

**Physical Address:**  
Communications House,  
No.56 Robert Mugabe  
Avenue, Windhoek, Namibia

**Postal Address:** Private Bag  
13309, Windhoek, Namibia,  
**Tel :** +264 61 222 666,  
**Fax:** +264 61 222 790

**Email:** [cran@cran.na](mailto:cran@cran.na),  
**Fax2Email:** +264 088 642 748,  
**Website:** [www.cran.na](http://www.cran.na)



## **“SETTING THE SCENE FOR CRAN’S 2012 - 2015 STRATEGY”**

**Mr. LAZARUS JACOBS  
BOARD CHAIRPERSON  
COMMUNICATIONS REGULATORY AUTHORITY OF NAMIBIA**

**ON THE OCCASION OF THE UNVEILING OF CRAN’S 2012-2015  
STRATEGIC PLAN**

**11 DECEMBER 2013, RIVER CROSSING LODGE, WINDHOEK**

“Good Morning” to our esteemed guests from the Parliamentary Standing Committee on ICT; Honourable Lucia Witbooi, the deputy chair of the Committee as well as Honourable Sophie Swartz.

Dear stakeholders, licensees, consumers of ICT services, the CRAN team, the media, ladies and gentleman, welcome and thank you for joining us this morning. Thank you for accepting our invitation and welcome to this event to unveil our strategic goals for the years 2012 to 2015.

On the 18<sup>th</sup> of May this year, we held our stakeholder gala dinner, where we launched our Consumer Awareness, Consumer Protection



and Advocacy Campaign, as part of our 2<sup>nd</sup> Year Anniversary. This was because consumer interests are at the heart of our duty as CRAN. Our gathering this morning is thus particularly focussed on consumer protection and advocacy as part of our on-going campaign.

We are thus excited to be graced by the presence of Dr. Rohan Samarajiva, a world-renowned ICT specialist for an engaging discussion on *“Consumer Protection, Approaches to Broadband Quality of Service Regulation and Customer Relationship Management with emphasis on Micro-Enterprises”*. Dr. Rohan Samarajiva and Ms. Helani Galpaya we thank you for taking the time to join us in Namibia and speak to us on this important topic. We trust that you feel at home.

The aforesaid consumer campaign launch was inspired by the underlying philosophy of our strategy.

As Chairperson of the CRAN Board I am delighted to share with you our strategy for CRAN as the Board of Directors and on behalf of the Board of Directors. It took a while to follow the necessary governance processes as outlined in the SOEGC Act, but we are glad that we able to finally share it with your today.

As a Board we are guided by the principles of open and transparent consultation as part of our rule-making process. Your comments were thus critical in helping us to shape the ICT future by means of this strategic plan. We value your input and we cannot thank you enough



for that in the spirit of Ubuntu and hence we adopted “teamwork” as one of our intrinsic values. This has assisted us in setting our priority areas.

Regulatory effectiveness dictates the implementation of the principles of “stakeholder communication” and “predictability” by regulatory authorities. This is part of our strategy to effectively communicate with you and ensure regulatory certainty for your business. As an entrepreneur myself, I know from personal experience the limitations regulatory interventions can impose on a business. It is, therefore, our philosophy to reduce the elements of shock and surprise in conducting your business. We want to ensure regulatory predictability and attain investor confidence in our regulatory framework. It is for this reason that we as the Board of Directors are unveiling our strategy to you our stakeholders.

Our strategy is grounded in the objectives of the Communications Act of 2009 that tasks us to ensure affordability of services, public availability of quality services, fair competition, encouraging private investment and local participation, to mention a few.

Our strategy is further inspired by the National ICT Policies, which policy role is executed by the Ministry of ICT and upon which the regulations that we make as CRAN are founded. This is the role separation between CRAN and government, making us an independent regulatory authority in our rule-making process.



Our strategy is further inspired by the governance principle of accountability, and answers to the call that all SOE's must draft and submit strategic plans to the SOEGC. Our strategic plan has received the highest of accolades from the SOEGC, and we trust that you will accord it the same accolades as we step out to implement this strategic plan. This is a dynamic plan and soon the Board of Directors will sign performance agreements with the Minister of ICT to ensure compliance and adherence to this plan, as required by the SOEG Act.

Our timelines are ambitious because we have not time to waste. As a country we have been lagging behind for far too long. It is time that we gear ourselves to become globally competitive and our regulatory environment is an enabler and NOT an inhibitor for national economic growth and development based on the ICT sector.

We took stock of the ICT past of Namibia and we are deliberately set to change this. ICT contributes a mere 2,9% to our GDP. The estimated ICT Market value stands at NAD 4 billion. The World Economic Forum Global Competitive Index ranks Namibia at 83rd out of 142 countries. Our Technology Readiness is ranked at 99 out of 144 countries. ICT Innovation is ranked 92<sup>nd</sup> out of 144 countries and the ICT Development Index is ranked at 109<sup>th</sup> out of 155 countries. You will agree with me, fellow stakeholders, that these statistics are not ideal for economic growth and calls us to change the course of the Namibian ICT sector. Internet access and usage stands at a mere 13.4% of Namibians over the age of 15. The affordability of ICT services stands at less than 15% of the Gross National Income (GNI)



per capita. Our strategic plan is geared towards us improving in these areas and to forever transform the Namibian ICT landscape.

On behalf of myself and my fellow Board of Directors, I would like to take this opportunity to commend the CRAN team for their valiant efforts in the brief two-and-a-half years that CRAN has been operational in taking the vision of the Board and drafting a clear and tangible document that will set the roadmap for CRAN's roles and responsibilities and as you implement this strategy on a daily basis in terms of your operational plans and performance agreements.

I would particularly like to single out the women in the CRAN team. Yesterday was International Human Rights Day, and at CRAN we believe that Women's Rights are Human Rights! We salute our female colleagues, who are our mothers, sisters, cousins, mothers and nieces. Above it all, they are our equals as man! Your efforts are definitely noted and appreciated. Simply, from the Board "thank you and keep up the hard work"!

As we bring the year to a close, we would like to thank our esteemed stakeholders for your cooperation and support during this year. This event is also our way of saying thanks to you for your teamwork during this year because we value your teamwork.

I would also like to take this opportunity to wish all our stakeholders, licensees, consumers of ICT services, the CRAN team, the media, ladies and gentleman a Merry Christmas and a Happy New Year.



Let me conclude with the words of the one and only modern day icon, Nelson “Madiba” Mandela, as we honour his efforts as the guardian of the people, those that are less privileged. As CRAN, our consumer protection and advocacy objective share the same moral basis as propounded by Madiba: I quote:

*"It always seems impossible until it's done." Unquote.*

The strategic task that lies ahead for CRAN seems insurmountable, but it is not a mission that is impossible. At CRAN, we aim to get it done and our CRAN team will demonstrate that to you in a little while as we unveil our strategic plan for 2012 - 2015.

CRAN’s Strategic Plan is, therefore, the roadmap to pushing ICT forward in Namibia and we trust that you, our valued stakeholders, will join us on this road of success in establishing a vibrant and innovative ICT sector in Namibia.

I thank you. We, the CRAN family thank you!



**“DARE TO DREAM THE ICT DREAM AND REALIZING THAT ICT  
DREAM”**

**Mr. STANLEY SHANAPINDA**

**CEO**

**COMMUNICATIONS REGULATORY AUTHORITY OF NAMIBIA**

**ON THE OCCASION OF THE UNVEILING OF CRAN’S 2012-2015  
STRATEGIC PLAN**

**11 DECEMBER 2013, RIVER CROSSING LODGE, WINDHOEK**

Thank you Mr. Chairman.

“Good Morning” to our esteemed guests from the Parliamentary Standing Committee on ICT; Honourable Lucia Witbooi, the deputy chair of the Committee as well as Honourable Sophie Swartz.

Good morning stakeholders, licensees, consumers of ICT services, the CRAN team, the media, ladies and gentleman, welcome and thank you again for joining us this morning.

If the ICT sector could be compared to a World Cup soccer match, then CRAN would be the referee and the service providers would be the players. No matter which team you support, no league



competition would be possible without a referee, and certainly not without the players.

CRAN is watching the sector carefully to make sure all players are obeying the rules and that our cheerleaders and supporters, the Namibian consumers, are getting the full benefits that the ICT game can offer.

And, while we are certainly not looking to crown any ‘team’ as the ‘winner’ of the ICT sector in Namibia, we are committed to achieving our Vision, Mission and strategic plan as outlined here today. We are also committed to contributing our bit to Vision 2030 and NDP4 by making Namibia a lucrative investment option internationally and raising the standard of living for all Namibians through job creation and the imminent Universal Access and Service Fund that will undoubtedly ‘push ICT forward’.

These lofty dreams of greatness require a rigorous strategic plan and committed staff. So, before we even talk of ‘focus areas’ or ‘strategic objectives’, I would like to take this opportunity to commend the CRAN team for their valiant efforts in the brief two-and-a-half years that CRAN has been operational in putting this golden plan together. This is only the beginning and the game is fast paced and rapidly evolving. We need to be vigilant, flexible and leading the pack in international trends in order to reach our vision and mission and secure Namibia’s spot in the big leagues.





Soccer references aside, let's talk strategic planning. We may be one of Africa's youngest ICT regulators, but we are a force to contend with. To be an effective regulator in this sector, CRAN must habitually re-assess their strategic plan in order to be relevant, innovative and dynamic. With the assistance of the Commonwealth Organisation team, CRAN developed a strategic plan that will guide its priorities, activities, organisational structure, operations, and financial sustainability.

Our Vision therefore is to be:

“A dynamic regulator of the Information and Communications Technology (ICT) sector that is transforming Namibia and its peoples into an active knowledge-based society that derives the full socio-economic benefits of ICT's”.

Underpinning the pursuit of our Mission and Vision are five core values that determine our institutional culture and dictate every aspect of our work. These are:

### **1. Integrity**

CRAN appreciates the critical role ICTs will play in the socio-economic development of Namibia and therefore, the importance of its role as Namibia's independent ICT regulator. It will be highly accountable to its stakeholders, regulating the sector in a manner that is measured, consistent and objective.

### **2. Transparent**



CRAN must be transparent to ensure it can play its role as an objective, highly trusted custodian of an ICT enabled Namibian environment.

### 3. **Innovative**

The speed of change in the global ICT sector over the last decade has been nothing short of remarkable. As the changes are likely to continue unabated CRAN will be an innovative, highly dynamic and flexible regulator that will ensure Namibia is on the cusp of the global ICT revolution.

### 4. **Knowledgeable**

CRAN must be a highly knowledgeable regulator whose competence, expertise, and credibility is acknowledged by all stakeholders. In addition to being fully informed of legislative, policy and regulatory issues relative to Namibia and the development of its ICT sector, CRAN will also keep fully abreast of technological innovations that drive Namibia's movement towards being a knowledge-based society.

### 5. **Teamwork**

CRAN appreciates that ICTs do not develop through the actions or directions of one particular stakeholder, but through formal and informal multi-stakeholder partnerships. CRAN will cooperate and be an engaging, respectful regulator that works to ensure ICT multi-stakeholder partnerships are as effective as possible in Namibia. The multi-stakeholder approach will reflect CRAN's internal work process, which will lead its departments and divisions to work effectively together in order to create synergies that will optimise its operational delivery.

The Strategic Plan addresses the following six strategic focus areas for the 2012-2015 operational period:

#### 1. Market Development and Expansion



2. Fair Competition
3. Spectrum Management
4. Universal Service
5. Consumer Advocacy and Protection
6. Monitoring, Compliance and Enforcement

Through the six strategic areas, CRAN plans to focus on the following;

1. The facilitation of development and expansion in the ICT market through policy framework that encourages new market entries and infrastructure sharing.
2. Creating a level playing field for all service providers by promoting fair competition in the sector. This will be done through identifying and eradicating anti-competitive behaviour and enforcing a national numbering plan and number portability.
3. Effectively managing spectrum to promote innovation, good quality and well-priced service offerings by all service providers.
4. Implementing the Universal Service Fund and its policies that will form the basis for rolling out access to ICTs to each and every Namibian with the assistance of all our licensees.



5. Ensuring that consumers receive the full benefits of competitive communications services and are protected from exploitation in terms of price, quality, variety of services and user equipment supplied. And lastly...
6. CRAN will monitor all licensees' compliance to the regulations as set out by the Authority, create clear and effective enforcement procedures to ensure transparency and facilitate stability and accountability within the sector.

The Strategic Plan also addresses the following operational requirements:

1. Operating Procedures,
2. Communications,
3. Capacity Building, and
4. Governance and Planning

These are the Organisational Requirements necessary for CRAN to enhance its internal operations so that it can achieve its Strategic Objectives.

The Operating Procedures requirement relate to CRAN's responsibility to implement formal, standard procedures to govern the conduct of its operations, to ensure consistency and reliability in all



CRAN activities. We will be launching our business processes development project next week.

The Communications requirement address CRAN's internal and external communications responsibilities, to keep staff and external stakeholders informed of CRAN's activities and to ensure transparency and participation in its regulatory mission.

The Capacity Building requirement focus on CRAN's internal staff and other resources, with emphasis on the need to develop adequate skills and capabilities throughout the organisation, and to implement effective human resources policies and practices.

The Governance Planning requirement addresses CRAN's overall governance, under the leadership of the Board of Directors, and the institutional decision-making and planning functions necessary to ensure that CRAN operates efficiently.

These strategic focus areas and operational requirements were identified through extensive consultations with CRAN's management team, its junior staff, representatives of civil society, and the private sector in Namibia. For each strategic focus area and operational requirements, a number of strategic objectives have been identified. My fellow colleagues will further delve into the strategic objectives and the operational activities we have planned to achieve our



strategic objectives, as these activities will directly impact your business operations.

In conclusion, dear stakeholders, at CRAN, we dare to dream the ICT dream and we aim to realise that ICT dream. As the old saying goes, “a man/women without a vision perishes”. At CRAN we dare not perish. We “push ICT forward” because we believe “the future is in ICT”.

At CRAN we have a definite mission and it is:

*“To purposefully regulate telecommunications services and networks, broadcasting, and postal services and the assignment and efficient use of radio spectrum **so that all Namibian’s derive the full socio-economic benefits of ICTs**”.*

We trust that you share in this dream!

I thank you. We, the CRAN family thank you!

