



Summary of Strategic Plan 2022–2025

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Chairman's Message



MR. GILBERT PETERSON
Chairman

“The Authority’s role in protecting the public interest, promoting universal service and ensuring a competitive telecommunications and broadcasting environment is evidence of adherence to its core mandate.”

The Telecommunications Authority of Trinidad and Tobago (the Authority) was established in 2004 to regulate the telecommunications and broadcasting sectors in Trinidad and Tobago in accordance with the Telecommunications Act, Chap. 47:31 (the Act). The Authority’s goals over the past 18 years centred around the liberalisation of the markets and the related interconnection agreements, spectrum management, licences and concessions, universal service obligations, management of number resources, consumer complaints resolutions and many other areas aligned to its statutory function. To date, these regulatory efforts have resulted in a strong, dynamic and growing information and communications technology (ICT) industry.

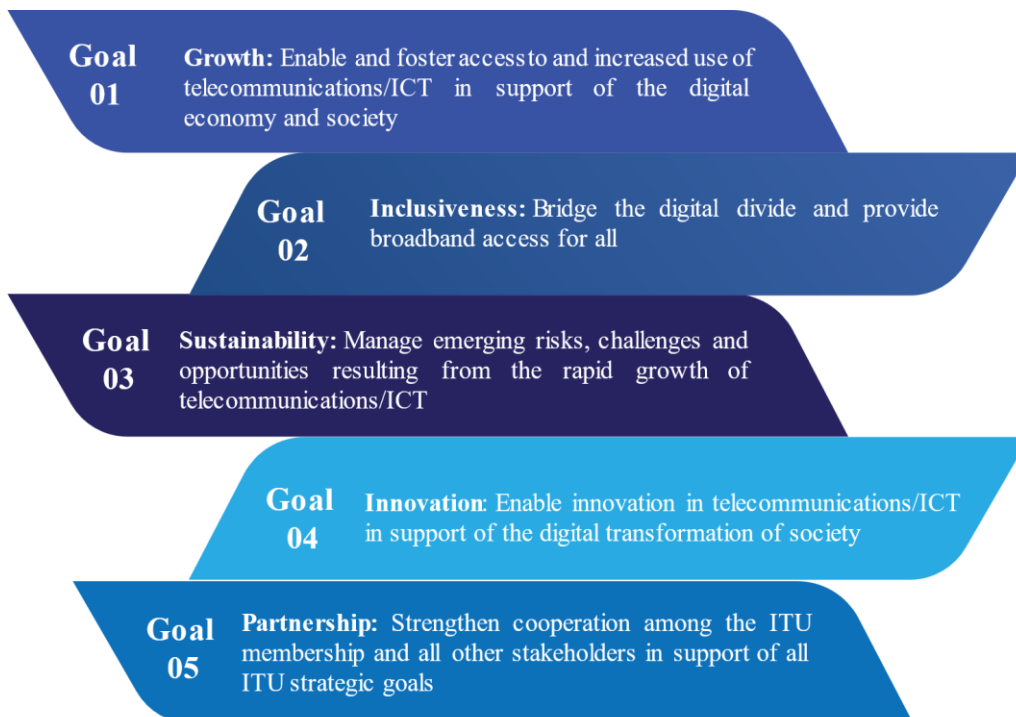
As the telecommunications and broadcasting sectors have matured, the Authority has increasingly taken on a more enabling role, by encouraging healthy competitive practices by service providers. Of equal importance has been the work the Authority has undertaken to champion the ability of all citizens to access and effectively utilise

affordable ICT solutions and services. The Authority’s role in protecting the public interest, promoting universal service and ensuring a competitive telecommunications and broadcasting environment is evidence of adherence to its core mandate.

The Authority remains committed to the following “areas of action” established by the International Telecommunication Union (ITU) in charting its strategic direction moving forward:

1. Accessibility to ICTs – achieving equitable communications for everyone
2. Broadband – affordable, safe and resilient broadband networks
3. Cybersecurity – building confidence and security in the use of ICTs
4. Bridging the digital divide and the implementation of connectivity targets
5. Developing Internet policy and governance
6. Emergency telecommunications
7. Gender equality and the empowerment of women and girls through ICTs

These areas form the basis of ITU’s Connect 2030 Agenda and we, as a regulator, are contributing towards the achievement of the following international goals:



The Authority’s work in promoting ICTs is also key to helping Trinidad and Tobago progress towards the attainment of the 17 United Nations Sustainable Development

Goals (SDGs). ICTs play a meaningful role in all sectors of the economy by streamlining processes, enhancing service delivery, improving service quality and introducing a better quality of experience for end users.

To this end, the Authority's focus is on Goal 9 of the SDGs which places a spotlight on building resilient infrastructure, promoting inclusive and sustainable industrialisation, and fostering innovation. The objective is to promote available, affordable and accessible ICTs that will allow Trinidad and Tobago to continue to participate in the global digital economy. This will enable us to increase the overall economic well-being and competitiveness of our local sectors, thereby fostering a more technologically driven, innovative and inclusive society.

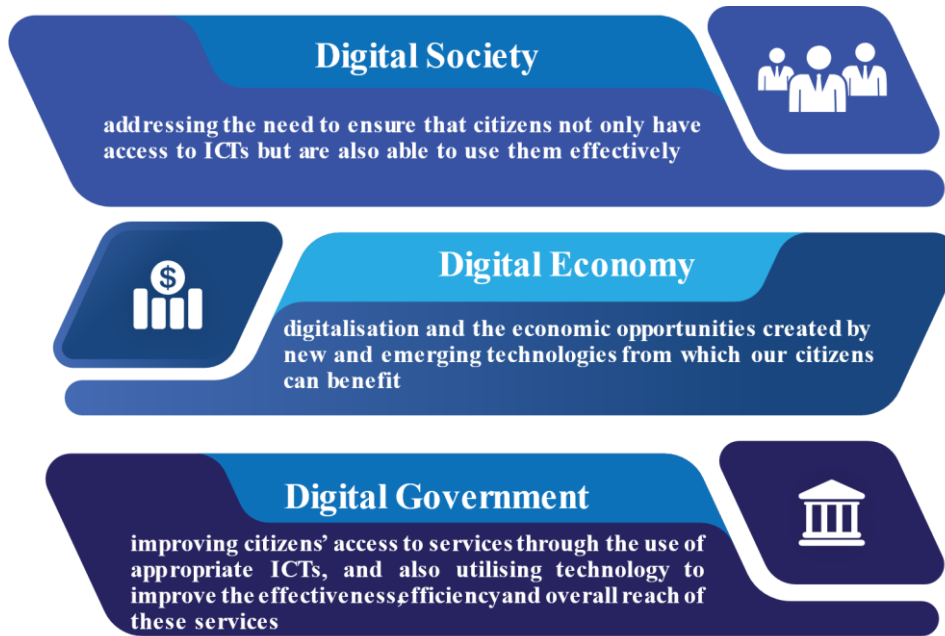
The Authority remains well positioned and strategically aligned to support the National Development Strategy of Trinidad and Tobago (2016–2030) – Vision 2030, which recognises the importance of ICT governance and the role of regulation in determining economic performance and the growth of gross domestic product (GDP).

A country's prosperity today depends on the ability of its people to generate new ideas that are knowledge based and wealth creating. Vision 2030 stresses the need for policies to be integrated with the use of ICTs, backed by the requisite skill sets, institutional structure and capacity; supported by appropriate business models; and grounded in the relevant legislative and regulatory frameworks.

In order to operationalise the ICT objectives established by Vision 2030, the Authority will support the thematic areas within the strategy¹ and will continue to implement the programmes and initiatives that fall under its purview, with the overall aim of improving connectivity, digital inclusion, stakeholder collaboration and consumer protection, and driving digital transformation in Trinidad and Tobago.

The simple fact is that eighteen years after its formation, the Authority continues to play a significant role in the ICT space within which emerging technologies are accelerating the process of digital transformation globally. Indeed, it would be fair to say that the continued success of the Authority is a critical success factor for the national digital transformation agenda, which focuses on the following three pillars:

¹ <https://mdt.gov.tt/digital-transformation-strategy.php>



The critical role of the Authority now is to assist in building and maintaining the enabling environment necessary for digital transformation to take root. To this end, the Authority will continue developing a dynamic, collaborative and progressive ICT environment, through efficient service delivery, and fostering quality, affordable, universal services and innovative, sustainable businesses in the digital economy, thereby enabling an empowered and connected society.

I look forward to our continued journey together towards the achievement of our vision, mission and strategic objectives.

CEO's Message



MRS. CYNTHIA REDDOCK-DOWNES
Chief Executive Officer

“Digital technologies lie at the heart of a country’s capacity to transform its economy, and the current rate of innovation and demand for digital technologies makes it evident there is no turning back to former ways of operating.”

As the Authority establishes its strategic objectives for the period 2022 to 2025, it is necessary to recognise the tremendous strides that we have accomplished over these past 18 years. Guided by the Authority’s statutory mandate and in alignment with regulatory best practice and international obligations, we have created a liberalised and dynamic telecommunications and broadcasting industry. This is characterised by capital investment; mergers and acquisitions in the broadband and pay TV markets, including several new entrants; and the diversification of providers into plural markets, where consumers have been exposed to a proliferation of new technologies and services, increased choice and lower prices. In this regard, this expansion is reflected in the telecommunications and broadcasting industry which continues to generate approximately TT\$5 billion in revenue annually – 3.3% of Trinidad and Tobago’s gross domestic product (GDP).

During the last three years, the Authority focused on a number of key initiatives that were aimed at strengthening our role as a regulator and improving overall organisational efficiency. The Authority focused on modernising the legal and regulatory framework by

working with the Ministry of Digital Transformation on updating several pieces of legislation, including its parent act – the Telecommunications Act, Chap. 47:31 – and other supporting regulations. These pieces of legislation are now expected to be advanced to the approval and finalisation stages during this new three-year strategic planning cycle.

The Authority continued to focus on its core mandate of spectrum planning, monitoring radio frequency emissions, managing number resources, licensing, establishing equipment and service quality and compliance standards, resolving customer complaints, increasing access to broadband, facilitating innovation using ICTs, and bridging the digital divide through universal service projects. The Authority also undertook a number of consumer awareness and advocacy programmes aimed at public education on topical ICT issues. This was further supported by some of the Authority’s events, such as the ICT forum and the annual broadcasters forum.

Considering the disruptive effects of ICTs, the Authority embarked on establishing guidelines and positions on a number of contemporary areas of concern, such as net neutrality, illicit streaming devices, 5G, over-the-top services (OTTs) and Internet radio. Due to the impact on the industry and the consumer, initiatives such as these are expected to continue during this three-year planning cycle.

In 2021, the Authority conducted the Digital Inclusion Survey (DIS 2021), the aim of which was to measure the digital divide and assess the conditions or requirements for greater digital inclusion in Trinidad and Tobago. A key finding of DIS 2021 was that the ICT Development Index (IDI) for Trinidad and Tobago in 2021 was 7.86. In 2017, the IDI for the country, compiled by ITU, was estimated to be 6.04. The 2013 Digital Divide Survey had produced an IDI result of 5.55. DIS 2021 therefore showed that Trinidad and Tobago made positive steps with respect to bridging the digital divide over the past decade. DIS 2021 also revealed that 83.9% of the population owned a mobile phone, and 81% of households had Internet access. The percentage of individuals who used the Internet was 79%, and 73% of interviewees had basic ICT skills.

Although DIS 2021 produced largely positive results in terms of ICT indicators and ICT uptake, it still showed a need for appropriate initiatives to facilitate greater connectivity, improve digital skills, and foster more innovation, motivation and trust in ICTs locally. To this end, utilising a data-driven approach to policy formulation and decision making, the relevant universal service initiatives will be undertaken to bridge the digital divide in Trinidad and Tobago.

As we now forge ahead, one thing is clear: we must adapt to meet the disruptive and evolving demands of modern-day technology. Faced with a dynamic ICT landscape, the

Authority has utilised regulatory best practice at the local level whilst also improving its presence and position on critical issues at the regional and international levels.

According to the International Telecommunication Union (ITU), the Authority is recognised as a Generation 4 (G4) regulator, which is based on the following four indicators: regulatory authority, regulatory mandate, regulatory regime and competition framework. G4, in particular, is characterised by integrated regulation led by economic and social policy goals.

Although the Authority is one of the highest ranked regulators in the region, with notable improvements in all of the four indicators outlined above, there is still significant work to be undertaken in order to be considered as Generation 5 (G5) status by the ITU. G5 is the highest level characterised by collaborative regulation and holistic digital regulation – the most advanced form of regulation internationally.

It is therefore envisioned that during the 2022 to 2025 period, the Authority will implement the necessary measures to advance to G5 status. This will entail more collaboration with international entities, such as the ITU, regional counterparts, and local stakeholders to address issues affecting the ICT industry.

There are indeed technological and regulatory complexities to consider and hurdles to overcome but we are optimistic that the Authority’s forward-thinking approach will achieve great success, in continued collaboration with the industry. Over the coming years, the Authority will therefore continue to engage and be proactive among its stakeholders to ensure that the capacity being built is fully utilised in ways that redound to the national interest of a modern Trinidad and Tobago.

We view the new strategic period 2022 to 2025 with firm optimism, having developed a purposeful strategy which will assist us with the accomplishment of our vision, namely, to be “the leading regulator in the ICT sector, enabling an empowered and connected society.” As we plunge into our new strategic period, the Authority pledges to work assiduously to further its vision and mission, focusing primarily on improving the quality, reliability and robustness of the ICT infrastructure in Trinidad and Tobago.

In this Strategic Plan, the strategic thrusts of the Authority are captured broadly under the themes of universal quality connectivity, sustainability of the industry, organisational effectiveness and regional harmonisation. These four strategic themes appropriately capture the core mandate of the Authority and establish the tone of our operation for the next three years.

We are now in the cusp of a significant era, where the day-to-day operations of individuals, groups, organisations and governments, are dependent on digital technologies. Digital technologies lie at the heart of a country's capacity to transform its economy, and the current rate of innovation and demand for digital technologies makes it evident that there is no turning back to former ways of operating. With this mindset, we chart the way forward for the next three years.



INTRODUCTION

INTRODUCTION

The Telecommunications Authority of Trinidad and Tobago (the Authority) was established in July 2004 with the enactment of the Telecommunications Act, Chap.47:31 (the Act), as the regulatory body responsible for the transformation of the telecommunications sector from a virtual monopoly to a competitive environment, and the regulation of the broadcasting sector.

The scope of responsibility of the Authority is illustrated as follows:

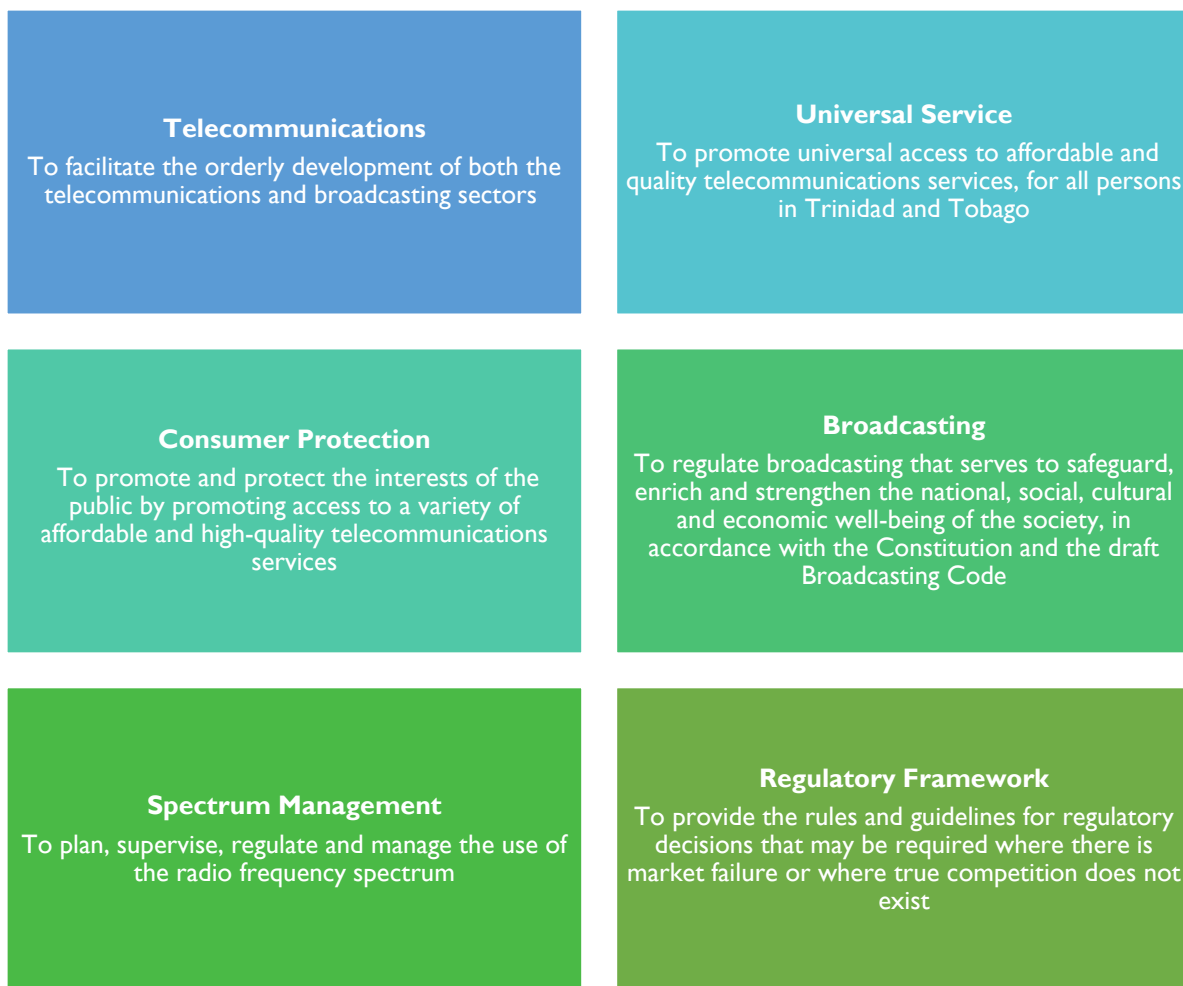


Figure 1: The Authority's scope of responsibility

The Authority is responsible not only for the liberalisation of the telecommunications sector but also for regulating both the telecommunications and broadcasting sectors; managing spectrum and number resources; establishing equipment and service quality standards; setting guidelines to prevent anti-competitive practices; and encouraging investment to facilitate the accessibility, availability and affordability of telecommunications and broadcasting services to all.

The Authority is managed by a Board consisting of a Chairman, a Deputy Chairman and other members as appointed by the President of the Republic of Trinidad and Tobago. The Board oversees the activities of the Authority and appoints an Executive Director who shall be the Chief Executive Officer who manages the affairs of the Authority, subject to the directions of the Board.



OUR STATUTORY MANDATE

Our Statutory Mandate

The objects of the Act provide the platform for facilitating growth in the telecommunications and broadcasting sectors, and clearly articulate the statutory mandate of the Authority to establish the conditions for:

1. an open market for telecommunications services, including conditions for fair competition, at the national and international levels.
2. facilitating the orderly development of a telecommunications system that serves to safeguard, enrich and strengthen the national, social, cultural and economic well-being of the society.
3. promoting and protecting the interests of the public by:
 - a) promoting access to telecommunications services.
 - b) ensuring that services are provided to persons able to meet the financial and technical obligations in relation to those services.
 - c) providing for the protection of customers.
 - d) promoting the interests of customers, purchasers and other users in respect of the quality and variety of telecommunications services and equipment supplied.
4. promoting universal access to telecommunications services for all persons in Trinidad and Tobago, to the extent that it is reasonably practicable to provide such access.
5. facilitating the achievement of the objects referred to in paragraphs 3 a) and b) in a manner consistent with Trinidad and Tobago's international commitments in relation to the liberalisation of the telecommunications market.
6. promoting the telecommunications industry in Trinidad and Tobago by encouraging investment in, and the use of, infrastructure to provide telecommunications services; and to regulate broadcasting services consistently with the existing constitutional rights and freedoms contained in sections 4 and 5 of the Constitution.

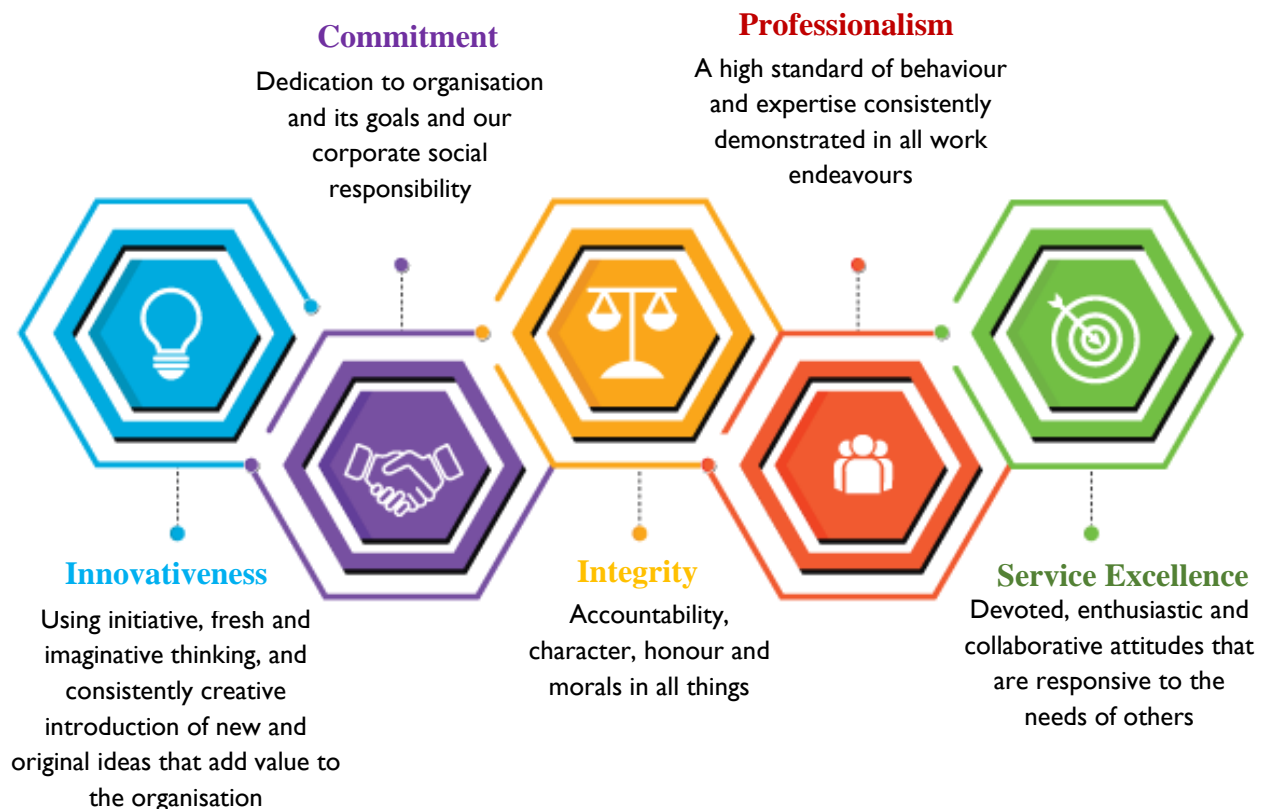


**VISION
MISSION &
CORE VALUES**

VISION, MISSION & CORE VALUES



CORE VALUES





STRATEGIC THEMES

STRATEGIC THEMES

We will ensure the public's access to high quality, reliable and affordable services, with universal reach, with the intent of positively contributing to the development of the digital society.



We will promote a thriving industry by engendering a collaborative environment that encourages investment, research and innovation, while ensuring fair competition and transparent compliance and enforcement mechanisms.

We will improve organisational efficiency and effectiveness through skilled employees, strong internal processes, integrated systems and facilities and prudent use of resources.

We will be a leading catalysing force for the harmonisation of a regional regulatory framework for the telecommunications and broadcasting sectors, towards the creation of a sustainable and empowered CARICOM single ICT space.



STRATEGIC OBJECTIVES

1

Strategic Theme 1: Universal Quality Connectivity

Strategic Objectives

1. Increase broadband coverage
2. Increase quality through competition, monitoring, standards, awareness and enforcement
3. Improve affordability through USR provisions and collaboration
4. Increase skills and awareness
5. Strengthen public awareness and branding
6. Commitment to environmental sustainability

2

Strategic Theme 2: Sustainability of the Industry

Strategic Objectives

1. Improve stakeholder collaboration, with emphasis on the industry stakeholders
2. Enhance the development of consultative documents and processes
3. Enable a modernised legislative and regulatory regime
4. Strengthen compliance and enforcement mechanisms
5. Promote investment in the industry
6. Enhance capacity to accelerate digital transformation and sustainable economic and social development by leveraging and using new and emerging telecommunications/ICTs and services

3

Strategic Theme 3: Organisational Effectiveness

Strategic Objectives

1. Develop leadership capacity and capability
2. Improve human and institutional capacity to tap into the full potential of the digital economy
3. Promote organisational innovation (digitalise systems and processes)
4. Enhance work environment and facilities
5. Align human resource capability to the Authority's mandate
6. Accelerate development of regulatory framework by utilising project management
7. Business operations compliance and optimisation
8. Sustain the Authority's financial health

4

Strategic Theme 4: Regional Harmonisation

Strategic Objectives

1. Increase research focus on regionally relevant ICT issues
2. Improve collaboration with regional regulators and agencies
3. Increase contribution to regional and international ICT meetings
4. Increase influence through advocacy on regional matters (regional focus)



STRATEGY MAP

STRATEGY MAP

Mission

We will continue developing a dynamic, collaborative and progressive ICT environment, through efficient service delivery, that fosters quality, affordable, universal services and innovative, sustainable businesses in the digital economy.

Customer Perspective

1. Increase broadband coverage
2. Increase quality through competition, monitoring, standards, awareness and enforcement
3. Improve affordability through USR provisions and collaboration
4. Increase skills and awareness
5. Strengthen public awareness and branding
6. Improve stakeholder collaboration, with emphasis on industry stakeholders
7. Increase collaboration with regional regulators and agencies
8. Increase contribution to regional and international ICT meetings

Financial/Stewardship Perspective

1. Sustain the Authority's financial health
2. Promote investment in the industry
3. Enable a modernised legislative and regulatory regime
4. Increase commitment to environmental sustainability

Internal Perspective

1. Enhance document development and consultation process
2. Strengthen compliance and enforcement mechanisms
3. Accelerate development of regulatory framework
4. Increase influence through advocacy on regional matters (regional focus)

Organisational Capacity

1. Enhance capacity to accelerate digital transformation and sustainable economic and social development
2. Develop leadership capacity and capability
3. Improve human and institutional capacity to tap into the full potential of the digital economy
4. Promote organisational innovation (digitalise systems and processes)
5. Align human resource capability to the Authority's mandate
6. Enhanced work environment and facilities
7. Increase research focus on regionally relevant ICT issues
8. Business operations, compliance and optimisation



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