

*Nigerian
Copyright
Commission*



MEDIUM TERM CORPORATE PLAN AND STRATEGY

(2012 – 2014)





**MEDIUM TERM CORPORATE PLAN AND
STRATEGY
(2012-2014)**

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PART 1

GENERAL INFORMATION

THE COPYRIGHT SYSTEM

As the world experiences greater advancement in technology, more emphasis is now placed on innovative and knowledge based products which have become the new trading commodities. The creative industries are at the heart of these developments.

Nigeria, as a nation with huge creative capacity, as witnessed in recent times by the exponential growth of the movie and music industries, is a potential beneficiary of the emerging global economy. The copyright system as it were, provides a framework for generating and managing these innovative and creative products. The process of production and dissemination of creative works involve a considerable amount of financial and human resources. Major recording companies spend millions of naira on the promotion of artistes and the marketing of their works. Campaigns that attend events such as musical concerts, or television shows attract millions of people. All these would not be possible without the certainty that those who invest in these industries will be able to recoup their investments and be rewarded for their efforts. The orderly acquisition and transfer of rights in the various products emanating from the industry guarantees return on investments.

Statistics obtained from studies conducted by the World Intellectual Property Organization (WIPO) into the economic contributions of copyright based industries in Singapore, Brazil, China and United States indicate that the contributions of copyright based industries to the annual GDP of each of the countries range between 5.5 percent and 10 percent. Although the survey of the contributions of Nigerian Copyright based industries is still being conducted by the Commission in collaboration with WIPO, preliminary observations indicate that the creative industries have the potential to account for at least 5 percent of the GDP. The copyright industries also account for significant generation of employment which cascades from the production sector to the downstream distribution sector.

The Copyright Act provides a basic framework for safeguarding the rights of creators, and ensuring that investment in the creative sector is made profitable. However, harnessing the provisions of this legislation to the positive advantage of creators and investors in the creative industries, remain a great challenge. This has made it difficult for the creative industries to optimize their potentials and deliver economic returns in terms similar to what their counterparts in other parts of the world are known to do.

Many factors account for this state of affairs, including; non-prioritization of the creative industries in the national economic agenda; inadequate funding of regulatory and enforcement activities in the creative sector; rising level of piracy vis-à-vis the impact of digital and communication technologies; insufficient public awareness on the importance of respecting rights of creators; poverty (leading to patronage of cheap pirate products); unsatisfied demand for copyright works; poor distribution networks for original creative works; high cost of production; and poor organization in the creative sector.

In order to address these lapses and optimize the potentials of our creative industries, a fundamental reorientation and re-conceptualization of the economic value of our creative assets should be consciously pursued by individuals, groups and government.

1. THE NIGERIAN COPYRIGHT COMMISSION

1.1 Establishment of the Commission and Initial Mandate

The Nigerian Copyright Commission as it is known presently was established as Nigerian Copyright Council under the supervision of the then Federal Ministry of Information and Culture, pursuant to the provisions of Decree No. 47 of 1988 (which was later codified as Copyright Act, Chapter 68, Laws of the Federation of Nigeria 1990). The functions of the Council under the law were at the time, limited to administrative functions as encapsulated in section 34 (3) of the Copyright Act viz;

- (a) Be responsible for all matters affecting copyright in Nigeria as provided for in this Act;
- (b) Monitor and supervise Nigeria's position in relation to International Conventions and advise government thereon;
- (c) Advise and regulate conditions for the conclusion of bilateral and multilateral agreements between Nigeria and any other country;
- (d) Enlighten and inform the public on matters relating to copyright;
- (e) Maintain an effective databank on authors and their works; and
- (f) Be Responsible for such other matters as they relate to copyright in Nigeria

1.2 Amendments to the Copyright Act and Expansion of Mandate

The establishing statute of the Commission, the Copyright Act has since undergone 2 amendments, vide the Copyright (Amendment) Decree No. 98 of 1992, and Copyright (Amendment) Decree No. 42 of 1999. By these amendments, the responsibility of the Commission were expanded to include regulatory and enforcement functions. Section 38 enables the Commission to appoint Copyright Inspectors, whose powers include the Prosecution of Criminal infringements of copyright law, and general police powers of investigation and arrests in relation to copyright offences. The implication of this development is that the Commission has transformed from an ordinary administrative agency to a regulatory and enforcement agency.

In specific terms, the Commission's mandate now includes the following:

- i. General enforcement of the criminal provisions of the Act;
- ii. Regulation of the conditions for the exercise of the resale rights or droit de suite under section 13;
- iii. Prescription and enforcement of regulations on anti-piracy devices under section 21;
- iv. General administration of the authorization scheme for the exploitation of expressions of folklore under section 31;
- v. Grant of compulsory licenses in accordance with the provisions of the Fourth Schedule to the Act including the establishment and regulation of the Copyright Licensing Panel;
- vi. Appointment and training of copyright inspectors to ensure their maximum effectiveness in combating copyright offences;
- vii. Approval, regulation and oversight on collecting societies in the relevant fields of copyright works;
- viii. Establishment of appropriate administrative infrastructure for the compulsory levy on copyright materials and the equitable disbursement of funds arising therefrom;

- ix. Regulation of business involving the production, distribution or public exhibition of copyright works;
- x. Establishment of the necessary legal framework for giving of notice under section 44, against the importation of infringing copies of copyright works; and
- xi. Formal approval or prescription of educational institutions, royalty rates, procedures and the taking of other necessary steps required as condition precedent to the activation of relevant sections of the Act, e.g. prescription of the period required under paragraph (i) of the second schedule to the Act or the prescription of conditions and compensation with respect to the compulsory licensing of reproduction rights.

1.3 Corporate Vision and Mission

The Commission's vision is **“to harness the potentials of creativity for national development”**.

In order to achieve the vision, the Commission has the mission **“to advance the growth of the creative industry in Nigeria through the dissemination of copyright knowledge, efficient administration and protection of rights”**.

The Commission is guided by the following core values:

Commitment to the mandate

Openness and transparency

Responsiveness to stakeholder needs

Efficiency in service delivery

2. MEDIUM TERM CORPORATE PLAN AND STRATEGY OF THE NCC

The need to constantly evaluate operational modalities and remain proactive cannot be overemphasized in view of more intense challenges to the copyright system. As major economies of the world become increasingly knowledge-driven, Nigeria's vital creative

sector must be repositioned by putting in place robust legislations, policies and strategic plans to support it and encourage its growth.

The Commission recognizes intelligent planning as one of the critical components in the achievement of vision and mission. The adoption of a medium term Corporate Plan for the Commission is to enable the Commission set out its high level objectives and map out strategies for their implementation. The ultimate goal of the Plan is to enable the Commission actualize its vision and mission within the purview of its statutory mandate. The Commission also intends to align its operations to the overarching national development imperatives as expressed in various policies of government.

This Medium Term Corporate Plan covers three years (2012 -2014) and will serve as a road-map for all programmes and activities of the Commission for the period. Both management staff and line officers will find guidance for their day to day decision making in this Strategic Plan. The Plan is accordingly built on specific high level objectives identified as important clusters arising from the statutory mandate of the Commission. These include;

- Improving the Policy and Legal framework for copyright protection;
- Enhancing copyright awareness;
- Promoting effective rights management and regulation of copyright industries;
- Proactive enforcement interventions;
- Strengthening prosecutorial activities;
- Strengthening human and institutional capacity;
- Deepening strategic engagements with stakeholders;
- Expanding international cooperation and linkages;
- Developing stronger Public Private Partnership for enhanced service delivery.

- Enhance the funding profile of the Commission.

The goals and implementation strategies adopted in the Plan are presented in ways that would provide flexibility for adoption of concrete work plans towards their achievement. Furthermore, provision has been made for periodic performance evaluation based on clearly identified outcomes.

By aligning its objectives more closely with the development agenda of government, the Commission hopes to ensure that at the end of the term of this Plan, the benefit of the Copyright system are effectively maximized and supportive of the nation's economic growth.



PART 2

MEDIUM TERM CORPORATE PLAN AND STRATEGY

1: IMPROVING THE POLICY AND LEGISLATIVE FRAMEWORK FOR COPYRIGHT PROTECTION

The Commission's vision envisages the harnessing of creativity for national development. As a key to realizing this vision, there is need for a strong national policy of promoting creativity to help deliver the government's aim of a more dynamic and balanced economy that is powered by creativity and knowledge based assets. Within the context of the Medium Term Corporate Plan (MTCP), the Commission shall engage critical sectors of the public in developing a robust policy of protecting copyright, and more importantly mainstreaming copyright into the transformation agenda of government.

In addition to the absence of a national policy of promoting creativity, rapid development of digital technology and the Internet and their operations across national boundaries have also created new challenges to the copyright system. Digital and communications technology have allowed more people access to copyright works. They have also challenged the traditional copyright legal framework. While the international community has responded with new treaties; in the domestic scene, the Copyright Act has not fully met the dictates of the new digital environment.

It is intended under this Plan, to provide a strategy Plan to address the challenges of providing a clear and dynamic policy of making creativity part of the driver of Nigeria's economic agenda, and also improve the current legal framework for copyright protection to meet emerging challenges in the new digital environment.

IMPLEMENTATION STRATEGIES:

The Commission's Work Programmes for 2012-2014 will focus on the following key areas:

- Developing strategy to engage critical sectors of Government to support the promotion of protection of creativity as key component of national development agenda.

- Completion and dissemination of studies on the possible linkages and impacts of copyright on national development.
- Organizing national conferences and workshops to discuss development dimensions of copyright and creativity. Such programmes to be targeted at public institutions and policy organs of government, as well as research and academic institutions, the Judiciary, civil society and the media.
- Improving strategic communication with stakeholders and public sector players in order to enhance support for the Commission's existing policies and other emerging policy initiatives. Specific action plans in this respect shall take into account the need to establish a stakeholder contact group to drive the process of articulating policy reforms in the larger development agenda of government.
- Pursuing the review of the Copyright Act and other regulatory instruments to align with Nigeria's international Obligations and realities of emerging digital environment.
- Developing and implementing a programme for accession to major international instruments in the area of copyright.
- Providing timely intervention in national debates and discourse particularly regarding legislative activities of the National Assembly in relation to Copyright and intellectual property generally.
- Proactive delivery of advice and information to government regarding copyright matters.
- Accessing technical assistance from international institutions to support policy and legislative reforms.

EXPECTED OUTCOMES

- Increased recognition of creativity and copyright as key driver of national economic development.
- Adoption of a national policy on copyright
- Enactment of an updated Copyright Statute
- Enhanced protection of copyright and increased respect for creativity.

- Increased contribution of copyright industries to Nigeria's GDP
- Improved investor confidence on Nigerian copyright sector and promotion of Job creation.
- Accession to WCT and WPPT

2: ENHANCING COPYRIGHT AWARENESS AND EDUCATION

Awareness is central to eliciting the critical buy-in of our stakeholders and the public at large in the fight against piracy, the greatest enemy of creativity. It is also important as it helps policy makers, top government officials, right owners and users of copyright works to be abreast of our activities as well as engenders respect for copyright. Increased copyright awareness will also enable the copyright-based industries to understand how to leverage on copyright tools to improve their competitiveness and growth thereby encouraging more investment and job creation. The strategies aimed at enhancing copyright awareness are as outlined below.

IMPLEMENTATION STRATEGIES

- Designing sector-specific public enlightenment campaigns aimed at making the different segments of the Nigerian society to understand the negative impact of piracy on the economy of Nigeria
- Publication and dissemination of information materials on copyright
- Sustainable and aggressive public enlightenment programme using integrated media approach to ensure that people adopt the right attitude to respecting the rights of creators and shun patronage of pirated works
- Strengthening infrastructural and human capacity of the Nigeria Copyright Institute to deliver relevant trainings on copyright.
- Develop and disseminate modules for promotion of teaching of copyright and intellectual property
- Develop a framework for customized training on copyright and intellectual property for public sector and relevant stakeholders

- Effective management of the Commission's web portal as a tool for information dissemination on every facet of the Commission's programmes and activities
- Organization of promotional activities including essay competition, exhibitions etc on copyright among youths and students.
- Engaging in advocacy campaigns including visits, road shows etc
- Reinstatement of the annual copyright forum as an annual platform to bring users and owners of copyright together to deliberate on critical copyright issues and proffer the way forward. The Forum which should be organised annually, will be rotated among the six geo-political zones of the country
- Develop, publish and disseminate information materials on copyright in different Nigerian languages
- Resuscitation of the Copyright Clubs in secondary schools
- Using the digital communication platform to foster interaction with stakeholders and the public at large.

OUTCOMES

- Increase in the level of awareness among the legislators, judiciary, policy makers and the general public on the importance of copyright and the negative impact of piracy on our economy
- A re-engineered National Copyright Institute
- Enhanced appreciation of copyright and the danger of its violation among students in tertiary, secondary and primary schools
- Increased awareness on the activities of the Commission
- Favorable perception of the Commission by the public
- Significant utilization of copyright as a tool to enhance competitiveness of Small and Medium-sized Enterprises (SMEs) and maximization of their potentials for job creation, poverty reduction and wealth creation.

- Enhanced framework for teaching of copyright

3: PROMOTING EFFECTIVE RIGHTS MANAGEMENT AND REGULATION OF COPYRIGHT INDUSTRIES

Effective rights management is crucial to the realization of the underlying policy of the Copyright system. With the increasing impact of digital and communication technology, protection of copyright and managing rights has become more challenging not only to right owners, but also enforcement agencies like the Commission. New models of businesses have emerged, which may whittle the direct control of the author over his copyright works. While the greater responsibility of managing copyright rests on the copyright owner who is the primary beneficiary of the rights conferred by law; the Commission as the statutory agency responsible for copyright is empowered to make regulatory interventions to support the business of copyright in a manner which ensures that right owners are able to reap optimal benefit from the exploitation of their works.

The Copyright Act empowers the Commission to make regulations specifying the conditions necessary for the operation of a business involving the production, public exhibition, hiring, or rental of any work in which copyright subsists under the Act. So far, regulations have been made in respect of Use of Hologram as Security Labels; Control of Video Rental; Establishment and operation of Optical Discs Manufacturing Plant; and Establishment and operations of Collective management organizations. In addition, the Commission has also established the Copyright Notification scheme to provide authors and copyright owners a facility to create an independent public record of the existence of their works, and enhance the licensing prospect of such works.

Within the Corporate Plan, the Commission shall strengthened all existing regulatory and rights management schemes and also encourage the establishment of credible structures by right owners in the conduct of their respective copyright businesses.

IMPLEMENTATION STRATEGIES

The Commission's Work Programme for 2012-2014 will focus on the following key areas:

- Initiate, and where already ongoing, conclude the review and repositioning of regulatory and rights management schemes to bring them in line with the new policy thrust of the Commission and demands of current operational environment.

- Establish and provide online services to stakeholders for purposes accessing information relating to the various regulatory schemes, and securing necessary regulatory approvals, accreditations and Notification of Copyright. The envisaged action plan would provide possibility of online payment for services like obtaining of forms and conducting title searches.
- Accelerate the decentralization of management of the various regulatory schemes through the establishment of network operations linking Zonal Offices to Head Office Operations.
- Design new guidelines and processes that would enhance efficient service delivery and reduce timelines for responding to stakeholder needs on the various regulatory schemes.
- Identify critical areas of copyright activities and businesses which requires regulatory intervention and providing regulatory framework for such activities.
- Boost the current Copyright Notification database through encouragement of retrospective Notifications with appropriate incentives (fee waivers).
- Improve record keeping functions to enhance service delivery.
- Initiate action to encourage stakeholders' collaboration relating to adoption of new business models for copyright businesses, digital rights management schemes; and establishment of collective management schemes in areas not presently being represented within the existing CMOs.
- Take steps to evaluate and determine the nature of regulatory intervention required to address issues of rights management in the digital environment.
- Providing technical support for approved collective management organizations.
- Proactive enforcement of obligations of regulated organizations under the respective industry regulations, through (but not limited to) periodic unscheduled inspection of registered premises; oversight visits to approved CMOs; call for periodic returns and reports; sanctions and reprimands.

EXPECTED OUTCOMES

- Increased adherence to copyright tenets in businesses involving the production, distribution and exhibition of copyright works.
- Improved service delivery to stakeholders
- Improved remuneration to copyright owners
- Robust copyright database accessible to industry stakeholder and the public
- Adoption of regulations for Printing and Publishing Industries; Duplicators, and an Order in respect of the implementation of the Copyright Levy scheme.
- Establishment of a CMO for the audiovisual/film industry.

4: PROACTIVE ENFORCEMENT INTERVENTIONS

One of the fundamental functions of the Nigerian Copyright Commission is ensuring that rights of copyright owners are not violated. To this extent the Copyright Act mandates the Commission to investigate, arrest and prosecute criminal violations of copyright. The copyright industry also views the fight against piracy as the most important aspect of the functions of the commission.

Carrying out anti-piracy activities to punish copyright offenders serves as a great deterrent to copyright violation. It also ensures that the right of copyright owners are better protected leading to greater earning by creators of work. Effective copyright protection is one of the missions of the Commission. Improved protection of rights and the enhanced earning of copyright owners will ultimately leads to more investment in the copyright industry and an increase of the contribution of copyright based industry to the economy of the nation. This will further satisfy the present government policy of wealth creation and employment generation.

IMPLEMENTATION STRATEGIES

- Organising in-house workshops for all the copyright inspectors in all zones to improve their capacity to carry out anti-piracy operations
- Foster improved collaboration between copyright inspectors and other law enforcement agencies in the zones to facilitate arrests and detention of suspects
- Engender co-operation between copyright enforcement officers and prosecutors
- Sustain anti-piracy operations in all the zones of the country with emphasise on Nigerian works.
- Carry out major anti-piracy operation in major hubs of piracy in Nigeria including Alaba international market, Kano, Onitsha, Ibadan and Aba
- Provision of technical tools to support surveillance, detection of copyright infringement and enforcement
- Development of enforcement manual for operatives of the commission



OUTCOMES

- Increase the number of trained enforcement officers that could conclude investigation in the zones without support from the head office
- Conclusion of arrangement with sister enforcement agencies in at least two locations per zone for detention of suspects in course of investigation.
- One major anti-piracy operation to be carried out every quarter.
- Reduction of pirated materials in Nigerian market by 10% every year
- Improved availability of original works.
- Operations vehicles in at least 6 zonal offices preferably an open cabin pick up van properly branded 'Copyright Inspectors'.

5: STRENGTHENING PROSECUTORIAL ACTIVITIES

The Copyright Act enjoins the Commission to prosecute and defend any case arising from the implementation of the Act. To this extend the Commission maintains a prosecution department to prosecute all allegations which have been investigated by its enforcement officers and defend any case against it. The prosecution of suspected offenders reduces the propensity of people to violate the right of copyright owners and improve protection of rights. This helps the Commission to enforce the protection of right of copyright owners and enable copyright owners to earn substantial income out of their creativity. The protection of rights strengthens the copyright industry, improve wealth creation and generate employment.

IMPLEMENTATION STRATEGIES

- More prosecutors will be employed to increase the Commission's capacity to prosecute
- In house trainings/workshops will be conducted for prosecutors in all zones of the country in other to improve their capacity to prosecute copyright offences.
- Greater integration between prosecutors and enforcement officers in every zone will be fostered to ensure that prosecutors support anti-piracy operations.
- There will be sustained and effective prosecution and defence of cases.
- Law reports and other practice books will be provided at the head office and other major zones every quarter.

OUTCOMES

- There should be at least one prosecuting counsel for every zone.

- Every prosecuting counsel should have opportunity to participate in one in house workshop on effective prosecution and discuss experiences on copyright prosecution at least once a year
- Prosecutors should be able to commence trial within 2 months of conclusion of investigation.
- Prosecutors at the zones should be able to conduct efficient trial of normal copyright offences without support from the head office.
- Prosecutors will achieve conviction in at least 40% of all cases charge to court.

6: STRENGTHENING HUMAN AND INSTITUTIONAL CAPACITY FOR BETTER SERVICE DELIVERY

Human Capital as a major resource in any institution could be defined as people and the time, personal skills, capabilities, experiences and knowledge they bring to their work. It is the focused, diverse, trained, experienced and motivated workforce that accomplishes the organization's mission.

Strategic management of human capital is necessary to ensure that human resources are effectively utilized. The human capital management goals should be used to align human resources to directly support the strategic corporate plan for the achievement of the organization's vision, mission and mandate.

In a bid to actualize its vision, mission and mandate and contribute maximally to national development goals, there is an urgent need to streamline the human resource base of the Nigerian Copyright Commission.

IMPLEMENTATION STRATEGIES

- Periodic recruitment to fill established vacancies to meet the manpower requirements of the Commission
- Compulsory induction training for new employees
- Develop new training resources for the continuous training and retraining of staff to cope with the dynamic challenges of better service delivery
- To maintain a crop of well- led and engaged staff with the right skills working together to achieve our goals.
- Ensure that the workplan and budget incorporate human capital considerations
- Identify developmental opportunities other than training

- Identification of strategies to address skill gaps
- Ethical re-orientation of staff
- Design and implement an effective organizational structure and workforce to carry out the vision and goals of the Commission
- Create an organizational structure that provides as many opportunities as possible for lateral and upward movement of staff to build upon expertise
- Restructuring of the Commission in line with the scheme and Condition of Service
- Instituting an improved welfare scheme for the Commission
- Acquisition of a corporate head office for the Commission
- Provision of infrastructure by way safe, secure, functional and pleasing physical environment
- Develop the capacity to deploy staff flexibly to respond to workload fluctuations
- Improve the record keeping function and maintenance of databank

OUTCOMES

- Enhanced alignment of organizational and workforce improvements with the Commission's vision and strategies
- Optimized staffing and improved productivity levels to meet the Commission's goals and strategies
- Optimized environment that maximizes effectiveness, quality, and creativity in achieving the Commission's goals and strategies
- An agile and capable workforce able to respond to the challenging demands of our various stakeholders.
- Improved funding options for the Commission.

7: DEEPENING STRATEGIC ENGAGEMENT WITH STAKEHOLDERS

Copyright stakeholders constitute every group or segment of individuals who relate with the Commission in the course of its operations and activities, including the consuming public, rights owners, users of copyright works and public sector stakeholders. They also include any group that has an actual or potential interest in or impact on the ability of the Commission to achieve its mandate. The Commission already has been engaging with stakeholders. It is however observed that such engagements need to be improved on with a view to deepening it and making it strategic. This we intend to do through the strategies listed hereunder.

IMPLEMENTATION STRATEGIES

- Identification of strategic stakeholders locally and internationally and development of a platform for dialogue and consultations
- Development of a strategic programme of engagement and collaboration with sister law enforcement agencies such as the Nigerian Police, Nigerian Customs Service (NCS), National Film and Video Censors Board; Nigerian Film Corporation; National Broadcasting Commission; Standards Organisation of Nigeria (SON), Economic and Financial Crimes Commission (EFCC), National Drug Law Enforcement agency (NDLEA), Nigerian Army etc.
- Institution of a platform for regular sectoral consultations to be called “COPYRIGHT STAKEHOLDERS FORUM”. The forum should be operated on zonal basis by the zonal offices and regular reports forwarded to management. The forum should be held at least twice a year in each zonal office of the Commission.
- Re-instatement of the “COPYRIGHT SUMMIT” to be organized bi-annually. The hosting of the Summit should be rotated among the six geo-political zones.
- Continued collaboration with intellectual property related agencies both locally and internationally
- Enhanced collaboration with stakeholders in the copyright –based industries

- Periodic advocacy visits
- Promote adoption of industry friendly policies to encourage increased compliance to regulatory obligations through regular consultative meetings with relevant sectors, among others.

OUTCOMES

- Enhanced access of the Commission to the stakeholders and vice versa
- Positive perception of the Commission by the stakeholders
- Better achievement of the Commission's mandate
- Increased stakeholders support and involvement in the activities of the Commission.

8: EXPANDING INTERNATIONAL CO-OPERATION

Nigeria plays a leading role in the political and economic development of Africa. Copyright is a key aspect of the economic development of every nation and has continued to gain prominence in the international arena. The usage of works protected by copyright transcends national boundaries hence the necessity for an international framework to articulate an actionable plan geared towards expanding international co-operation for optimum service delivery.

An effective strategy for international co-operation will further strengthen the capacity of the Commission to administer copyright and widen the use of Nigerian works. This will ultimately lead to increased earnings by copyright owners.

IMPLEMENTATION STRATEGIES

The following strategies would be adopted to expand international co-operation

- Building bridges that would facilitate staff exchange/ internship with well established copyright agencies in developed and developing countries
- Effective formation of rules for international co-operation that meets global trends in copyright sector.
- Development of effective regional, inter-regional and international collaboration with relevant agencies/ organizations around the world
- Strengthening Nigeria's leadership position in copyright matters in Africa and ECOWAS sub-region
- Enhance the protection of copyright works of Nigerian authors in other countries.
- Participating in international rule making of World Intellectual Property Organization (WIPO), World Trade Organization (WTO) etc

- Developing strategies for actualizing the benefits of existing international co-operation agreement between the Commission and international partners.
- Making copyright systems around the world accessible to and supportive of Nigerian copyright stakeholders
- Creating a platform for dialogue between Nigerian creative community and their foreign counterparts with a view to enhancing legitimate exploitation of Nigerian works
- Develop new relationship with relevant international organizations that will enhance the achievement of the Commission's mandate
- Ensure that Nigeria is party to and member of all relevant treaties

OUTCOMES

- Improved synergy between the Commission and her foreign partners
- Increased adoption and domestication of international best practices
- Enhanced participation in international copyright fora.
- Better protection of Nigerian Copyright works at international levels
- Higher gains and benefit for the Nigerian copyright owners
- Wider opportunities for exporting Nigeria's creative products to other parts of the world

9: STRONG PUBLIC- PRIVATE PARTNERSHIP

Private sector led growth strategy is cardinal to the current transformation agenda of government. As the economy increasing becomes market driven, the private sector will continue to lead infrastructural development. In view of the critical role creativity plays in national development, it is imperative that the copyright sector aligns itself with the overall economic growth strategy.

Arising from the fact that Copyrights are private rights, and that the private sector is a significant stakeholder in all aspects of copyright, the need to build strong and lasting bridges with the private sector cannot be overemphasized. The Commission will pursue an effective public-private partnership that will focus on financial, technical and operational collaborations to improve copyright infrastructure and enhance the institutional capacity of the Commission.

IMPLEMENTATION STRATEGIES

- Identifying Critical areas of intervention for public-private partnership
- Designing a comprehensive and all encompassing framework to guide public-private partnership
- Deploying public-private partnership to develop copyright infrastructure
- Creating awareness of investment opportunities in copyright infrastructure industry for private firms
- Designing clear-cut quality control and assurance mechanism for public-private partnership

OUTCOMES

- Increased efficiency in copyright service delivery
- Increased investment/ participation of the private sector in copyright industry.

- Comprehensive policy framework for public- private partnership
- Effective quality control and assurance mechanism for public-private partnerships

10: ENHANCING THE FUNDING PROFILE OF THE COMMISSION

Securing funds to finance activities of agencies of government, whose activities concern enforcement of laws has always posed a challenge not just in Nigeria but in most developing countries, where there exists fierce competition for public funds to ameliorate a plethora of socio-economic malaise. The mandate of the Commission which borders on administration, regulation and enforcement of copyright law, makes its funding prospects peculiar, mainly due to the low appreciation of the importance of copyright to national development by the political class and policy makers, who determine the allocation of public funds.

Targeting funding from development partners, international and local, has been the dominant strategy employed by other public sector agencies, with enforcement mandate in Nigeria. In this regard, the commission will focus on enhancing its funding profile using a three pronged approach: increasing revenue accrual to the Commission from existing sources; reducing drastically, leakages; and exploring new sources of funding. Specifically, the commission will adopt the following strategies:

IMPLEMENTATION STRATEGIES

- Reorganization of the annual budget planning process of the Commission
- Develop and maintain a direct channel of communication with the Budget Office of the Federation and Federal Ministry of Finance
- Articulate modalities for improving the revenue generation capacity of the Commission through the various regulatory schemes
- Streamlining of revenue collection/payment system of the Commission to reduce risk of leakages, fraud and loss of accrued revenue
- Take steps to expand the revenue base of the Commission by partnering with donor/grants agencies, local and international.

OUTCOMES

- Improved budgetary allocation to the Commission
- Increased awareness and appreciation of copyright budgetary allocations as a viable social investment
- Increased revenue generation from Schemes of the Commission
- Increased ability to track revenues collected/ payable to the Commission
- Increased number of donor/grants agencies, local and international, partnering with the Commission



PART 3

PERFORMANCE EVALUATION AND REVIEWS

INTRODUCTION

Performance evaluation and review aims at measuring progress toward a predetermined objective, specifically indicating:

- How much has been achieved
- How much has not been achieved; and
- If the strategies employed are effective in achieving the predetermined objective (our vision).

EVALUATION STRATEGY

The Commission will adopt both external and internal evaluation mechanisms, to evaluate its strategic direction and this will include use of the following resources:

- Annual Workplans
- Quarterly Monitoring and Evaluation (M&E) Reports
- Public feedback on programmes and activities of the Commission

Departments and Zonal Offices would be expected to use this corporate plan to develop Annual workplans which will essentially be “next steps” in operationalizing the corporate plan. These workplans will form the basis for performance evaluation and reporting, using the quarterly monitoring and evaluation (M&E) template.

REVIEW OF THE MEDIUM TERM CORPORATE PLAN AND STRATEGY

Two methods of review and revision would be adopted to update this corporate plan:

- Annual Reviews

At the end of each fiscal year, the Commission will conduct a year- end plan review, based on the Department/Zonal Office workplans and quarterly Monitoring and Evaluation (M&E) reports, with a view to identifying appropriate adjustments, if any, to the corporate plan. These adjustments will typically be minor unless some aspect of the plan is clearly in jeopardy or the evaluative criteria above require a change of direction.

- Mid-Plan Major Review

Major review of the plan will be conducted at the end of the second year, (2013), of the plan and may entail “course correction” with the possibility of a major revision if significant strategic shifts have occurred.

The Annual Review Report will be the platform for reporting progress to Management.

ROLES AND RESPONSIBILITIES

Top- level Management

To achieve this corporate plan’s strategic goals and objectives, the commitment must begin from the Top-Level Management of the Commission. The specific responsibilities of the Top-Level Management will include:

- Maintaining commitment to the corporate plan
- Communicating the corporate plan to staff under their supervision
- Facilitate as expeditiously as possible resources needed for actualizing the corporate plan
- Provide guidance and direction for strategy implementation
- Participate in review processes

Employees

All other employees including, middle-level management and junior staffs, who essentially, will be the executing arm for this plan will have the following responsibilities:

- Identify and understand their links to the corporate plan
- Perform their duties with a focus on the goals and strategies of the plan
- Provide feedback to their respective supervisors

Performance Evaluation Co-ordination

The primary responsibility for initiation, co-ordination and all other logistics requirements for plan performance evaluation and reviews and the reports emanating thereof, shall be borne by the Planning Research and Statistics Department of the Commission.

- **END OF DOCUMENT** -