text and prosecution history of IP titles	IPDL database enhanced with full text records of IP titles	IPDL database enhanced with full text records of IP titles	IPDL database enhanced with full text records of IP titles	IPDL database enhanced with full text records of IP titles	IPDL database enhanced with full text records of IP titles	ICT / Academy & Comms
	Enhance the content of the ARIPO journal	ARIPO journal content enhanced	ARIPO journal content enhanced	ARIPO journal content enhanced	ARIPO journal content enhanced	ARIPO journal content enhanced	Academy & Comms
	Provide quarterly and annual IP statistics backed by financial information to the Member States	Quarterly and annual IP statistics provided	Quarterly and annual IP statistics provided	Quarterly and annual IP statistics provided	Quarterly and annual IP statistics provided	Quarterly and annual IP statistics provided	ICT / Academy & Comms
	Develop Copyright and Related Rights Publications	Copyright and Related Rights Publications developed	Copyright and Related Rights Publications developed	Copyright and Related Rights Publications developed	Copyright and Related Rights Publications developed	Copyright and Related Rights Publications developed	Copyright and Related Rights
	Enhance the ARIPO library as a Regional Information Repository	ARIPO Library resources enhanced	ARIPO Library resources enhanced	ARIPO Library resources enhanced	ARIPO Library resources enhanced	ARIPO Library resources enhanced	Academy & Comms
	Update the Regional IP database	Regional IP database updated quarterly	Regional IP database updated quarterly	Regional IP database updated quarterly	Regional IP database updated quarterly	Regional IP database updated quarterly	ICT
	Addition of MS information to Regional IP Database	Information for at least 15 MS on the Regional IP Database	Information for at least 16 MS on the Regional IP Database	Information for at least 17 MS on the Regional IP Database	Information for at least 18 MS on the Regional IP Database	Information for at least 19 MS on the Regional IP Database	ICT

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
2) Strengthen academic programmes and publications	Biannual publication of the African Journal of Intellectual (AJIP)	AJIP published in June and in December	AJIP published in June and in December	AJIP published in June and in December	AJIP published in June and in December	AJIP published in June and in December	Academy
	Initiate development of IP curricula for certificate and diploma programs with cooperating universities	IP curricula developed for ZOU certificate and diploma programs		IP curricula developed for Africa University certificate and diploma programs			Academy
	Regularly updating website content for the academy	updated Academy content for website	updated Academy content for website	updated Academy content for website	updated Academy content for website	updated Academy content for website	Academy
	Promote the introduction of IP in Universities	IP awareness seminars for universities in 3 MS	IP awareness seminars for universities in 3 MS	IP awareness seminars for universities in 2 MS	IP awareness seminars for universities in 2 MS	IP awareness seminars for universities in 2 MS	Academy
	Increase MIP scholarships	Offer 5 MIP scholarships to Africa University 15th Cohort students	Offer 5 MIP scholarships to Africa University 16th Cohort students	Offer 5 MIP scholarships to Africa University 17th Cohort students	Offer 5 MIP scholarships to Africa University 18th Cohort students	Offer 5 MIP scholarships to Africa University 19th Cohort students	Academy
		Offer 5 MIP scholarships to UDSM students	Offer 6 MIP scholarships to UDSM students	Offer 7 MIP scholarships to UDSM students	Offer 8 MIP scholarships to UDSM students	Offer 9 MIP scholarships to UDSM students	Academy
		Offer 5 MIP scholarships to KNUST students	Offer 6 MIP scholarships to KNUST students	Offer 7 MIP scholarships to KNUST students	Offer 8 MIP scholarships to KNUST students	Offer 9 MIP scholarships to KNUST students	Academy
	Participate in MIP teaching and Program Advisory Board (PAB) meetings	• Lectures delivered • Minutes of PAB meetings	• Lectures delivered Minutes of PAB meetings	• Lectures delivered • Minutes of PAB meetings	• Lectures delivered • Minutes of PAB meetings	• Lectures delivered • Minutes of PAB meetings	Academy

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
3) Offer professional and tailor-made training programmes	Initiate curricula review for MIP Programs		MIP Curriculum review done for KNUST	MIP Curriculum review done for UDSM	MIP Curriculum review done for AU		Academy
	Implement eLearning	All staff trained in eLearning platforms	eLearning implemented	eLearning implemented	eLearning implemented	eLearning implemented	Academy
	Introduction of tailormade paid for programs in IP	Implementation of paid for programs	Implementation of paid for programs	Implementation of paid for programs	Implementation of paid for programs	Implementation of paid for programs	Finance
	Conduct training on patent drafting for universities and research institutions	Patent drafting course delivered	Patent drafting course delivered	Patent drafting course delivered	Patent drafting course delivered	Patent drafting course delivered	Academy
	Conduct training needs assessment for Member States			Training Needs Assessment conducted			Academy
	Organise internal training on various topics in liaison with different departments	One internal training conducted every quarter	One internal training conducted every quarter	One internal training conducted every quarter	One internal training conducted every quarter	One internal training conducted every quarter	Academy

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
4) Promote creativity, innovation and technology transfer in the Member States	Conduct MIP Conference annually	MIP Conference conducted on a selected topic	MIP Conference conducted on a selected topic	MIP Conference conducted on a selected topic	MIP Conference conducted on a selected topic	MIP Conference conducted on a selected topic	Academy
	Conduct IP Awareness Program on World IP Day	IP Awareness Day programme conducted for Member States through hybrid events	IP Awareness Day programme conducted for Member States through hybrid events	IP Awareness Day programme conducted for Member States through hybrid events	IP Awareness Day programme conducted for Member States through hybrid events	IP Awareness Day programme conducted for Member States through hybrid events	Academy
	Conduct Annual Copyright and Related Rights Symposium for Member States & Potential Member States	symposium conducted	symposium conducted	symposium conducted	symposium conducted	symposium conducted	Copyright and Related Rights
	Promote IP education and awareness for the youth	IP education and awareness programmes implemented	IP education and awareness programmes implemented	IP education and awareness programmes implemented	IP education and awareness programmes implemented	IP education and awareness programmes implemented	Search & Substantive Examination & Copyright and Related Rights, & Academy
	Organize workshops for SMEs to promote IP protection and technology transfer in the member states	Workshops organized in 2 member states	Workshops organized in 2 member states	Workshops organized in 2 member states	Workshops organized in 2 member states	Workshops organized in 2 member states	Academy
	Establish an ARIPO IP award for inventors and creators from Member States	Guidelines for competition developed and competition launched	Award established	Award established	Award established	Award established	Search & Substantive Examination & & Copyright and Related Rights

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
	Conduct training in patent search for universities and research institutions	Trainings undertaken in 10 universities and research institutions	Trainings undertaken in 10 universities and research institutions	Trainings undertaken in 10 universities and research institutions	Trainings undertaken in 10 universities and research institutions	Trainings undertaken in 10 universities and research institutions	Academy & Search & Substantive Examination
	Undertake workshop on combating infringement of IP rights		One workshop virtually undertaken		One workshop virtually undertaken		Copyright and Related Rights & Search and Substantive Examination &
	Develop a regional strategy for private copy remuneration in cooperation with strategic partners		Regional strategy for private copy remuneration developed				Copyright and Related Rights
	Support CMOs & Copyright Offices on Administration and Management of Copyright & Related Rights	Needs assessment conducted for CMOs & Copyright Offices in Member States	Support provided based on the needs assessment			Progress report submitted	Copyright and Related Rights

STRATEGIC GOAL V: BUILD A DIVERSE, INCLUSIVE, AGILE AND HIGH-PERFORMING ORGANIZATION

Rationale

The Organization's desire to become Africa's leading intellectual property system that promotes socio-economic development is largely a function of the collaborative efforts of all the staff at the Secretariat. Therefore, this goal seeks to create a work environment that is stimulating and attractive to both current and prospective employees. Successfully executed, this goal will ensure that past success will continue long into the future. It must be a shared ambition to make this a reality.

Strategic Objectives

The quest to build a diverse, inclusive, agile and high-performing Organization shall be supported by the achievement of the following strategic objectives:

i. (i) Foster diversity and inclusivity
ii. (ii) Promote employee engagement
iii. (iii) Foster a high-performance culture
iv. (iv) Promote employee wellness

Expected Strategic Outputs

The expected key outputs are:

i. Number of human capital policies reviewed
ii. Number of engagements undertaken
iii. Promotions and advancement policy reviewed
iv. Employee rewards and recognition scheme developed

Expected Strategic Outcomes

Table 5 provides the strategic work-plan outlining the strategic objectives, activities and key performance indicators for building a diverse, inclusive, agile and high-performing Organization. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:

i. A values-driven, high performing and sustainable Organization of talented, diverse, competent, healthy, engaged and inspired people, who face the future with confidence
ii. Pro-activeness, and solution-oriented in terms of service delivery

Table 5: Building a Diverse, Inclusive, Agile and High-Performing Organization

Strategic objective	Planned Activities	2022	2023	2024	2025	2026	Responsible Department
1) Foster diversity and inclusivity	Review Human Capital policies to include Diversity, inclusion and Anti-discrimination Policy	Human Capital Policies Reviewed					Human Capital
2) Promote employee engagement	Promote open dialogue, and communication, people-centred leadership and team work	Annual Staff retreat and team building conducted	Annual Staff retreat and team building conducted	Annual Staff retreat and team building conducted	Annual Staff retreat and team building conducted	Annual Staff retreat and team building conducted	Human Capital
		Quarterly General Staff Meetings held	Quarterly General Staff Meetings held	Quarterly General Staff Meetings held	Quarterly General Staff Meetings held	Quarterly General Staff Meetings held	
		Internal Staff Newsletters published	Internal Staff Newsletters published	Internal Staff Newsletters published	Internal Staff Newsletters published	Internal Staff Newsletters published	
		Employee engagement activities	Employee engagement activities	Employee engagement activities	Employee engagement activities	Employee engagement activities	
		Employee Engagement survey		Employee Engagement Survey		Employee Engagement Survey	
3) Foster a high-performance culture	Strategically aligned talent acquisition	Talent acquired	Talent acquired	Talent acquired	Talent acquired	Talent acquired	Human Capital
	Set, track and review staff performance targets	Staff performance targets set; tracked and reviewed	Staff performance targets set; tracked and reviewed	Staff performance targets set; tracked and reviewed	Staff performance targets set; tracked and reviewed	Staff performance targets set; tracked and reviewed	Human Capital
	Develop employee performance-based reward and recognition system	Employee performance-based reward and recognition system developed	Employee performance-based reward and recognition system developed	Employee performance-based reward and recognition system developed	Employee performance-based reward and recognition system developed	Employee performance-based reward and recognition system developed	Human Capital

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	**2023**	**2024**	**2025**	**2026**	
	Review Promotions and advancement policy		Promotions and Advancement Policy reviewed	Promotions and Advancement Policy implemented	Promotions and Advancement Policy implemented	Promotions and Advancement Policy implemented	Human Capital
	Undertake staff Training & Development	Competency-based staff training and development	Competency-based staff training and development	Competency-based staff training and development	Competency-based staff training and development	Competency-based staff training and development	Human Capital
	Develop Work-From-Home Policy		Work-From-Home Policy developed	Work-From-Home Policy implemented	Work-From-Home Policy implemented	Work-From-Home Policy reviewed	Human Capital
		Occupational Health and Safety Policy implemented	Occupational Health and Safety Policy implemented	Occupational Health and Safety Policy implemented	Occupational Health and Safety Policy implemented	Occupational Health and Safety Policy implemented	Human Capital
4) Promote employee wellness	Undertake occupational Health and Safety and Wellness initiatives	Meditation and recreation areas designated					
		Employee wellness & fitness programmes implemented	Employee wellness & fitness programmes implemented	Employee wellness & fitness programmes implemented	Employee wellness & fitness programmes implemented	Employee wellness & fitness programmes implemented	Human Capital
		Financial wellness coaching	Financial wellness coaching	Financial wellness coaching	Financial wellness coaching	Financial wellness coaching	Human Capital

STRATEGIC GOAL VI: ENHANCE SERVICE DELIVERY THROUGH OPTIMAL USE OF DIGITAL TOOLS

Rationale

The future of work and, in essence, that of ARIPO lies in the optimal use of digital tools to enhance service delivery to stakeholders and ensure that the information is protected and safe in the digital space. Four strategic objectives were identified to ensure that ARIPO optimizes digital tools and stays relevant, especially in the fourth industrial revolution.

Strategic Objectives

The strategic objectives which deal with the optimal use of digital tools to enhance service delivery in the Organization are as follows:

i. Enhance interface between the ARIPO system and the stakeholders
ii. Align and integrate internal business processes
iii. Enhance the IP administration system and the e-service platform
iv. Ensure the security and reliability of the network and information systems

Expected Strategic Outputs

The expected key outputs are:

i. Mobile application to support the eservice module and application tracking developed
ii. Integration of Sage Evolution Modules and Polite+ enhanced
iii. ERP implemented
iv. Reviewed ICT use policy

Expected Strategic Outcomes

Table 6 provides the strategic work-plan outlining the strategic objectives, activities and key performance indicators for ensuring the optimal use of digital tools to enhance service delivery in the Organization. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:

i. Enhanced interface between the ARIPO system and the stakeholders
ii. Aligned and integrated internal business processes
iii. Enhanced IP administration system and e-service platform
iv. A secure and reliable network and information systems

Table 6: Enhance Service Delivery through Optimal Use of Digital Tools

Strategic objective	Planned Activities	2022	2023	2024	2025	2026	Responsible Department
		Key Performance Indicators					
1) Enhance interface between the ARIPO system and the stakeholders	Create interface between the finance module in Polite+ with Sage, E-payment and MS module	Prototype of the proposed system developed	Implementation of the improved system				Finance
	Implement the MS Module in the remaining MS	MS Module implemented in 2 MS	MS Module implemented in 2 MS	MS Module implemented in 2 MS	MS Module implemented in 2 MS		ICT
	Upgrade MS Module to meet changing demands	MS module upgraded	MS module upgraded	MS module upgraded	MS module upgraded	MS module upgraded	ICT
	Develop a mobile application to support the eService module and application tracking	Feasibility Study conducted; Mobile application requirements specifications developed; Mobile application developed and launched	Upgrade of the Mobile App	Upgrade of the Mobile App	Upgrade of the Mobile App	Upgrade of the Mobile App	ICT
	Implement the Copyright Voluntary Registration System	Technical Requirements document prepared; software and vendor selected	software developed and customized; Hardware procured	Copyright Voluntary Registration System implemented			ICT
	Assist Member States to integrate their database with ARIPO regional database		Establishing copyright database	Member States Copyright database integrated with the ARIPO regional database	Member States Copyright database integrated with the ARIPO regional database	Member States Copyright database integrated with the ARIPO regional database	ICT & Copyright and Related Rights

Strategic objective	Planned Activities	2022	2023	2024	2025	2026	Responsible Department
		Key Performance Indicators					
2) Align and integrate internal business processes	Enhance the integration of Sage Evolution Modules and Polite+	Prototype integration enhanced	integration implemented				ICT
	Digitization of finance files	Finance documents Digitized		Finance documents Digitized		Finance documents Digitized	Finance
	Implementation of an ERP	Feasibility study conducted; Requirements document prepared; software and vendor selected	ERP System Implementation	ERP System Implementation			ICT
3) Enhance the IP administration system and the e-service platform	upgrade the eService platform	eService platform upgraded with new payment methods, full document specifications, and IP Agents accounts	eService platform upgraded with enhanced search functionality	eService platform upgraded in line with changing needs	eService platform upgraded in line with changing needs	eService platform upgraded in line with changing needs	ICT
	POLite+ System upgrade	POLite+ system upgraded in line with changing needs and changes to the Protocols	POLite+ system upgraded in line with changing needs	POLite+ system upgraded in line with changing needs	POLite+ system upgraded in line with changing needs	POLite+ system upgraded in line with changing needs	ICT
	Financial data cleansing in Polite+	Accurate financial data in the Polite+ system					Finance
4) Ensure the security and reliability of the network and information systems	Review the ICT Use policy	The ICT Use policy reviewed	The ICT Use policy reviewed	The ICT Use policy reviewed	The ICT Use policy reviewed	The ICT Use policy reviewed	ICT
	Procure and upgrade of hardware and software	The network upgraded	telephone system upgraded				ICT
		Procurement of desktops, laptops printers and Still & video camera undertaken	Procurement of desktops, laptops and Still & video camera undertaken	Procurement of desktops and laptops	Procurement of desktops and laptops	Procurement of desktops, laptops and servers	ICT

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
		Subscription to Liberty 3 Library Management Software; Adobe creative tools and EPOQUE renewed	Subscription to Liberty 3 Library Management Software; Adobe creative tools and EPOQUE renewed	Subscription to Liberty 3 Library Management Software; Adobe creative tools and EPOQUE renewed	Subscription to Liberty 3 Library Management Software; Adobe creative tools and EPOQUE renewed	Subscription to Liberty 3 Library Management Software; Adobe creative tools and EPOQUE renewed	ICT
		Still & video camera procured					
	Review the ICT Business Continuity Plan	Review of the ICT Business Continuity Plan undertaken	Review of the ICT Business Continuity Plan undertaken	Review of the ICT Business Continuity Plan undertaken	Review of the ICT Business Continuity Plan undertaken	Review of the ICT Business Continuity Plan undertaken	ICT ICT

STRATEGIC GOAL VII: EFFECTIVE AND EFFICIENT COMMUNICATION AND MARKETING

Rationale

Effective and efficient communication is key to the success of any Organization. The engagement of all stakeholders, both internally and externally, is essential to achieving the set goals and maintaining strong working relationships at all levels. Therefore, to ensure ARIPO achieves effective and efficient communication and marketing, three strategic objectives were identified.

Strategic Objectives

The strategic objectives for achieving effective and efficient communication and marketing in the Organization are:
i.   Enhance communication for efficient service delivery
ii. Brand enhancement and management
iii. Enhance conversation and inclusiveness of ARIPO in the IP ecosystem

Expected Strategic Outputs

The expected key outputs are:
i.   New website developed
ii. Annual report disseminated
iii. ARIPO brand guide revised
iv. Observer status in RECs.

Expected Strategic Outcomes

Table 7 provides the strategic work-plan outlining the strategic objectives, activities and key performance indicators for ensuring effective and efficient communication and marketing in the Organization. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:
i.   Enhanced communication and efficient service delivery
ii. Enhanced and managed brand
iii. Enhanced engagement of ARIPO in the IP ecosystem

Table 7: Effective and Efficient Communication and Marketing

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
1) Enhance communication for efficient service delivery	Modernise and upscale the messaging and communication channels of ARIPO internally and externally	Messaging and communication channels Modernised and upscaled	-				Comms
	Develop new website	new website developed			Website revamped		ICT & Comms
	Establish a helpdesk	helpdesk established					ICT & Comms
	Promote ARIPO's activities through media and social media	ARIPO's activities promoted on social media	ARIPO's activities promoted on social media	ARIPO's activities promoted on social media	ARIPO's activities promoted on social media	ARIPO's activities promoted on social media	Comms
		ARIPO's activities promoted through media engagements	ARIPO's activities promoted through media engagements	ARIPO's activities promoted through media engagements	ARIPO's activities promoted through media engagements	ARIPO's activities promoted through media engagements	Comms
	Produce short videos on ARIPO's core business.	5 videos produced	5 videos produced				Comms
	Purchase Library books and Subscribe to Online IP Information Resources	Purchase Library books and subscriptions undertaken	Purchase Library books and subscriptions undertaken	Purchase Library books and subscriptions undertaken	Purchase Library books and subscriptions undertaken	Purchase Library books and subscriptions undertaken	Academy
	Production and dissemination of annual report	Annual report produced and disseminated	Annual report produced and disseminated	Annual report produced and disseminated	Annual report produced and disseminated	Annual report produced and disseminated	Academy & Comms
	Conduct virtual training for member states on communication	One virtual training conducted	One virtual training conducted	One virtual training conducted	One virtual training conducted	One virtual training conducted	Comms & Academy

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
2) Brand enhancement and management	Enhance ARIPO's brand visibility on World IP Day	Supplement published in the national daily paper of all Member States and DG's video produced	Supplement published in the national daily paper of all Member States and DG's video produced	Supplement published in the national daily paper of all Member States and DG's video produced	Supplement published in the national daily paper of all Member States and DG's video produced	Supplement published in the national daily paper of all Member States and DG's video produced	Comms
	Revise the ARIPO brand guide	ARIPO brand guide revised					Comms
	Procurement of ARIPO branded merchandise	ARIPO branded merchandise procured	ARIPO branded merchandise procured	ARIPO branded merchandise procured	ARIPO branded merchandise procured	ARIPO branded merchandise procured	Comms
	Identify and engage Internal and external brand ambassadors to promote the ARIPO brand	Internal brand ambassadors trained					Comms
		External brand ambassadors identified and engaged	External brand ambassadors identified and engaged	External brand ambassadors identified and engaged	External brand ambassadors identified and engaged	External brand ambassadors identified and engaged	Comms
	Request for observer status in RECs	Request for observer status in RECs undertaken					Legal
3) Enhance conversation and inclusiveness of ARIPO in the IP ecosystem	Participating in User Forums - CBD; INTA; IIPLA; AIPPI; FICPI; Singapore Forum; and IIPSS	Participation in the forums undertaken	Participation in the forums undertaken	Participation in the forums undertaken	Participation in the forums undertaken	Participation in the forums undertaken	Search & Substantive Examination, Formality Examination & Legal
	Participate in AfCFTA IP-related Initiatives	Participation in AfCFTA IP-related Initiatives undertaken	Participation in the AfCFTA IP-related Initiatives undertaken	Participation in the AfCFTA IP-related Initiatives undertaken	Participation in the AfCFTA IP-related Initiatives undertaken	Participation in the AfCFTA IP-related Initiatives undertaken	Legal

STRATEGIC GOAL VIII: ACHIEVE GREATER FINANCIAL SUSTAINABILITY

Rationale

Financial sustainability is about having a solid financial foundation which enables growth. Almost 90% of the ARIPO's revenue is derived from delivery of IP services under the Harare and Banjul Protocols. This poses a single income risk which calls for exploration of other sources of income generation to enhance the Organization's financial sustainability.

Strategic Objectives

The strategic objectives for enhancing financial sustainability for the Organization are aimed at ensuring the management and compliance of financial operations and reporting in accordance with best practice and international accounting standards. These objectives are:

i. Optimize management of working capital and improve the Organization's annual liquidity to achieve 1.5+ current ratio by 2026
ii. Effective management of treasury
iii. Effective and timely financial reporting

iv. Revenue diversification

Expected Strategic Outputs

The expected key outputs are:
i. Reserve investment fund established
ii. Funding model of the Organization reviewed and enhanced
iii. New revenue streams generated

Expected Strategic Outcomes

Table 8 provides the strategic work-plan outlining the strategic objectives, activities and key performance indicators to facilitate the achievement of financial sustainability for the Organization. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:
i. Improved liquidity
ii. Adequate funding of activities
iii. Established investment options
iv. Unqualified Audited Financial Statements
v. Revenue increased by 50 % by 2026

Table 8: Achieve Financial Sustainability

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
1) Optimise management of working capital and improve Organization's annual liquidity	Manage all liabilities to achieve 1.5+ current ratio by 2026	0.8+ current ratio	0.9+ current ratio	1.1+ current ratio	1.3+ current ratio	1.5+ current ratio	Finance
2) Effective Treasury Management	Establish and implement a reserve investment fund			Reserve investment fund established	reserve account growth from investment	reserve account growth from investment	Finance
3) Effective and timely financial reporting		IPSAS compliant financial statements	IPSAS compliant financial statements	IPSAS compliant financial statements	IPSAS compliant financial statements	IPSAS compliant financial statements	Finance
	Compliance with IPSAS	Unqualified Audited Financial Statements	Unqualified Audited Financial Statements	Unqualified Audited Financial Statements	Unqualified Audited Financial Statements	Unqualified Audited Financial Statements	Finance
4) Revenue diversification	Mobilize financial resources for the Organization	Project funding proposals developed	Project funding proposals developed + funding secured	Project funding proposals developed + funding secured	Project funding proposals developed + funding secured	Project funding proposals developed + funding secured	Finance
	Review the funding model of the Organization		Funding model reviewed			Funding model reviewed	Finance

STRATEGIC GOAL IX: ENHANCE GOVERNANCE, RISK AND CONTROL EFFECTIVENESS

Rationale

To ensure effective and efficient delivery of the Organization's mandate, sustainable business risk management is very important as every business, regardless of kind, is exposed to risk. Risk management systems within the Organization ensure that risk is minimized. ARIPO, like all other businesses, has inherent risks it is exposed to. Therefore, this strategic goal seeks to ensure any business risk that the Organization is exposed to is either minimized or eliminated.

Strategic Objectives

The strategic objectives to ensure effective governance, risk and control (GRC) in the Organization are as follows:
i.   Enhance ARIPO corporate governance
ii. Effective enterprise risk management
iii. Effective internal control systems
iv. Strategic plan performance management

Expected Strategic Outputs

The expected key outputs are:
i.   Corporate services manuals and regulation policies reviewed
ii. Procurement and assets disposal policy reviewed
iii. Risk management framework developed

Expected Strategic Outcomes

Table 9 provides the strategic work-plan outlining the strategic objectives, activities and outputs to ensure effective resources management, governance and risk control. Overall, the expected strategic outcomes to be realised from undertaking the activities include the following:
i.   Strong Organizational culture of integrity
ii. Positive performance and a sustainable Organization
iii. Safeguarded and secured financial assets
iv. Adherence to internal policies and controls
v.   Successful implementation of the Strategic Plan

Table 9: Enhance Governance, Risk and Control (GRC) Effectiveness

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
1) Enhance ARIPO's corporate governance	Review corporate services (financial, administrative, human capital, ICT) manuals and regulation policies	corporate services manuals and regulation policies reviewed	corporate services manuals and regulation policies reviewed	corporate services manuals and regulation policies reviewed	corporate services manuals and regulation policies reviewed	corporate services manuals and regulation policies reviewed	Finance, Admin, Human Capital, ICT
	Review compliance with protocols, policies, rules, regulations laws, standards, and governance codes	Report on compliance review	Report on compliance review	Report on compliance review	Report on compliance review	Report on compliance review	Audit
	Review of ARIPO corporate governance in line with best practices	ARIPO corporate governance framework reviewed	corporate governance code adopted				Audit
	Continuous improvement of Internal Audit policy instruments	Internal Audit policy instruments reviewed	Internal Audit policy instruments reviewed	Internal Audit policy instruments reviewed	Internal Audit policy instruments reviewed	Internal Audit policy instruments reviewed	Audit
	Review of the activities for continuous engagements on corporate governance issues		Report on the effectiveness of governance engagements			Report on the effectiveness of governance engagements	Audit
		GRC engagements	GRC engagements	GRC engagements	GRC engagements	GRC engagements	Audit
	Audit of Quality control		Quality control audit report for the IP division			Quality control audit report for the IP division	Audit
	Enforce compliance with protocols, policies, rules, regulations, laws, contracts and standards	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	Legal

Strategic objective	Planned Activities	Key Performance Indicators					Responsible Department
		2022	2023	2024	2025	2026	
	Review of the procurement and assets disposal policy	Procurement and assets disposal policy reviewed					CSE
	Comprehensive enterprise Risk Management	Risk management framework developed	Risk management framework implemented	Risk management framework implemented	Risk management framework implemented	Risk management framework implemented	CSE
	Enterprise Risk Management assurance	Enterprise Risk Management assurance report	Enterprise Risk Management assurance report	Enterprise Risk Management assurance report	Enterprise Risk Management assurance report	Enterprise Risk Management assurance report	Audit
2) Effective Enterprise Risk Management (ERM)	Emerging issues on risk management	Report on emerging issues on risk management	Report on emerging issues on risk management	Report on emerging issues on risk management	Report on emerging issues on risk management	Report on emerging issues on risk management	Audit
		Risk sensitization activities	Risk sensitization activities	Risk sensitization activities	Risk sensitization activities	Risk sensitization activities	Audit
	Continuous improvement of the control environment	Improvements to the control environment made	Improvements to the control environment made	Improvements to the control environment made	Improvements to the control environment made	Improvements to the control environment made	Audit
	Benchmark and make appropriate recommendations for improvement on ARIPO systems	Report on governance structure		Report on governance structure		Report on governance structure	Audit
	Review the effectiveness of the implementation of the strategic plan activities	Effectiveness of the implementation of the strategic plan activities reviewed	Effectiveness of the implementation of the strategic plan activities reviewed	Effectiveness of the implementation of the strategic plan activities reviewed	Effectiveness of the implementation of the strategic plan activities reviewed	Effectiveness of the implementation of the strategic plan activities reviewed	Audit
3) Brand enhancement and management	Strategy implementation monitoring and evaluation	Strategy implementation monitoring and evaluation Reports	Strategy implementation monitoring and evaluation Reports	Strategy implementation monitoring and evaluation Reports	Strategy implementation monitoring and evaluation Reports	Strategy implementation monitoring and evaluation Reports	CSE

8. MONITORING AND EVALUATION FRAMEWORK

Rationale

A clear-cut, inclusive and easy to coordinate strategy implementation monitoring and evaluation framework shall assure the successful implementation of the 2022-2026 Strategic Plan. The strategy demands coordinated implementation throughout the Organization and with the relevant external cooperating partners. Therefore, the existing institutional structures and oversight bodies shall be instrumental towards this cause. The Secretariat shall implement approved programme of activities of the Organization in accordance with the Strategic Plan and the responsibility assigned to it by the governing bodies of the Organization. The Secretariat shall work in close collaboration with the Member States, Cooperating Partners, Users of the ARIPO system and all other relevant stakeholders to ensure support, coherence and mutual accountability for the achievement of strategic goals.

8.1 Overview of the Results Framework

As ARIPO embarks on implementing the 2022-2026 Strategic plan, the Organization has adopted a comprehensive Results Framework. The internal architecture of the Results Framework provides a snapshot of development impact, expected strategic outputs and outcomes which summarizes and matches the priorities set out in the preceding sections of the Strategic Plan. The Results Framework presents the causal-effect chain leading from activities all the way up to impact.

The Results Framework in Figure 1 comprises 4 levels:
- Level 1 monitors ARIPO's contribution to the development impact, in particular enhanced socio-economic and technological development and ultimately inclusive sustainable development through value creation and quality IP services. Intermediate outcomes are monitorable. It underscores that impact, as a long-term result, will only become realizable and measurable post strategy execution 2022-2026 period.

- Level 2 captures ARIPO's nine interrelated Strategic Goals for which it is accountable. These Immediate Outcomes are the main channels to deliver its value addition and increase the delivery of innovative IP services.
- Level 3 tracks ARIPO Outputs that will lead to the desired Outcomes. This level specifically measures the quality and effectiveness of ARIPO's portfolio and its operations.
- Level 4 measures the efficiency of ARIPO by tracking the completion of the core activities and the related Inputs needed to undertake them. The Organization may track areas of internal reform; develop additional tailor-made tools for monitoring and evaluation; review of procedures, engaging, mobilising and incentivizing staff, and improving cost-efficiency and scaling up institutional and financial sustainability

Emphatically, it is very difficult to attribute overall development results to the work of a single institution. Development results derive from ownership and commitment, engagement, consultation, uptake levels, regulatory frameworks, environmental dynamics and a combination of countless decisions and actions by governments, strategic partners, industry and sector players. The Results Framework is cemented by the architecture in the Strategy Map and Integrated Balanced Scorecard.

8.2 Implementation Monitoring and Review of the Strategic Plan

The Implementation Monitoring and Evaluation (M&E) Framework is based on the Integrated Balanced Scorecard metrics and Strategy Implementation Model that provides an informed basis for operationalizing the Strategic Plan (See Figure 2 and Annexes 2 and 3). Based on the M&E framework, the implementation of the Strategic Plan enhances results accountability, outputs-outcomes tracking and ongoing development impact.

8.2.1 Quarterly Performance Assessment

Monitoring and evaluation of implementation will be done quarterly for every employee. Every employee will be required to develop their annual wok plan based on relevant strategic goals at the beginning of the year, implementation of which will be reviewed every quarter.

8.2.2 Annual Strategic Plan Performance Updates

The Organization shall report, on an annual basis, the status of implementation of the Strategic Plan to the Administrative Council.

8.2.3 Strategic Plan Review

The implementation of the Strategic Plan will be subjected to two evaluations, namely, Mid-term Review and End of Term Review. The Mid-term Review will specifically seek to assess progress, mitigate challenges, and to exploit new opportunities that may arise mid-term. The End of Term Review will focus on building on progress, draw lessons learnt and provide accountability for development impact to stakeholders and form a basis for the development of the next strategic plan.

Figure 1: ARIPO RESULTS FRAMEWORK

IMPACT: Enhanced inclusive socio-economic and technological development

INTERMEDIATE OUTCOMES: Increased quality of IP services and systems / Improved promotion of and co-operation in intellectual property matters

STRATEGIC GOALS	IMMEDIATE OUTCOMES	STRATEGIC OUTPUTS (#)	CORE ACTIVITIES
Strategic Goal 1	Improved legal frameworks; Improved efficiency of examination, granting and registration of IP titles	Legal frameworks components reviewed.; Systems aligned with international standards Interventions enhancing examination capacity	Developing effective legal frameworks; Benchmarking
Strategic Goal 2	Improved performance of the protocols in terms of both ratification and domestication; Enhanced utilization of national and institutional IP Policies	Protocols, model regulations reviewed, harmonized; Policy-making seminars conducted to enhance IP policies Institutions	Review the effectiveness of ARIPO Model Law; Conduct studies and seminars
Strategic Goal 3	Increased Membership, Strengthened cooperation with RECs and International Organizations; Enhanced participation of the Member States Improved adoption of policies and implementation	Performance of the protocols reviewed; National and institutional IP Policies developed	Conducting high Level membership missions; Initiate cooperation agreements
Strategic Goal 4	Enhanced IP digital library and ARIPO Journal Quarterly updated Regional IP Database; Improved enrolment for academic programmes	Quarterly updated Regional IP Database; Increased number of IP applications filed with ARIPO	Building Capacity Develop Copyright and Related Rights Publications; Training on processing applications
Strategic Goal 5	A values-driven, talented, high performing and sustainable organization; Pro-activeness, and solution-oriented in terms of service delivery	Employee satisfaction survey; Annual Staff retreat and team building conducted Work-From-Home Policy	Reviewing human capital policies, inclusion and incentives; Review performance-based reward system
Strategic Goal 6	Enhanced interface between the system and the stakeholders; Aligned and integrated internal business	IP administration system and the e-service platform; Application to support the eService module and application tracking	Integration of database with ARIPO regional database; Reviewing and upgrade IP Systems
Strategic Goal 7	Enhanced communication and efficient service delivery; Enhanced managed brand	New website; Annual report ARIPO's video.	Marketing the organization Participate in IP Initiatives; Develop new website Branding
Strategic Goal 8	Improved liquidity Adequate funding of activities; Established investment options	Funding model; Financial reports Risk Policy	Minimizing costs Building funding partnerships; Mobilize financial resources
Strategic Goal 9	Strong Organizational culture Improved performance; Safeguarded and secured financial assets	ARIPO corporate governance framework; Comprehensive enterprise Risk Management	Complying with internal controls and governance; Review compliance with protocols, rules

Fig 2: ARIPO STRATEGY MAP AND INTEGRATED BALANCED SCORECARD

STRATEGY MAP	OBJECTIVES	MEASURES	TARGETS	INITIATIVES
FINANCIAL	Revenue growth	Revenue growth	10% year-on-year	Review funding model
	Optimize working capital management	Working capital ratio	1.5+ current ratio	Prudent financial management
	Revenue diversification	External funding of strategic initiatives	10% of budget per year	Resource mobilization
STAKEHOLDERS	Enhance IP promotion & capacity building in the MS	Promotional & capacity building activities	5 symposiums, 7 workshops & 5 IP conferences conducted; 15 cohorts graduated, 95 scholarships offered, 50 universities trained	Promote the development & implementation of IP policies & strategies in the MS; Initiate development of IP curricula; Increase MIP scholarships
	Enhance Strategic partnerships and cooperation	Active MoUs	100% existing partnerships retained and new partnerships established	Retain existing partnerships and establish new ones
	Brand enhancement	New and retained users	Number of new and retained users	Enhance ARIPO's brand visibility
		Uptake of the protocols	Increased number of ratifications & filings	Provision of premier IP services
	Enhance participation of ARIPO in the IP ecosystem	IP Fora participated in	Number of IP Fora participated in	Participate in IP Fora
	Increase membership of the Organization	Membership growth	25% growth in membership of the Organization	Membership drive
	Establish a Regional IP Information repository	Regional IP Information repository	Regional IP information repository established	Research and development; Transformation of the ARIPO library to a Regional IP Information Repository
INTERNAL PROCESSES	Align and integrate internal business processes	Integrated processes	SAGE, Polite+ and E-service functions aligned & integrated	Alignment and integration of Sage Evolution Modules, Polite+ and e-service
	Enhance Corporate Governance and Enterprise Risk Management	Operating manuals, procedures and regulation policies	Operating manuals, procedures and regulation policies reviewed	Review corporate governance frameworks
		Risk register	Risk register updated quarterly	Update enterprise risk register
	Strengthened legal framework	Lusaka Agreement & the protocols	Lusaka Agreement & the protocols reviewed	Review the Lusaka Agreement & the protocols
	Efficient examination and grant/registration processes	Processing efficiency	Form13 within 10 days; Form 18/21 within 20 months; Certificates within 5 days	Efficient examination and granting/registration workflow
	Ensure the security and reliability of the network and the systems	Downtime occurrence; Security measures	< 1% downtime; < 1% Malware	Enhance cyber security measures
ORGANIZATIONAL CAPACITY	Acquire competent talent and foster a high-performance culture	Balanced scorecards and performance targets	Above set baseline performance	Institutionalize BSC performance management
	Align employee skills capabilities and strategy	Employee development plans	100%	Continuous employee development programs
	Promote employee engagement, diversity and inclusivity	Employee engagement index	<75% engagement	Employee engagement surveys
	Promote employee wellness	Wellness programs	Employee mobility and work-life balance promoted	Undertake occupational Health and Safety and Wellness programs
	Enhance the implementation of ERP systems	Integrated ERP systems	SAGE, Polite+ and E-service systems integrated	Integrate SAGE, Polite+ and E-service systems
	Enhance ARIPO system interface with the MS	MS connected to MS Module	All member states party to the Harare protocol connected to MS Module	Implement the MS Module
	Upgrade the IP administration system	Upgraded IP administration system	The IP administration system upgraded	Upgrade the IP administration system

9. RESOURCE MOBILISATION

Rationale

In line with the financial sustainability goal, there is need for robust mobilisation of resources to support a number of activities inter-alia capacity building, infrastructural development and IP Promotion activities that may not be covered by the Organization's revenue; that is income from the Protocols and Member State contributions. The Organization shall pursue the following initiatives in its resource mobilisation drive:

• Developing a resource mobilisation plan
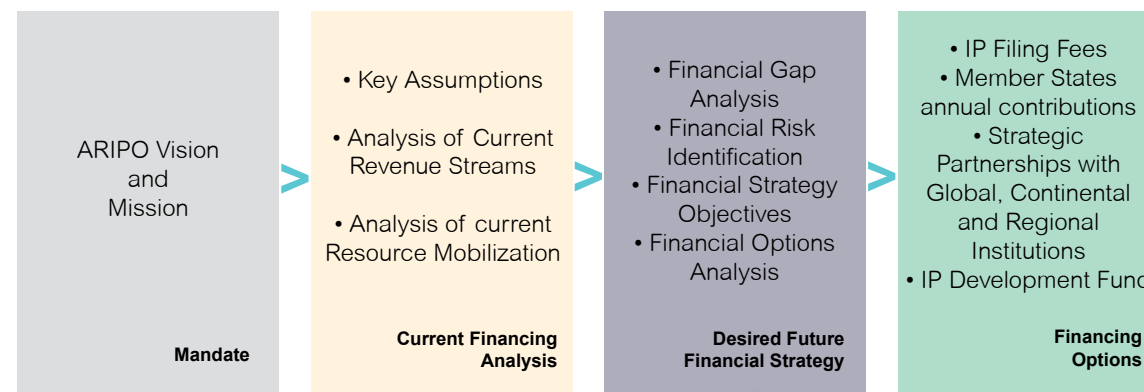• Reviewing the ARIPO funding model

9.1 FINANCIAL SUSTAINABILITY FRAMEWORK

In addition to reviewing the funding model, the Organization shall seek strategic partnerships for possible funding of some of its activities. The Model in Figure 3 layouts and highlights the overall financial sustainability framework, strategies, and options to support strategy execution. Further, financial sustainability is integrated with core corporate functions including targeted institutional marketing, relationship building, trust, image and promoting the Organization to all stakeholders.

Fig 3. ARIPO Financial Sustainability Model

ARIPO Vision and Mission

Mandate

• Key Assumptions
• Analysis of Current Revenue Streams
• Analysis of current Resource Mobilization

Current Financing Analysis

• Financial Gap Analysis
• Financial Risk Identification
• Financial Strategy Objectives
• Financial Options Analysis

Desired Future Financial Strategy

• IP Filing Fees
• Member States annual contributions
• Strategic Partnerships with Global, Continental and Regional Institutions
• IP Development Fund

Financing Options

10. RISK MANAGEMENT FRAMEWORK

In derisking the strategy execution processes and pathways to optimize outputs and outcomes delivery, the Organization seeks to ensure the achievement of ARIPO's objectives and pro-active approaches to risk identification and allocation.

Based on its risk appetite as per Risk Policy, the Organization further aims to assess and mitigate current and future significant strategic, financial, operational, governance and compliance risk exposures likely to generate constraints in implementing the Strategic Plan. The Strategic Plan is reinforced by an integrated risk management framework which promotes risk management processes and informs sound decision making by the Organization. This is further strengthened by adequate and effective internal control measures to enhance compliance and safeguards; sound corporate governance practices and sustainability.

The Risk Management Framework depicted in Figure 4, will be used to support the implementation of the Strategic Plan.
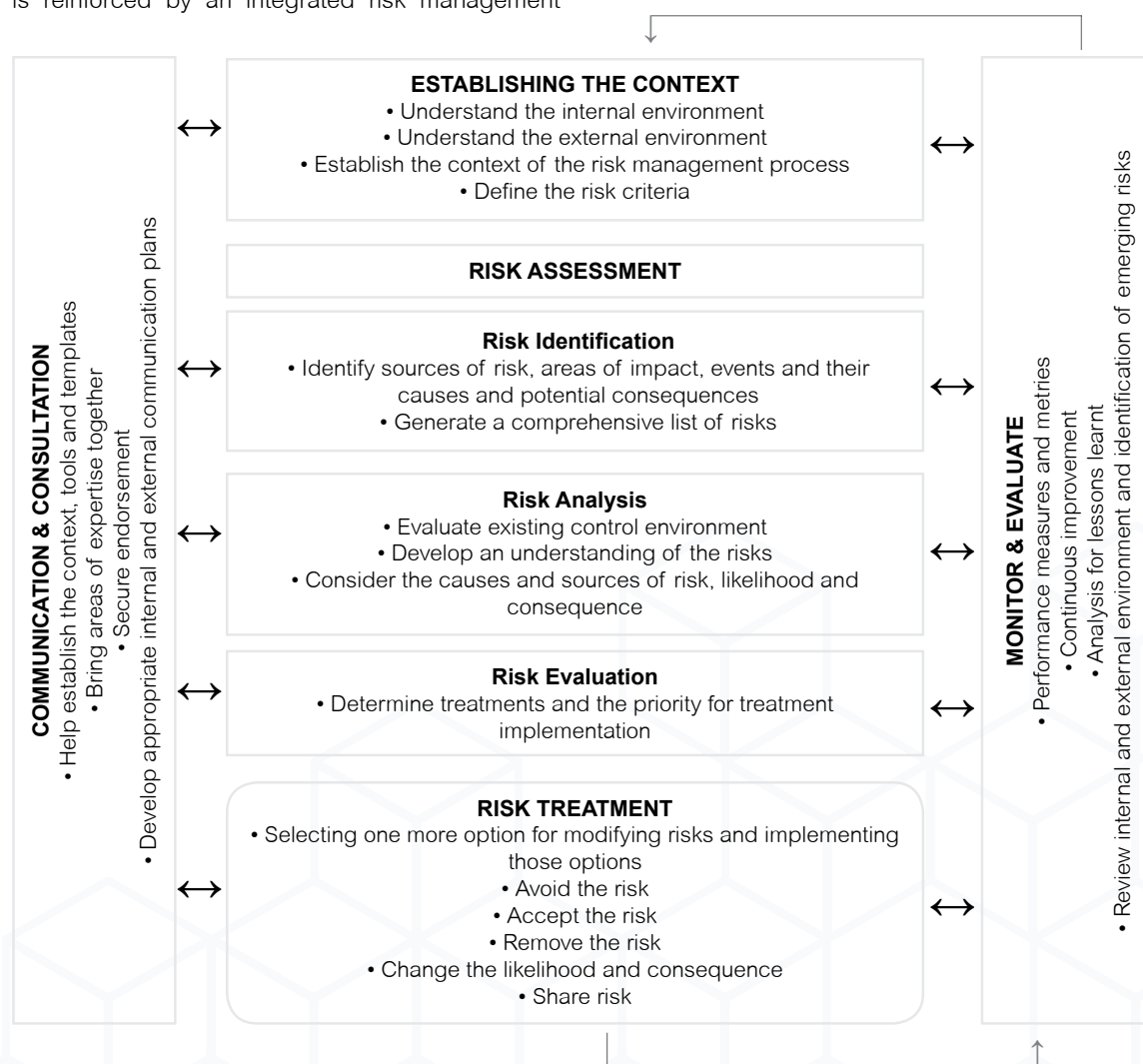

Figure 4: Risk Management Framework

The Organization's Risk Profile, based on this Risk Management Framework, is presented as Annex 4.

ANNEXES

ANNEX 1. CONSULTATIVE STRATEGIC PLANNING PROCESS

The strategic planning commenced in February 2021 with the appointment of a seven-member Strategic Planning Committee by the Director General to facilitate the planning process. The Committee comprised the following: Dr. Byson C. Sabola, Capacity Building Officer (Chairperson), Dr. Graham Mhlakaza, Head of Human Capital (Secretary), Mr. Ahmed Ibrahim (Senior Patent Examiner), Mrs. Susan Mwiti (Communications Officer), Mr. Said Ramadhan (Senior Patent Examiner), Mrs. Palesa Kaibe-Mukarakate (Head of Finance) and Mrs. Naniso Manjengwa (Finance Officer). The Committee's work commenced with a situation analysis to comprehensively assess ARIPO's internal and external environment with a view to identifying the Organization's strengths, weaknesses, opportunities and threats (SWOT) that impact or can impact on the delivery of its services and mandate. Online questionnaires were developed and administered to the Organization's different stakeholders, namely, the Member States' National IP offices, Copyright Offices, Collective Management Organizations (CMO), IP Agents, Cooperating Partners, Universities, R&D institutions, SMEs and Secretariat Staff. The responses to the online situation analysis questionnaires were analysed and the results formed the basis upon which the strategic options were selected.

The next step involved the development of the ARIPO strategic direction comprising a vision, mission, core values, strategic goals and objectives. The strategic direction was validated during a four-day workshop held from 2 to 7 June 2021. After validation of the Strategic Direction, all Secretariat Staff grouped by departments, embarked on the development of five-year activities for each strategic objective. The activities developed during the workshop were consolidated and streamlined by the Strategic Planning Committee. A Monitoring and Evaluation Framework for the Strategic Plan was then developed.

The Organization engaged an external consultant to conduct an expert review and gap analysis of the draft Strategic Plan and provide recommendations to assist the Strategic Planning Committee in finalizing the draft Strategic Plan. The review process continued with the presentation of the Strategic Plan document to Technical and Administrative Committees of the Administrative Council which met from September to October 2021. The comments from the Committees were used to improve the Strategic Plan before its submission to the Administrative Council for approval.

ANNEX 2. ARIPO STRATEGY MAP AND INTEGRATED BALANCED SCORECARD

Accountability for the Organization's financial, human and material resources, as well as their optimal use shall be critical towards the implementation of the Strategic Plan. This shall be ensured through prudent financial, human and material resources management approaches. To that end, the Balanced Scorecard shall form the framework for the monitoring and evaluation of the ARIPO Strategic Plan 2022-2026. The Balanced Scorecard is a strategic planning and management system that is used extensively in business and industry, government, and inter-governmental organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. The Balanced Scorecard facilitates integrated strategic planning and performance measurement with a focus on "balancing" strategic non-financial performance measures to the traditional financial metrics in order to provide organizations with a more "balanced" view of organizational performance. The Balanced Scorecard visualizes the Organization's business model in a Strategy Map that outlines the cause-and-effect relationships between the different strategic objectives to facilitate organizational performance measurement around four perspectives namely: Financial, Stakeholder, Internal Processes and Organization Capacity. The ARIPO Strategic Plan 2022-2026 aligns with the Balanced Scorecard's key perspectives as follows:

• The **financial perspective** informs the organisation of the bottom-line results and reflects the high-level financial objectives, financial measures and initiatives that will ensure financial sustainability of the Organization over the next 5 years. These include year-on-year revenue growth, and improved working capital ratio that will assure the Organization's economic viability, and continued operation as a going concern.

• The **stakeholder perspective** seeks to competitively differentiate the Organization and encompasses the strategic objectives, measures and initiatives that are directly related to addressing the needs and expectations of the Organization's stakeholders i.e. the Member States, potential

Member States, Users of the ARIPO System, and Cooperating Partners. The stakeholder perspective endeavours to express who the stakeholders are; in which segment do they belong; how can more value be derived by them and vice versa.

• The **internal processes perspective** encompasses the key processes that the business requires to operate efficiently in order to continue adding value to customers and stakeholders. The objectives and measures in this perspective are therefore developed after formulating objectives and measures in the financial and stakeholder perspective. It is necessary to identify the current and future customer needs and then develop innovative solutions to meet those futuristic needs. This perspective seeks to determine which processes to improve or embark on and perform the best so as to win more Member States, Users whilst retaining existing ones; and what internal activities should be undertaken to sustain key competencies.

• The **organization capacity** defines the competencies, the know-how, technology and environment needed to support the organizational processes and activities. Additionally, they are the enablers of the other three perspectives and are the foundation on which the Balanced Scorecard is built. In this perspective, organizations should be able to answer questions such as what must we be great at performing and how do we equip and train our people to get to that level; what climate and culture nurtures growth; what do we have to do in developing and training our people in order to achieve the other objectives. Once the measures have been identified in this perspective, the gaps between the current organisational infrastructure of employee skills and the information systems, and the level necessary to achieve results will be revealed. The measures designed will therefore close the gaps and ensure sustainable performance for the future.

The strategy map is a key element of the Balanced Scorecard framework and it describes the value creation process in terms of the aforementioned four perspectives. The map is anchored in a bottom-up approach, and cause-effect relationship

to describe how value financial sustainability and stewardship is built for the benefit of the Member States through the delivery of value to the Users of the system and other stakeholders. This will be supported by improved internal organizational processes and people management.

The ARIPO Strategy Map is presented below showing how the Organization can create value by linking strategic objectives in a cause-and-effect relationship based on the four Balanced Scorecard Perspectives.
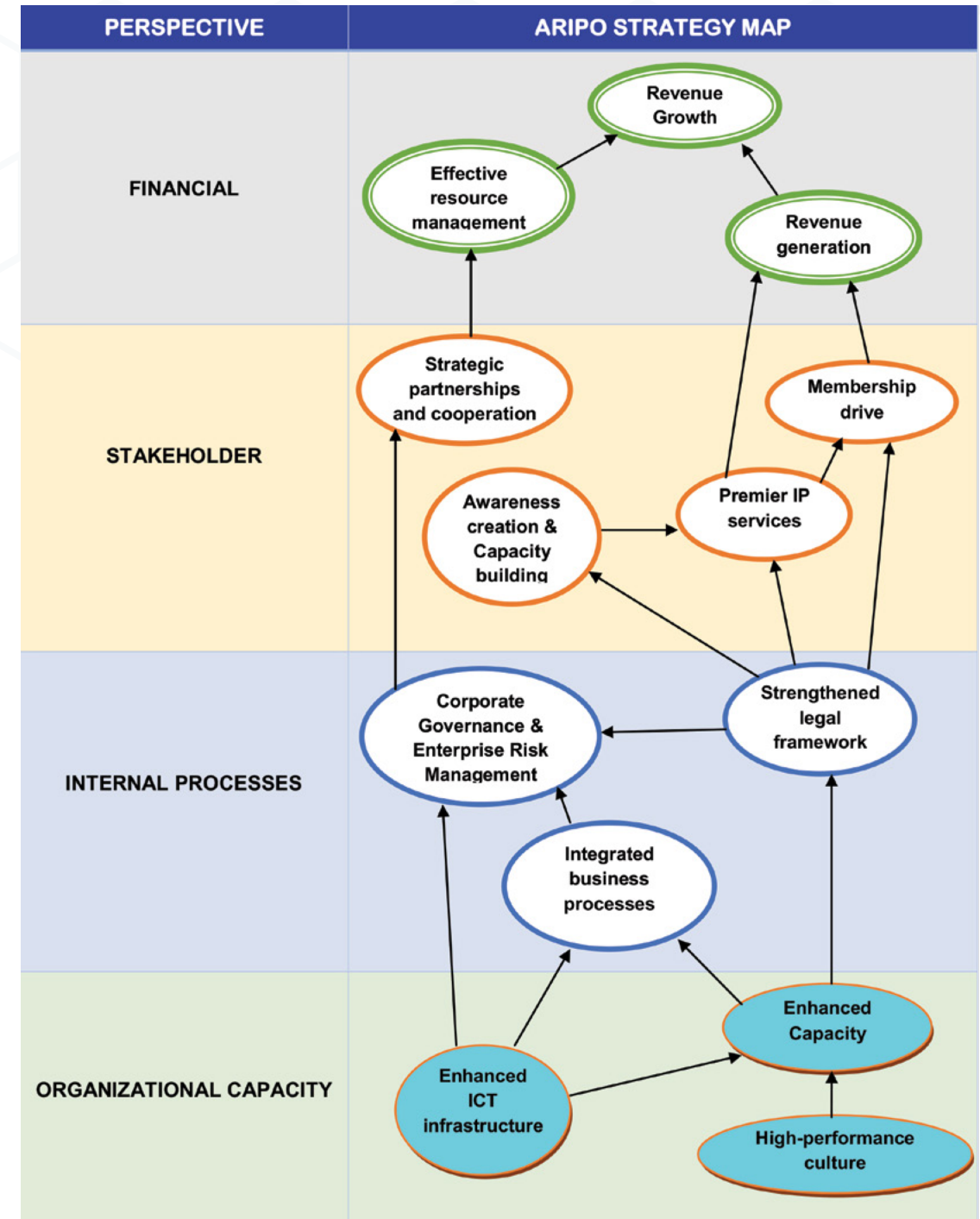
ANNEX 3. STRATEGY IMPLEMENTATION MODEL

The successful implementation of the strategic plan is incumbent on effective planning, direction, execution and accountability across the Organization. Therefore, each level of the Organization must be aware of the expectations, receive support and be held accountable for their performance. The Strategy Implementation Model as depicted in Figure 5 seeks to clarify on: the importance of vision, direction, priorities and expectations; stimulate commitment; and create an enabling environment for performance to thrive.
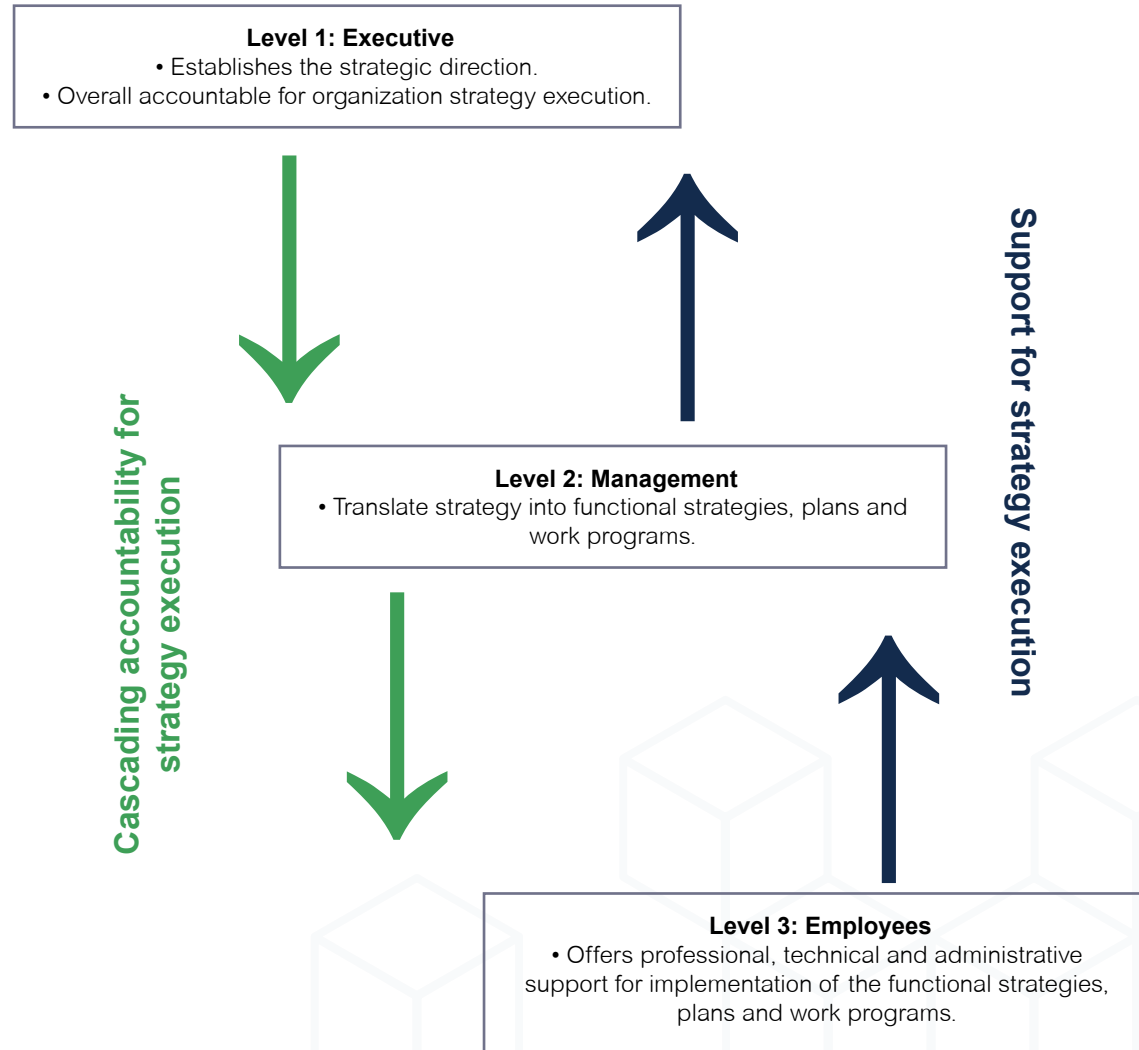
Level 1: Executive
• Establishes the strategic direction.
• Overall accountable for organization strategy execution.

Cascading accountability for strategy execution

Support for strategy execution

Level 2: Management
• Translate strategy into functional strategies, plans and work programs.

Level 3: Employees
• Offers professional, technical and administrative support for implementation of the functional strategies, plans and work programs.

Figure 5: Strategy Implementation Model

ANNEX 4: STRATEGIC RISK PROFILE

Risk ID	Strategic Objective	Risk Description	Consequences	Risk Classification	Risk Control Mechanisms
1	Revenue diversification	Limited Revenue Streams for the Organization	Failure to implement Organisation's programmes	High	Operationalise the dormant protocols and widen the revenue streams
2	Effective Legal Frameworks	ARIPO Protocols ratified but not domesticated by Contracting States	• Users reluctant to use ARIPO route, • Ratification of / accession to the Protocols would not increase filings	High	Sensitizing Member States during Governing Bodies' Meetings, High level missions, and workshops on the need to domesticate the Protocols
3	Enhance ARIPO's corporate governance	Risk that resources are not allocated in a way which fully supports the achievement of strategic objectives	ARIPO Secretariat will not be achieving entire objectives of the Organizational strategy	High	Resource prioritisation and allocation is done during the budgeting process. Management takes responsibility for the implementation of the recommendations of the governing bodies with timelines agreed.
4	Increase accessibility of IP rights information	Inaccessibility of IP Information due to unavailability of information systems	Failure to provide up-to-date IP information	High	Enhanced back-up and recovery solutions
5	Ensure the security and reliability of the network and information systems	Cyber security attacks	Damage to computer equipment and loss of information	High	Enhanced network security
6	Foster a high performance culture	Failure to systematically implement the Performance Management System (PMS)	Failure to achieve strategic objectives	High	• Enforcement of compliance with the provisions of the PMS • Leadership Training
7	Foster a high performance culture	Negative impact of planned or unplanned staff exits in critical positions on strategy implementation	Lack of leadership continuity	High	Clear and comprehensive succession Plan developed
8	Strengthen Academic Programs	Negative impact of Covid-19 on MIP programs	Failure to conduct face-to-face learning	High	Online delivery of lessons

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