Telecommunications Authority of Trinidad and Tobago

Telecommunications Authority of Trinidad and Tobago

Strategic Plan 2025 - 2028 Summary

Foreword

The Telecommunications Authority of Trinidad and Tobago (TATT) was established in July 2004 by the enactment of the Telecommunications Act 2001 Amended by 17 of 2004 (the Act) as the independent regulatory body responsible for the transformation of the telecommunications sector from a virtual monopoly to a competitive environment.

TATT 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, protecting consumer interests, encouraging investment and administering the Universal Service Fund (USF) in order to facilitate the availability of affordable telecommunications and broadcasting services to all.

TATT's sixth 3-year planning period ended in September 2025 and this Strategic Plan was developed for the period 1st October 2025 to 30th September 2028 by TATT in collaboration with an external consultant – PricewaterhouseCoopers (PwC).

The methodology adopted involved soliciting feedback from a wide cross-section of TATT's stakeholders and using the inputs received to assist in determining the focus for the next three years. Meetings and workshops were held with the Leadership Team, staff, Board of TATT, concessionaires and representatives from the Ministry of Public Administration and Artificial Intelligence and other relevant Ministries and government agencies.

The plan therefore supports TATT's statutory remit, aligns with government policy and charts the vision, mission, and expected deliverables and outcomes over the next three years.

Acknowledgements

TATT extends its sincere appreciation to all who contributed to the development of this Strategic Plan.

We wish to first acknowledge the dedicated staff of TATT, whose participation in the current state interviews and strategic planning workshops provided invaluable insights into the institution’s operations, culture, and opportunities for growth. Their perspectives served as a cornerstone for understanding TATT’s internal environment and aligning this plan with the realities of day-to-day execution.

Special thanks are extended to the Board alongside the Leadership Team, whose guidance, critical review, and strategic foresight were integral to shaping and refining the plan. Their active involvement in the consultation and revision process ensured that the plan reflects both strategic vision and operational practicality.

We also express our gratitude to our telecommunications and broadcasting service providers, Caribbean Telecommunications Union (CTU), Fair Trade Commission, the Ministry of Public Administration and Artificial Intelligence and other external stakeholders for their participation in the current state interviews. Their candid feedback and diverse perspectives enriched the planning process and ensured that the plan reflects the broader needs and expectations of the national telecommunications and broadcasting ecosystem.

Finally, TATT acknowledges the contribution of PwC, the consulting partner responsible for facilitating the creation of the plan. PwC provided strategic advisory support, conducted the stakeholder interviews, designed and facilitated the workshops, and guided TATT throughout the development process, ensuring a robust, collaborative, and evidence-based approach.

Together, these contributions have culminated in a Strategic Plan that reflects the collective commitment to advancing Trinidad and Tobago’s telecommunications and broadcasting sectors, fostering innovation, and empowering citizens in the digital era.

Content

Chairman's Message

TATT was established on 1 July 2004 and charged with the responsibility of regulating the telecommunications and broadcasting sectors, subject to the provisions of the Telecommunications Act, Chap. 47:31 (the Act). Since its establishment, TATT has guided the transition from a single-operator market to a competitive environment shaped by effective regulation, transparent licensing, active consumer protection, encouraging investment, and administering the Universal Service Fund (USF).

TATT has made significant gains over these last two decades by establishing a stable and relevant regulatory framework that has benefitted the citizenry of Trinidad and Tobago. It continues to balance two imperatives: creating the regulatory predictability that attracts investment and ensuring that the benefits of connectivity reach every community.

These achievements are a testament to TATT's unwavering commitment to its mandate and vision as a leading regulator in the information and communications technology (ICT) industry. They highlight our dedication to creating an empowered and connected society and gives us pause to reflect on the significant progress that was made over the past two decades.

It has been a journey that has embraced the transformative power of new technologies, alongside traditional ones, and stewarding them all for the development of our nation and its people. We have seen how communications, business and governance have evolved, improving the quality of life for our citizens and positioning Trinidad and Tobago as a leader in the context of global telecommunications and connectivity.

Cris Seecheran
Chairman, Board

Since its inception, TATT has developed and executed six consecutive 3-year strategic plans over the period October 2007 to September 2025, which have guided its work. As we embark on our seventh strategic plan, covering 2025 to 2028, we are mindful of our statutory duties to our country, necessary alignment with government policy and the strategic vision of advancing ICTs locally, regionally and globally. It is therefore with great care and consideration that we evaluate how best to continue to advance the objectives of the Act. With equal care, we aim to strike the balance between forging ahead and leaving no one behind, and between embracing new technologies and ensuring safeguards are in place so they do no harm, particularly to the most vulnerable – all while doing everything in our power to ensure that both service providers and service users can thrive.

TATT's 2025–2028 strategy sets out a plan for the organisation to become a more agile, inclusive and technology-aware regulator. Priorities include cyber security, artificial intelligence (AI) adoption, data protection, facilitation of satellite infrastructure and services, promotion of connectivity and regulatory framework transformation as well as seeking to modernise the legislation to treat with developments in the ICT space. This direction is aligned with wider regional efforts for collaboration, to harmonise digital policy and to position the Caribbean as a credible participant in the global ICT economy. For international investors, such forward-looking regulation signals a market that understands technological shifts and manages them with competence rather than reaction.

The tasks ahead now call for foresight, determination and dedication. We will do even more to ensure digital inclusion, regardless of a person's location, socio-economic status or other characteristics, with our goal of quality and affordable digital access and universal and meaningful connectivity. We will continue to work with our counterpart agencies and stakeholders to formulate robust policies and guidelines, as well as regulations, where necessary, to promote competition and connectivity for the benefit of all, while safeguarding the rights of consumers. We will continue to build the necessary foundation, collaborate with stakeholders, and implement the required strategic initiatives to transform TATT from a generation 4 regulator to generation 5, as recognised by the International Telecommunication Union (ITU).

Trinidad and Tobago's digital journey reflects a careful balance between growth and inclusion. Through structured liberalisation, transparent regulation, and programmes that extend digital access to every demographic, TATT has helped transform telecommunications into a strategic enabler of national development. This strategic plan, anchored in forward-looking policy and regional collaboration, positions the country to attract continued investment while strengthening social participation in the digital economy.

Chief Executive Officer's Message

As TATT moves into another strategic planning and implementation period, we must take advantage of the solid foundation that has been built over the past two decades, and utilise this strength to propel Trinidad and Tobago into a future where information and communication technology (ICT) continues to be a major catalyst for social and economic development.

During the past three years, TATT implemented fixed number portability, continued its universal service initiatives and public outreach activities, finalised its policy positions in areas such as over-the-top (OTT) technology, 5G technology and net neutrality, amongst others. These reforms carry significance beyond the domestic market. In small economies, the stability of the regulatory framework often determines whether international investors view the country as a viable base for digital operations.

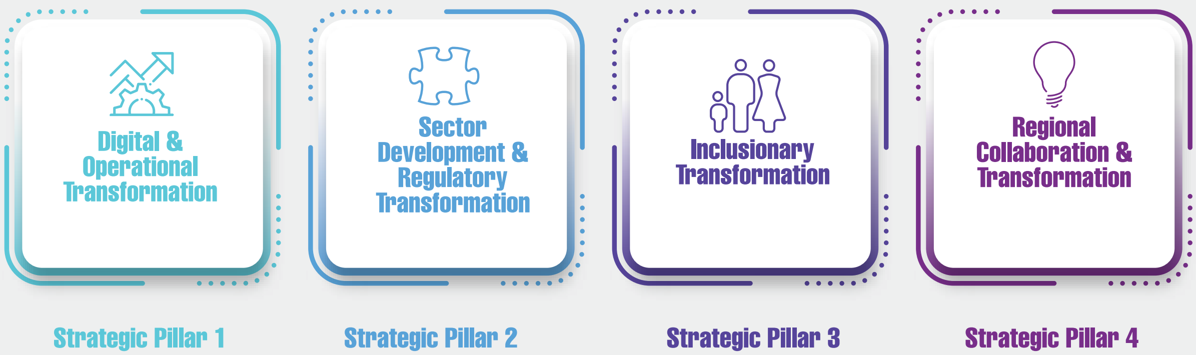
TATT operates in a space where credibility depends on openness. Its approach to stakeholder consultation—publishing draft frameworks, inviting public comment, and reporting outcomes has become a hallmark of its governance model. This transparency reduces information asymmetry and fosters trust among operators, consumers, and policymakers alike.

A regulator that acts consistently, communicates openly, and maintains professional independence provides the confidence necessary for long-term capital commitments. In this sense, TATT's institutional reliability is as valuable an asset as the physical networks it oversees. Its task, then, is less about reinvention and more about continuity; maintaining clear rules and public trust as the sector navigates through the transformative era of Artificial Intelligence (AI).

Kurleigh Prescod
Chief Executive Officer

This strategic plan reflects the past achievements, addresses challenges in our current environment, and proposes a new, brighter future for TATT and the telecommunications and broadcasting sectors it serves. As such, the proposed strategies within the plan will guide the growth of the industry towards a more robust, all-inclusive information society. TATT's new strategic direction will require it to further facilitate ICT sector development, to empower citizens by promoting connectivity and to be a global exemplar within the ICT landscape.

Over the next three years, we will strive to further institutionalise international best practices, to enable TATT to become "a transformative future-driven regulator fostering a secure, sustainable and inclusive future with a digitally informed public". To fulfil this vision, the Strategic Plan 2025 to 2028 will focus on implementing strategic initiatives that will realise benefits to the citizens of this country in the following areas:



Within this strategic period, TATT will also work towards improving its position in international ICT rankings, focussing on infrastructural development, rollout of telecommunications services, and promoting universal and meaningful connectivity throughout Trinidad and Tobago. The challenge ahead lies in sustaining the equilibrium: maintaining investor confidence while deepening digital inclusion. If that balance holds, Trinidad and Tobago's connectivity story will stand not as a narrative of rapid transformation, but as one of measured progress where sound governance and social reach grow side by side.

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

Section 1: Overview of the Authority's Strategic Methodology & Key Concepts

Overview of the Authority

TATT, established in 2004 under the Telecommunications Act No. 4 of 2001, is the independent regulator for the telecommunications and broadcasting sectors. Currently operating under the Ministry of Public Administration and Artificial Intelligence, TATT was originally formed to support the liberalisation of the communications sector, transitioning from a monopoly to a competitive market.

111
Team Members

Core Divisions/Departments:

- Office of the CEO
- Internal Audit Department
- Corporate Secretariat Department
- General Administration Division
- Corporate Communications Division
- Finance and Accounting Division
- Policy Planning and Economics Division
- Legal and Enforcement Division
- Technology and Engineering Division
- Human Resources Department

TATT Service Offerings:

- Licences and Concessions
- Universal Service
- Spectrum Management
- Technical Standards and Policy Advice
- Consumer Protection and Education
- Market Regulation and Competition
- Equipment Certification and Compliance
- Dispute Resolution and Enforcement

Strategic Planning Methodology

1
Align
The strategic ambition was defined, a unified understanding of current needs was created, clear priorities were established, and agreement was reached on the direction that would drive the greatest value.

2
Innovate
The insights and ideas surfaced during the workshop were built upon by expanding those initial outputs into more developed strategic outputs.

3
Evolve
The strategy plans were evolved to establish monitoring and evaluation mechanisms that ensure progress is consistently tracked for optimal effectiveness.

4
Release
The strategic plans are rolled out across the organisation, ensuring that the strategic direction is effectively activated and translated into meaningful action.

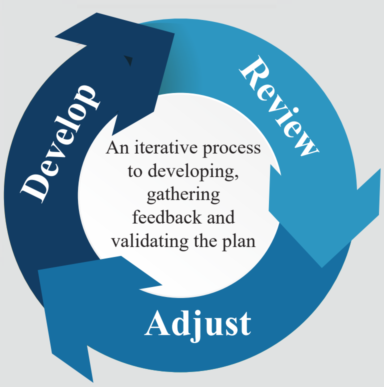
Gap Assessment Conducted
- Relevant data and documentation reviewed
- Internal and external stakeholder interviews conducted
- Internal and external environment analysed
- Global trends evaluated and leading practices benchmarked

Strategic Planning Workshop Executed
- Organisational gaps aligned upon
- Strategic direction set (vision and mission)
- Strategy opportunities defined and translated
- Strategic execution planned

Strategic Plan & Action Plan Developed
- Workshop outputs refined and expanded upon
- Strategic initiatives aligned to national agenda and international standards
- Roadmap for execution developed, defining sequencing of activities, owners, timelines and resource requirements

Performance Measurement Framework Established
- Balanced Scorecard developed, defining KPIs and targets
- Core templates to monitor and evaluate strategic performance established

Strategic Plan, Action Plan & Performance Measurement Framework Implemented



The following were considered when developing the Authority's Strategic Plan:

External factors impacting the business

- Telecommunication Act
- National Development Strategy (NDS) 2016-2030, Vision 2030
- Alignment to National Digital Transformation Strategy 2025-2028
- Global Environment
- Strategic Positioning
- Value Drivers

Internal factors ongoing and to be addressed

- Service Offerings
- Business Model (Structure, Process, Technology, People, Metrics & KPIs)

2022-2025 Strategic Plan

- Progress of prior Strategic Plan

TATT Strategic Plan 2025-2028

The 2025-2028 Strategic Plan reflects TATT's Vision and Mission and its transformative agenda.

Our Vision:

A transformative, future-driven regulator fostering a secure, sustainable and inclusive future with a digitally informed public.

Our Mission:

To adopt a technologically progressive legal and regulatory framework enabling a highly competitive and open ICT environment promoting quality, affordability, innovation and inclusive services with a digitally intelligent public.

Our Core Values:

Innovativeness:	Using initiative, fresh and imaginative thinking, and consistently creative introduction of new and original ideas that add value to the organisation.
Commitment:	Dedication to organisation and its goals and our corporate social responsibility.
Integrity:	Accountability, character, honour and morals in all things.
Professionalism:	A high standard of behaviour and expertise consistently demonstrated in all work endeavours.
Service Excellence:	Devoted, enthusiastic and collaborative attitudes that are responsive to the needs of others.

Strategic Pillars 2025-2028 Overview

Digital & Operational Transformation

TATT will modernise its systems and operations through digital tools, automation, and process redesign, while strengthening staff capability and fostering a culture of agility. This transformation will also focus on financial sustainability, cost efficiency, and the establishment of a modern "Home for TATT" as a hub for collaboration and innovation.

Sector Development & Regulatory Transformation

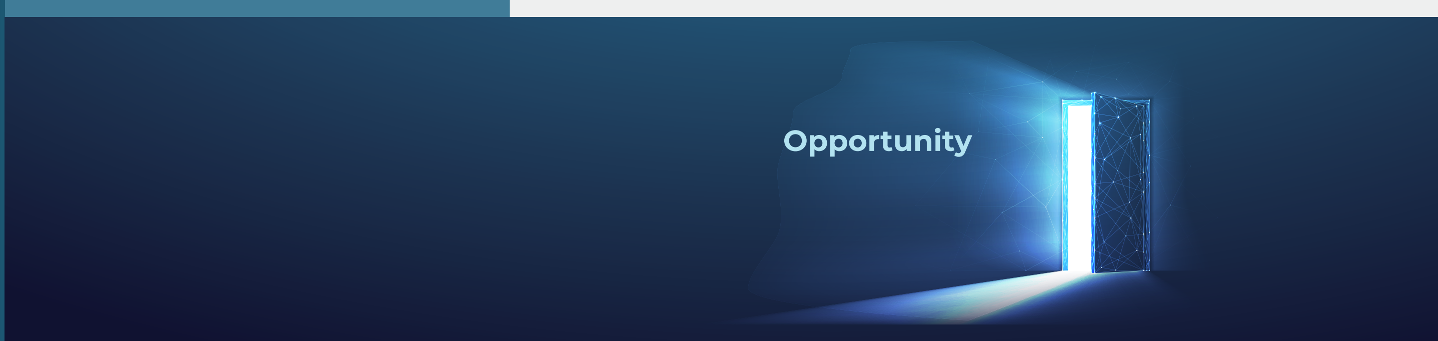
TATT will update its regulatory plans and frameworks and recommend the implementation of a modern telecommunications' legislative framework. TATT will promote investment, innovation, and new technologies to drive sector growth and competitiveness as well as the adoption of new services and the protection of network infrastructure. TATT will also advance an OTT framework, uphold Net Neutrality, support private wireless networks, new satellite frameworks and services, adoption of AI initiatives and lead the transition to Digital Terrestrial Television (DTT).

Inclusionary Transformation

Through the Digital Inclusion Strategy (DIS), access will be expanded, digital divides reduced, and skills strengthened in all communities, including marginalised and disadvantaged groups to promote a digitally intelligent society. TATT will also ensure and enhance inclusive stakeholder engagement.

Regional Collaboration & Transformation

TATT will strengthen regional and international engagement through active participation in forums, knowledge exchanges, and consulting partnerships. This will position the institution as a thought leader and help harmonise regulatory practices across the Caribbean.



Current Strategic Context

2022-2025 Strategic Focus

- Universal Quality Connectivity
- Sustainability of the Industry
- Organisational Effectiveness
- Regional Harmonisation

2025-2028 Strategic Focus

- Digital & Operational Transformation
- Sector Development & Regulatory Transformation
- Inclusionary Transformation
- Regional Collaboration & Transformation

Telecommunications Authority of Trinidad and Tobago

The Strategic Map 2025-2028:
From Enablers to Impact

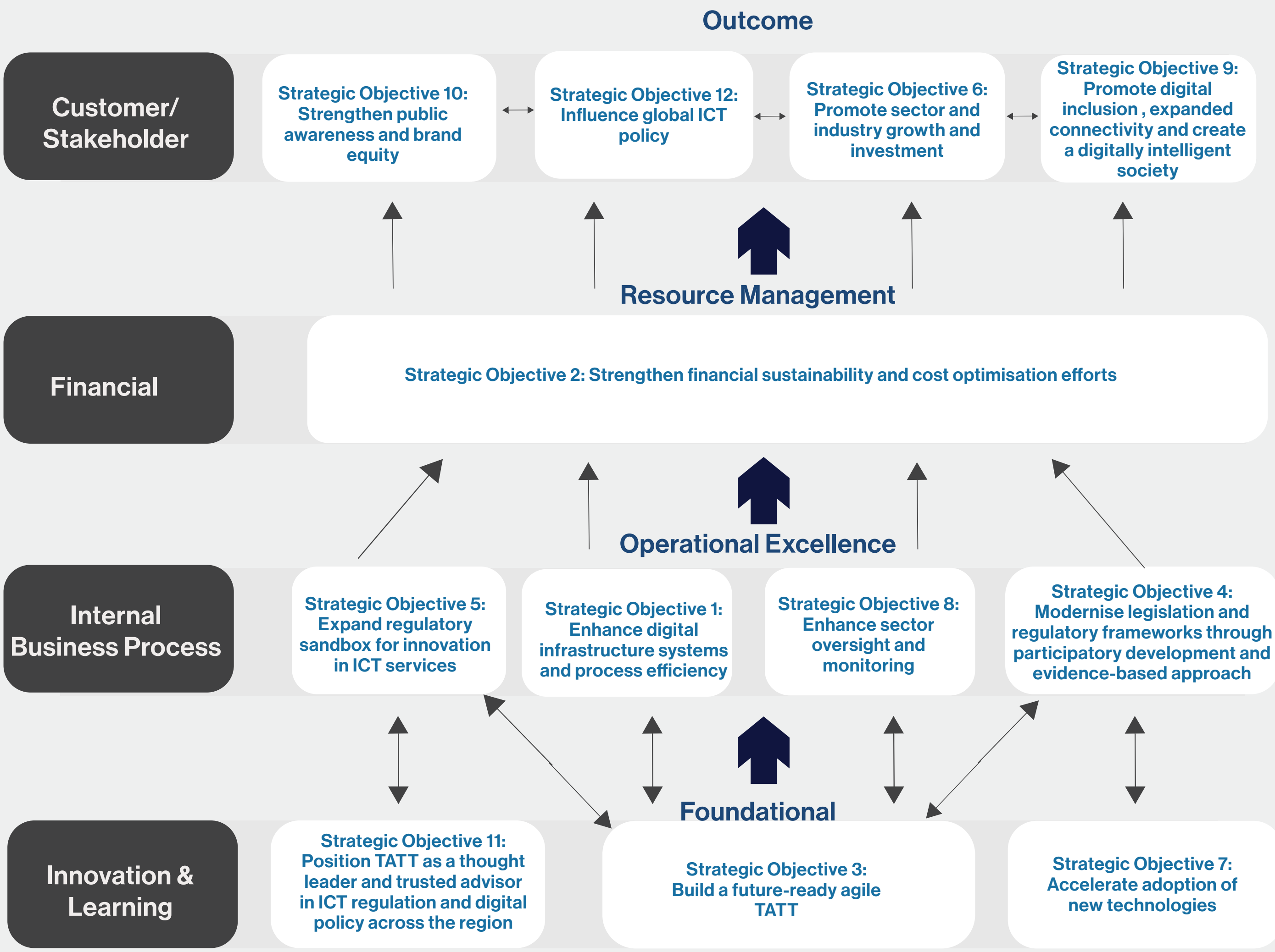
The Strategic Map for 2025–2028, provides a visual representation of TATT's strategy and highlights how its strategic goals are interconnected (cause and effect). Designed to be interpreted from the bottom up, the map underscores that strengthening internal capabilities is essential before achieving broader external results.

By adopting this foundational approach, employees, stakeholders, and partners can more easily understand the process of value creation and see how their individual and collective efforts contribute to the long-term objectives of TATT.

Key Questions?	Balanced Scorecard Perspective	Linkages (Bottom-Up Approach)
■ To achieve our vision, how should we appear to our customers/stakeholders? ■ How do customers/ stakeholders perceive us? ■ What is most important to them?	**Customer/ Stakeholder**	Financial stability enables outreach and advocacy efforts. Operational excellence ensures reliable, innovative regulatory services, boosting stakeholder trust. Bold thought leadership and modern frameworks position TATT as a global influencer, driving sector growth and digital inclusion.
■ How should we operate to succeed financially? ■ What is critical for long-term financial sustainability?	**Financial**	Efficient processes and modernised frameworks reduce operational costs. Innovation in ICT services and oversight mechanisms can attract investment and partnerships, improving financial sustainability. Digital transformation reduces inefficiencies, freeing resources for strategic initiatives.
■ To satisfy internal and external stakeholders, what business processes must we excel at? ■ What is most critical in our business processes?	**Internal Business Process**	A future-ready, agile TATT and advanced technology adoption will enable streamlined processes and smoother digital infrastructure upgrades. Thought leadership supports evidence-based policy development and modernisation of legislation. These improvements enhance regulatory oversight and foster innovation through sandboxes.
■ To achieve our vision, how will we sustain our ability to change and improve? ■ How can TATT continue to improve and create value?	**Innovation & Learning**	These objectives focus on developing internal capabilities—knowledge leadership, organisational agility, and technology adoption. They create the foundation for operational excellence by ensuring TATT has the skills, systems, and adaptability to respond to a dynamic ICT environment.

Strategic Map 2025-2028

The bottom-up approach shown previously is strengthened by the cause-and-effect relationships illustrated through the yellow arrows connecting the strategic objectives. Double-headed arrows indicate reciprocal, two-way relationships between objectives.



Strategic Objectives 2025-2028

Strategic Pillars

1) Digital & Operational Transformation	2) Sector Development & Regulatory Transformation	3) Inclusionary Transformation	4) Regional Collaboration & Transformation

Strategies and Actions

1) Digital & Operational Transformation

1. Enhance digital infrastructure, systems and process efficiency

a) Review of preliminary digital transformation activities
b) Streamline and automate key business processes leveraging Artificial Intelligence (AI)
c) Modernise core information systems and infrastructure
d) Improve cybersecurity and data management

2. Strengthen financial sustainability and cost optimisation efforts

a) Establish a cost optimisation and efficiency strategy
b) Develop and implement a revenue diversification plan

3. Build a future-ready agile TATT

a) Draft an optimal work mode policy
b) Develop a succession planning strategy
c) Conduct job evaluation and compensation review
d) Establish a new home for TATT
e) Develop an environmental sustainability strategy

2) Sector Development & Regulatory Transformation

4. Modernise legislation and regulatory frameworks through participatory development and an evidence-based approach

a) Develop, update and implement regulatory frameworks including over-the-top (OTT) Framework
b) Draft and propose legislation and amendments e.g. Electronic Communications Act, Fees, Universal Service
c) Establish MOUs nationally e.g. Central Statistical Office (CSO), Tobago Information Technology Limited (TITL), Fair Trade Commission (FTC)

5. Expand regulatory sandbox for innovation in ICT services

a) Enhance current regulatory sandbox framework

6. Promote sector and industry growth and investment

a) Introduce Digital Terrestrial Television (DTT)
b) Establish market dominance assessment determinations
c) Establish a cost model for essential services
d) Prepare competition framework

7. Accelerate adoption of new technologies

a) Revise dated frameworks and policies due to adoption of newer technologies including broadband wireless access (BWA)
b) Develop and implement new frameworks and plans including satellite and AI

8. Enhance sector oversight and monitoring

a) Develop a continuous sector monitoring strategy to promote robust and resilient infrastructure
b) Enhance tariff monitoring
c) Monitor intellectual property rights (IPR) compliance
d) Enhance consumer protection

3) Inclusionary Transformation

9. Promote digital inclusion, expanded connectivity and create a digitally intelligent society

a) Create a digitally intelligent society
b) Promote access to affordable devices, digital services and expanded connectivity
c) Identify digital gaps
d) Conduct broadcasting survey

10. Strengthen public awareness and brand equity

a) Establish a stakeholder engagement framework
b) Develop an integrated multi-channel marketing and engagement strategy
c) Develop a Corporate Social Responsibility (CSR) Roadmap

4) Regional Collaboration & Transformation

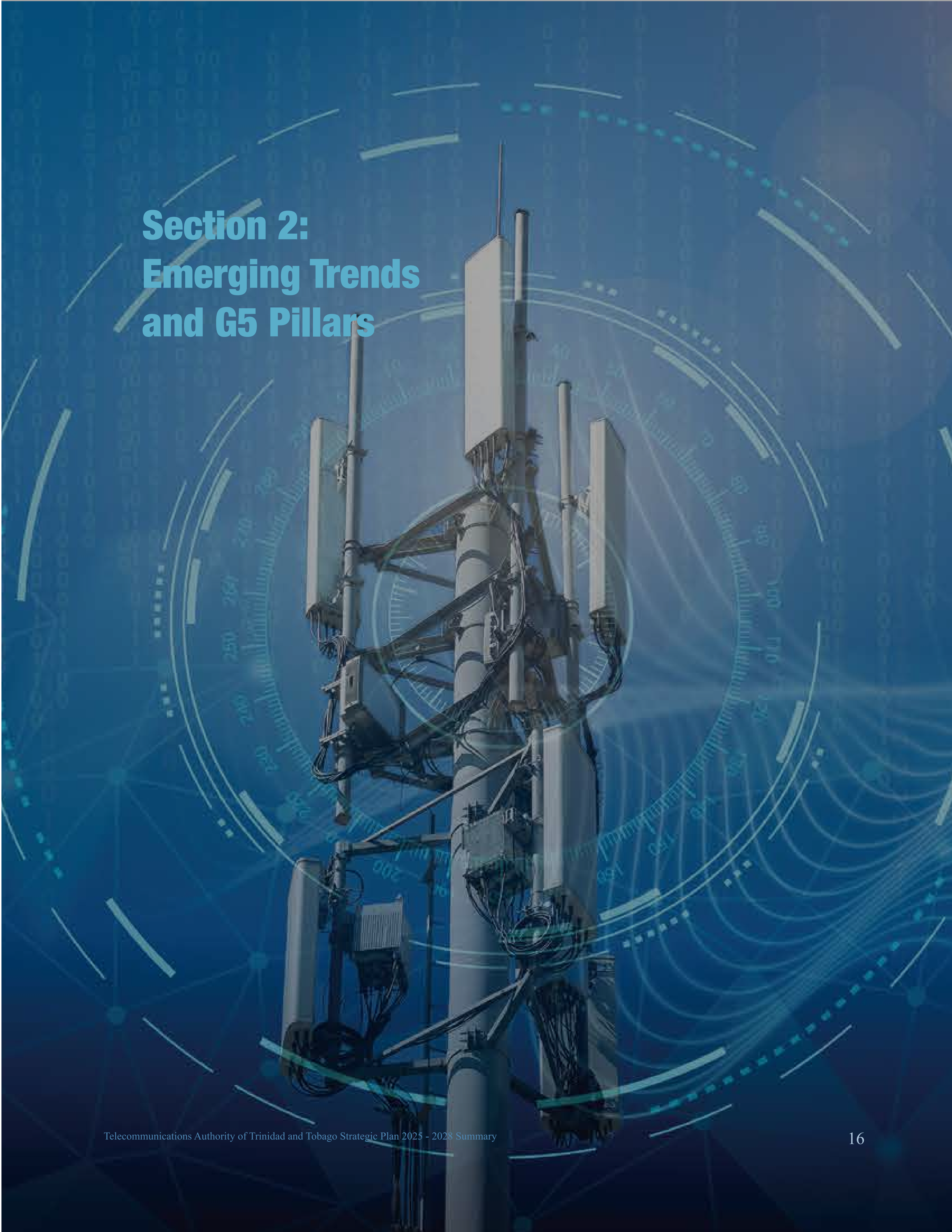
11. Position TATT as a thought leader and trusted advisor in ICT regulation and digital policy across the region

a) Create a regional center of excellence for information and communication

12. Influence global ICT policy

a) Contribute to and influence global information and communication technology (ICT) discussions

Section 2: Emerging Trends and G5 Pillars



Emerging Trends in Telecommunications and Broadcasting Sectors

Emerging trends underscore the need for TATT to be more proactive in identifying and mitigating new risks, more agile in delivering timely and comprehensive responses, and more collaborative with stakeholders to foster shared value and sustainable outcomes.

Convergence of Telecoms, Media & Technology

Fueled by OTT growth, bundled service demand, rapid 5G and fiber rollout, and Big Tech's entry, the telecommunications sector is transforming. This challenges traditional markets and pushes regulators to redefine competition, harmonise rules, protect intellectual property, revisit licensing and content obligations, and protect net neutrality.

Satellite Internet & Non-Terrestrial Networks (NTNs)

Driven by LEO constellations like Starlink, satellite internet is expanding high-speed access to rural areas, boosting disaster resilience, and promoting digital inclusion. This shift requires coordinating global spectrum, licensing cross-border services, reassessing USO frameworks, and enforcing fair competition and consumer protections.

Convergence of Telecoms, Media & Technology

Powered by generative AI, AI and automation in telecom and broadcasting enable predictive network management, personalised content, and cost savings. Key regulatory challenges include ethical AI standards, preventing discrimination, enhancing data privacy, and monitoring synthetic content to combat misinformation.

Convergence of Telecoms, Media & Technology

Driven by 6G and terahertz research, advanced network virtualisation will enable hyper-connectivity, support industrial IoT and automation, and heighten global tech competition. Realising these benefits requires regulatory focus on high-frequency spectrum allocation, global standards participation, cybersecurity preparedness, and promoting infrastructure sharing for efficient, resilient networks.

Convergence of Telecoms, Media & Technology

Accelerated by growth in AR/VR hardware, the creator economy, and blockchain rights is driving decentralised media like Web3, XR, and the Metaverse to reshape content creation and interaction. This raises challenges in content moderation, digital rights, immersive safety, and cross-border enforcement.

Positioning TATT as a ‘Leading’ G5 Benchmark regulator

Our Strategic Objectives are aligned with the ITU’s G5 Benchmark Pillars, with the ambition of positioning TATT as a ‘Leading’ G5 Benchmark regulator.

The G5 Benchmark offers regulators a powerful, straightforward readout on where the country is on the collaborative digital regulation pathway. Spanning 193 countries, the G5 Benchmark tracks data across 70 indicators, organized around four main pillars (see pillars below). Based on these indicators, countries fall into four stages of digital transformation readiness**: Limited, Transitioning, Advanced** or **Leading.**

ITU G5 Benchmark Pillars	
Pillar I – National Collaborative Governance	**This covers collaboration among institutions, industry stakeholders, and cross-sector regulators and assesses regulatory coherence and impact at the domestic, regional, and international levels, particularly where information and communication technologies (ICTs) cross over with health, finance, education, transport and energy.**
Pillar II – Policy Design Principles	**This indicates the extent to which policy design and regulatory compliance are guided by evidence, transparency and accountability, and ethics.**
Pillar III – Digital Development Toolbox	**This encompasses key legal and policy instruments, including those for cybersecurity, data protection, emergency telecommunications, and infrastructure sharing, as well as mid- to long-term socio-economic goals, such as youth employment and sustainable consumption and production, where digital technologies play a role.**
Pillar I V– Digital Economy Policy Agenda	**This indicates how far governments have updated their policy portfolios for the digital economy, from innovation and investment incentives to taxation, emerging technologies, and industry codes of conduct.**

Transitioning' G5 score toward 'Advanced' or 'Leading' status

To progress from a 'Transitioning' G5 score toward 'Advanced' or 'Leading' status, we must pursue a transformative and results-driven Strategic Plan that is firmly aligned to the International Telecommunication Union's (ITU) G5 Benchmark Pillars.

G5 Pillar alignment:

- 1. National Collaborative Government
- 2. Policy Design Principles
- 3. Digital Development Toolbox
- 4. Digital Economy Policy Agenda

TATT's STRATEGIC OBJECTIVES	TATT's STRATEGIC PILLARS: 1. Digital & Operational Transformation	2. Sector Development & Regulatory Transformation	3. Inclusionary Transformation	4. Regional Collaboration & Transformation
1. Enhance digital infrastructure, systems and process efficiency	✓ (3)			
2. Strengthen financial sustainability and cost optimisation efforts	✓ (4)			
3. Build a future-ready agile TATT	✓ (1) (2)			
4. Modernise legislation and regulatory frameworks through participatory development and an evidence-based approach		✓ (2)		
5. Expand regulatory sandbox for innovation in ICT services		✓ (3) (4)		
6. Promote sustainable sector industry growth and investment		✓ (4)		
7. Accelerate adoption of new technologies		✓ (3)		
8. Enhance sector oversight and monitoring		✓ (1) (2)		
9. Promote digital inclusion, expanded connectivity and create a digitally intelligent society			✓ (3) (4)	
10. Strengthen public awareness and brand equity			✓ (1)	
11. Position TATT as a thought leader and trusted advisor in ICT regulation and digital policy across the region				✓ (1) (2)
12. Influence global ICT policy				✓ (1) (2)

Conclusion

This Strategic Plan reflects extensive engagement with TATT’s Leadership Team, Management Team and departmental staff, supported by research into evolving ICT and regulatory trends. It responds to the challenges and opportunities facing TATT at a pivotal stage of its transformation journey.

The risk associated in executing this strategic plan should be actively monitored via a robust risk management framework. Any material changes as per the Risk Ratings will require interim amendments to the Strategic Plan to keep it “SMART” – specific, measurable, achievable, realistic, time-bound.

Telecommunications Authority of Trinidad and Tobago

Strategic Plan 2025 - 2028

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