



MESSAGE FROM THE CEO BY

EMILIA NGHIKEMBUA, CEO OF CRAN

AT THE

**COMMUNICATIONS REGULATORY AUTHORITY OF NAMIBIA'S (CRAN) ANNUAL
CHIEF EXECUTIVE OFFICER STAFF BREAKFAST**

Date: 11 February 2022

Venue: Hilton Hotel

Time: 08h00

- Ms. Vivienne Katjuongua, Vice Chairperson of the CRAN Board, dear Directors present
- CRAN Executive Management and team,
- Our special invited guest, Mr. Sigi Lange
- Directors of Ceremonies,

Good morning and welcome to the annual CEO's breakfast.

New Year in perspective

First and foremost, I would like to sincerely thank God almighty for blessing us with a new year. A year to re-imagine and re-dedicate ourselves to the execution of the mandate of CRAN.

In executing our day to day activities, we need to find guidance in our 4 strategic themes i.e. stakeholder engagement, operational excellence, innovation and organizational sustainability.

In 2021, we spend a lot of time trying to align our work to these themes, with a major focus on stakeholder engagement. The work we do requires that we spend time managing our stakeholders and speaking to them in order to gain value. Due to the disruption caused by the COVID-19 pandemic, this also means expanding our description of stakeholders, especially in implementing the ITU guidelines on collaborative regulation. Organizationally sustainability was another focus area that received priority. This involved publishing new levy and numbering regulations, finalizing the outstanding court cases and winning them, subsequent settlement agreements with licensees on outstanding levies and the implementation of an aggressive debt collection strategy. My priority was to get us to point where we have adequate financial resources to effectively carry out mandate. It was not always easy, but I am truly grateful that with the support of our Board of directors, EXCO and the rest of the team, our strategy has finally paid off!

Other critical projects such as the review of the organizational structure and the business process re-engineering have also gained momentum. I primarily want to highlight on the importance of the review of the organizational structure as critical

to the execution of the mandate. The re-alignment process will commence and a change management plan has been designed to ensure a smooth transition.

In 2022, we will be refocusing ourselves from an administrative licensing regulator to our that creates impact and value for the consumer and an environment where businesses thrives. We must remember that we regulate for the public benefit and in the interest of the public. We thus have to constantly challenge ourselves to define how the work we do generates that interest. It's no longer about just issuing a license, the question is: how does the license add value to the public? What does it mean for the consumers? EXCO and management held a planning session last week in order to prepare for this and amongst others, the following priority projects were identified:

- Formulate an implementation plan to ensure compliance with the carrier regulations (HPP2 Pillar 1 goal 4 Activity 1).
- Implementation of outcomes of UAS Study, Telecommunications Data study / market study
- Conduct study on whether the market is saturated.
- Introduce number portability in line with the provisions of the Numbering Plan.
- Upgrading and replacement of obsolete and outdated monitoring site& vehicle.
- Finalize the Universal Service Levy Regulations
- Formal announcement, commencement of collections, formulate Fund operating procedures
- SIM Registration Consumer Awareness Campaign

All these projects have been designed to either increase access and connectivity, makes services affordable or improve the quality of service and experience for the consumer. These critical elements of our regulatory framework need urgent attention especially in the wake of the COVID-19 pandemic and the economic down turn that we are experiencing as country. We thus need to hold hands and position ourselves as a strong and adaptive regulator.

Ladies and Gentlemen, Directors of Ceremonies,

Reflection on values campaign

At the beginning of 2021, we embarked on a values awareness campaign. The purpose of the campaign was to champion our organisational values and inspire a culture of utilising the values to assist in the execution of our mandate. The campaign saw the organisation divided into four teams – each representing a value- and the introduction of the happy hour initiative. The campaign also saw the appointment of a values coach. The coach held 4 coaching sessions per team. The campaign also held about 5 happy hour sessions, ranging from dancing the “*cha cha*” song, online comedy show, the cinema where we watch the fast and furious movie etc.

Some of the main outcomes of the campaign are as follows:

Teamwork: The level of results achieved throughout the year could only be attributed to effective teamwork. Teamwork also increased the level of trust and respect among colleagues, especially when they had to work from home.

Respect: CRAN has gained respect among the local shareholders and stakeholders, especially in dealing with the legal cases amidst many other challenges. CRAN has also gained respect on the international front, and their role and participation in global discourses on issues relating to CRAN's mandate. There are also indications that the level of respect among colleagues has increased proportional to the level of teamwork.

Innovation: The impact of Covid-19 on CRAN triggered a high level of creativity among staff members, given the fact that they had to employ unconventional strategies to keep delivering services to their customers.

Accountability: Individual staff members were driven by the motivation to achieve their results and targets timeously, regardless of the changes in their work environments, which has made them more accountable. As such, personal accountability ensured that collective goals were achieved.

Passion was the fuel that kept the CRAN engine running, i.e., it provided the inspiration and motivation to realise all other values • Passion inspired individual staff members to go beyond the call of duty, i.e., working beyond normal hours.

Ladies and Gentlemen, Directors of Ceremonies,

The main recommendations of the report as follows:

- a. There is a need to focus on individual needs, challenges and opportunities. Whilst group interventions demonstrated noteworthy improvements, individual concerns and aspirations can often fall through the cracks, or simply sacrificed on the altars of the collective.
- b. Organisational values influence and strongly determine the prevailing culture in CRAN. In this context, prioritisation and the practical living of these values must be every staff member's responsibility, but they should be amplified more by management. CRAN must identify ongoing interventions that can help in entrenching these values so that they can become a daily expression in the work ethics of its staff.

c. Whilst the virtual modality became the preferred and most effective strategy used by CRAN to continue providing services, effort should be made to ensure that internet stability and connectivity are prioritised.

The campaign will thus continue in 2022 with initiatives aimed at addressing the recommendations from the report. The first of such interventions been the session that we will be having with our special guest later in the program. Having said that, I would like to sincerely thank all team members for participating and making it a huge success.

Director of ceremonies, the success of the values campaign could not have been achieved, without the sacrifice and dedication of group of hardworking ladies and gentlemen, who came on board with no real job description, but assumed the role so well and did exceptionally well in ensuring that our values are visible and alive in our day to day activities. May I now ask our values champions to please rise... please give them a round of applause for a job well done!

Way forward

Before I conclude I wish to say that all of sudden the world has become so difficult and so uncertain, primarily due to the COVID-19 pandemic and many other factors of either general or personal concern to each and every one of us. That they can be great notwithstanding the hard economic times and the negative impact of the pandemic. But that in order for them to realize your greatness to the fullest, you need to personally master your unique traits. That the organization will do its best to take care of them, but the road to greatness starts with personal mastery.

Finally, my first year in office, was not without its challenges, but I would miss the point greatly if all I focused on were the challenges, when I am surrounded by so much greatness:

1. Firstly, to my Board of Directors – I said this at our last meeting on 8 December 2021 – I am humbly overwhelmed by the amount of support that you give me. I simply would not be standing if it was not for your endless commitment to bringing the very best out of me.
2. Secondly to my EXCO team. The last year has revealed to me the wealth of experience and knowledge, all cumulatively found in my EXCO. I asked you to run this race with me and you took me literally. I may not say it every day, but I remain so so grateful to each and every one of you.
3. Last but not least, to my entire team and family. The reason why I push myself every day is so that I don't fail the hope and trust that you have placed in me – some of you have said it, others hinted it but for most of you, it is always written in the warmth in your eyes and smiles when we meet. Thank you for always rising to support our dream.

Jointly, I wish you all a prosperous 2022 and may God grant you all the desires of your hearts.

I am yours, I am here, I am always here,