

Strategic Plan

2015 - 2017



Telecommunications and Radiocommunications Regulator

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MESSAGE from the Regulator

The office of the Telecommunications and Radiocommunications Regulator (TRR) was established under the Telecommunications and Radiocommunications Regulation Act No. 30 of 2009 ("the Act"). The general functions and powers of TRR are defined in Section 7 of the Act. TRR was established as a separate and independent regulatory body to regulate the telecommunications sector of Vanuatu. It works collaboratively with, but independently from, the Government.

TRR's main responsibilities, as provided for under the Act, are to (i) facilitate the development of the telecommunications sector, and (ii) manage radio-frequency spectrum, in order to promote national, social and economic development. All in all, our role is to ensure compliance with, implement, facilitate and enforce the provisions of the Act.

After 6 years of operation, we now have widened our range of functions and expanded our multifaceted role effectively and successfully, in response to the increased complexity of regulating the country's ever evolving and fast-paced telecommunications and ICT industry. These developments directly relate to intensified globalization and the accompanying effects in communications and technology world – wide, as well as directly here in Vanuatu.

Given this, TRR believes that it is timely for it to develop and outline its strategic direction and inform our stakeholders. This Strategic Plan (Plan) provides a transparent awareness of our intentions, a check and balance mechanism on TRR, and is a means by which we can be evaluated for our effectiveness and commitment.

The development of our 2015 – 2017 Strategic Plan builds on our vision and mission, and assists us to put into effect and enable: A communications environment that enriches the social, cultural, customs and commercial fabric of Vanuatu.

This 3-year rolling Plan sets out TRR's 2015 to the end of 2017 regulatory approach. It identifies how TRR will operate to achieve its goals and continue to be a responsible, transparent, effective, relevant and appropriate regulatory institution of the telecommunications market in Vanuatu.

What shape the telecommunications world today will ultimately assume (even over the relatively brief period of this Plan) is unknown; except that it seems certain that telecommunications will continue to evolve and change shape and form rapidly.

TRR's vision and mission has been framed in light of this underlying dynamic of change. In discharging its various roles and functions, whilst ensuring compliance with the Act, TRR has focused on being a light touch, evidence-based and informed regulator, working cooperatively with the industry, one that communicates effectively and facilitates, and regulates, in the event of market challenges and difficulties, and follows and develops innovative practice based regulations to make telecommunications work in Vanuatu's best interest.

This Plan sets out the desired objectives that we are seeking to achieve over that time. By considering the pressures that impact on our working environment we are trying to embrace what we currently see, think and feel. The action plan looks at utilising available resources and our core competencies so that the Plan is feasible, realistic and appropriate, and the process is flexible. We want this Plan to be dynamic and adaptable to changing conditions.

Our Strategic Plan is complemented by the TRR yearly Work Plans which will set out our priorities for each of those 3 years. Internally, the Strategic Plan has been further drilled down into internal TRR 90-day Action Plans, aligned with the Annual Work Plan detailing targets and performance measures.



The key to implementing these strategies will be the continued commitment and efforts of our staff, who have made significant contributions in successfully facing, managing and addressing the many challenges to our organization over recent years. My thanks go to them and the former Regulators, and for the support of the Government; particularly through its Office of the Chief Government Information Officer.

Ronald Box
REGULATOR

A handwritten signature of Ronald Box in black ink, featuring a stylized 'R' and 'B'.

1 Our Strategic Plana Participative Process

Our Strategic Plan informs you of TRR's Vision, Mission, our Long Term Goals, and Objectives. It provides a 'big picture of actions' and TRR's intentions that we have set for implementation and achievement.

Our Plan was developed through a participative and consultative process and is result-oriented and focused. This Plan serves as a transparent blueprint of TRR's planning and achievement agenda for the next three years until the end of 2017. The changing environment and circumstances that TRR operates in will, however, warrant constant review and monitoring to keep it relevant, strategically agile and continuously aligned with TRR's overall mandate.

The Plan will be operationalized through our Annual Work Plans. Our priorities and allocation of resources for these activities will be guided by the priorities of this Plan.

Stakeholder surveys, analysis and environmental scans will be the main instruments to obtain feedback on how TRR is tracking, in our stakeholders eyes, in respect of implementation of this Plan.

2 Our Vision, Mission and Values

Our vision

A communications environment that enriches the social, cultural, customs and commercial fabric of Vanuatu

Our mission

To develop a competition led market for the provision of innovative information and communications services, available to all, which: encourages sustainable, economically efficient investment; respects the interests of consumers; fosters ecologically friendly initiatives; and supports the social, cultural, customs and commercial welfare of Vanuatu.

To continue to build as an exemplar regulator within the region through thought leadership and to be the employer of choice by: investing in our people to develop a professional, passionate team; transparency and fairness in operations and adherence to quality assurance.

Our values

Inspiring - Our imagination, clarity of thought and clear leadership stimulates innovative thinking that meets the needs of tomorrow.

Commitment - Our drive and determination to achieve excellence, our discipline in the execution of our duties, our focus on the development of our team, and our sense of responsibility instill passion for the development of Vanuatu.

Respect - Our respect for each other is ensured by listening, collaborating and having consideration for each other, the public and licensees we work for, the rule of law, confidentiality, intellectual property, customs, environment and future generations.

Balanced - Our evidence based approach to decision making and our adaptability to ensure that we remain proportionate, consistent, fair and just.

Transparency - Our open and inclusive approach to regulation ensures that we are held responsible and our actions and decisions are understood.

3 Our Place in History – From Humble Beginnings

Some key developments:

2007

- November** Council of Ministers approves a new Telecommunications Policy – policy statement.
- December** The Government enters into a Settlement Agreement with TVL and Cable and Wireless, to end its monopoly, allow new licences and open the telecommunications market for competition.

2008

- February** The Government appoints an Interim Regulator, Mr. John Crook, through the assistance of AusAID funding.
The Office of the Telecommunications and Radiocommunications Regulator is established, with two staff, and accommodated within the Ministry of Infrastructure and Public Utilities (MIPU).
- March** The first telecommunications licence was issued to TVL, followed by a second one to Digicel.
TVL and Digicel sign an Interim Interconnection Agreement to allow access to both networks for their respective customers.
- May** The Government of Australia and the Government of Vanuatu signed Arrangement 45654 to establish the UAP Fund with seed funding from AusAID.

2009

- September** Five telecommunications licences were issued (excluding mobile services prior to 30 March 2011).
The Telecommunications and Radio-communications Regulation Act No 30 of 2009 is passed by the National Parliament.
- October** Sourced and agreed arrangements for World Bank Funding for Vanuatu Telecommunications/ICT Technical Assistance Grant TF095147 & Legal/Regulatory Review of International Connectivity Options sourced, and arrangements agreed.
- November** The Telecommunications and Radiocommunications Regulation Act No 30 of 2009 is gazetted and becomes effective.
- December** The Office of the Telecom Regulator completes Digicel's Mobile Coverage check and confirms that Digicel met its Licence obligations of required mobile coverage of the population, 18 months after launch.

2010

February	The Office of the Telecom Regulator relocates from MIPU to privately rented premises to accommodate more staff.
March	The Office of the Telecom Regulator recruits additional staff.
May	The Office of the Telecom Regulator was instrumental, supportive of, and facilitated the establishment of the Government's Office of the Chief Government Officer (OGCIO).
July	The Office of the Telecom Regulator released its Final Determination on the TVL and Digicel Interconnection Dispute.
September	<p>TVL is awarded a UAP contract to construct UAP networks in 10 sites for the provision of mobile service to unserved and underserved areas.</p> <p>The Office of the Telecom Regulator, on behalf of the Government of Vanuatu, was required to pay VT 80 Million to TVL as compensation for TVL to maintaining its loss making lines for 4 years in UAP areas.</p> <p>Mr. John Crook's term as Interim Regulator officially ends.</p>
October	Mr. Alan Horne is officially appointed as new and first fully fledged Regulator.

2011

January	The Office of the Telecommunications Regulator formally adopts the acronym TRR, representing the Telecommunications and Radiocommunications Regulator and its official logo.
March	TRR facilitates the hosting of an ITU ICB4PAC Workshop on Cyber Legislation for the Pacific Region in Port-Vila.
March	TRR releases a Request for Proposal (RFP) for licensed operators to provide Broadband Internet services in one or more of the 4 pilot areas (Rensarie, Melsisi, Nebul and South West Bay).
June	TRR completes a Cost Modelling Study on determining Mobile and Fixed Terminations Rates (MTR and FTR) based on TVL's network.
July	TRR awards a tender to build Broadband Pilot Sites to Incite.
August	TRR Staff and the Chief Information Officer, OGCIO, deliver presentations to Parliamentarians at the Vanuatu Parliament Chamber.
November	TRR launches its first broadband Telecentre pilot project in Rensarie, Malekula, under the UAP program.
December	TRR and the National Emergency Response Group (NERG) implements emergency codes 111, 112, 113, 114, and 115.

2012

- February** The Telecommunications portfolio is officially transferred to the Prime Minister's Office, from Ministry of Infrastructure and Public Utilities.
- May** TRR and the Government host and celebrate Vanuatu's first ever ICT day to commemorate World Information Society Day with other countries around the world.
- November** Mr. Alan Horne's term as Regulator ends.
- December** Mr. Ronald Box is appointed as the new and third Regulator.
TRR facilitates discussions of a Vanuatu Internet Exchange Point (IXP) and witnesses the signing of the Vanuatu Internet Exchange (VIX) MOU by the first joining members.

2013

- January** The OGCI and TRR establish a process for obtaining the Minister's approval on the development of Regulations, and an enhanced independent and co-operative working relationship.
TRR establishes a forward looking Annual and Beyond Work Plan.
- June** Extension of World Bank Grant obtained with a key focus on sustainability and capacity building.
- November** The Government's National Information and Communications Technology (NICT) Policy, its Universal Access Policy (UAP), and its Cybersecurity Policy were approved by Council of Ministers.
UAP implementation plans developed following injection of donor funding into the UAP Fund.
TRR determined by the Government as the UAP implementation agent.
- December** TRR assists enhancements to and increased membership of the VIX through industry collaboration.
Development and approval of Regulatory Consumer Awareness and Protection Plan (CAPP).
TRR developed a Reference Inter-connection Offer (RIO) in readiness for the landing of the submarine cable.
The Rensarie UAP Broadband Pilot Project closes, with the program now a sustainable entity.

2014

January

Commencement of UAP implementation planning.

Commencement of CAPP implementation – more and wider consumer awareness and education programs into rural communities.

TRR team grows to include both staff and contractors.

Signing of significant UAP tripartite agreement between OGCIO, the Australian Government through its Governance for Growth (GfG) and TRR to facilitate universal access implementation.

May

UAP Grant for Connecting Schools, Tablets and Internet Café Program launched.

July

TRR issues its Draft Conclusions on the TVL anti-competitive claim against Digicel.

August

UAP Grant beneficiaries announced.

September

First regional workshop on Child Online Protection (COP) co-hosted by TRR and OGCIO.

September

TRR releases a Documentary on the Rensarie UAP Broadband Pilot Project.

September

Supreme Court issues judgement on Civil Case 152 of 2011 in favour of TRR.

November

Following Digicel's appeal of ruling on Case 152 in September, Supreme Court issues second judgement in November in favour of Digicel.

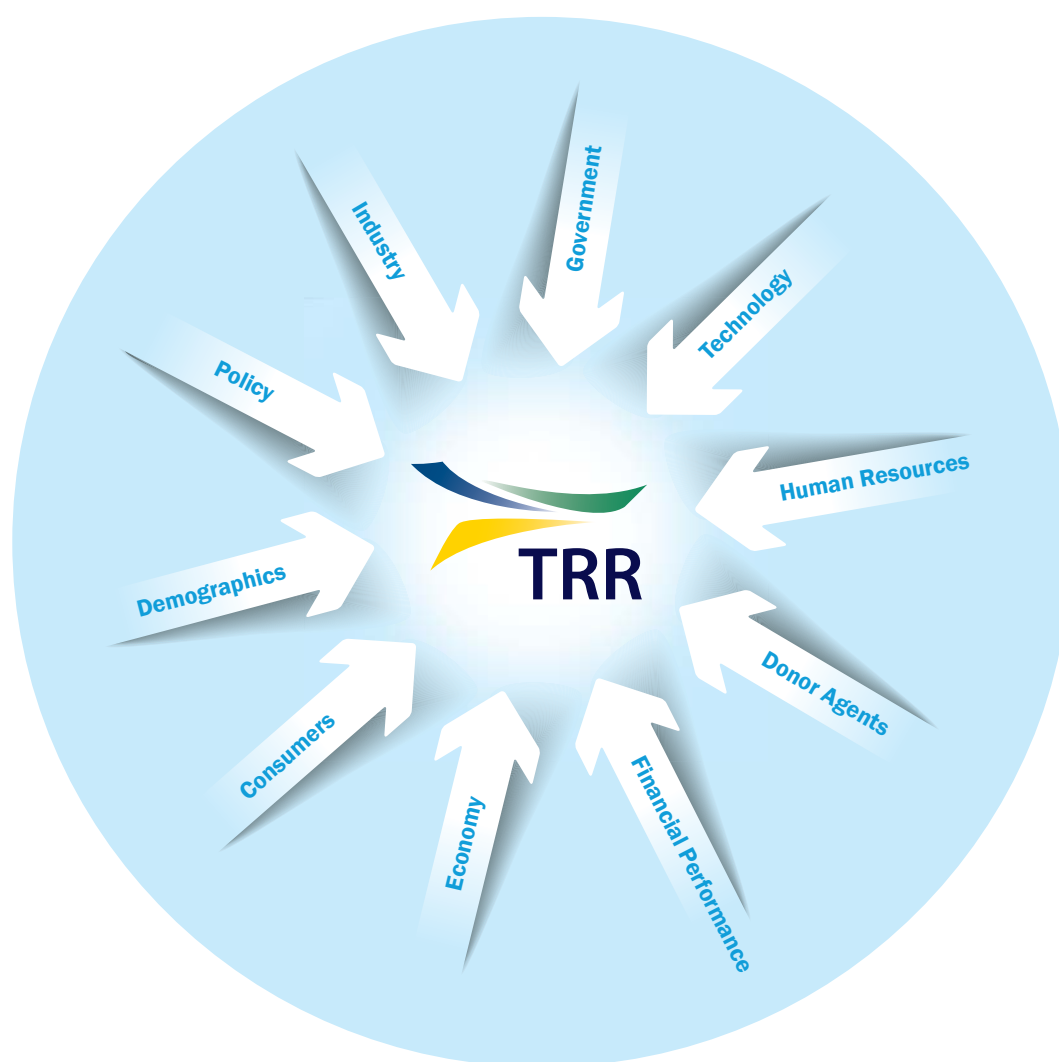
December

Development and approval of Telecommunications Consumer Protection Regulation.

Establishment and Recruitment of Community Consumer Champions.

4 Pressures

We have identified that there are Pressures in the ‘neighbourhood’ (the telecommunication environment) that will ultimately determine the environment in which we operate.



5 Reckoning & Impact

Our ‘Reckoning’ is our feel for the pressures in our ‘neighbourhood’ (jurisdiction) that will ‘Impact’ on our operations and need to be addressed according to what we currently see, think and feel.

Based on our observations we have derived the following actions and will utilise opportunities to mitigate risks.

Government

- Vanuatu is a developing country with a representative Government structure and a high level of needs and demands.
- There is a drive for improved governance and delivery on community expectations.
- Social media impact is growing.
- There has been a regular change in Government.
- ICT is a key strategic focus and enabler for the Government and it has developed three key ICT policies to bring into implement its vision.

Action Plan

- Continue to strengthen & maintain our strategic relationship with the Government; particularly with OGCIO and key Government ministries.
- At all times promote and model best practice and exemplar regulatory behaviour.
- Communicate clearly, consistently and effectively to Government (and industry) on TRR Strategies so that it they are fully aware of our vision, whilst ensuring that we maintain and protect our independence.
- Collaborate with Government and seek its assistance in the delivery of relevant public consultations and TRR messages.
- Collaboratively work with relevant Government Departments and Ministries to achieve the Government Vision of ‘A just educated, wealthy and healthy Ni-Vanuatu’.

Technology

- We are operating within a dynamic and constantly evolving sector that has the capacity to increase customer choice and access to new and evolving telecommunications and ICT services.
- The multi-island geography and topography pose challenges for the ease of provision of telecommunication services to the whole of the country. This also creates a digital divide between the ‘haves’ and ‘have nots’ in Vanuatu.
- Telecommunications services offerings in Vanuatu are growing and the implementation of UAP will drive enhancements.
- Customers rely on operators for choice and introduction of technology.
- The launch of the submarine cable’s infrastructure has already changed Vanuatu’s ICT environment, and is expected to be a ‘game-changer’ from a social development and economic growth perspective.

- There are increasing cybersecurity and child online safety concerns with the availability of portable devices to children and young people and uptake of services by the citizens of Vanuatu.
- TRR's UAP initiatives link with the Government's ICT strategic focus and is, and will continue to be, the key area of focus in TRR Work-Plans. It achievement and positive impact to the community is what we wish to be recognized for.

Action Plan

- Focus on continuous learning; specifically in the areas of technological change, proactively lead on and mitigate any negative impacts of technology, and proactively assist with widened customer choice and protection, and in raising consumer awareness.
- All TRR team-members must be aware of, and drive, TRR's contribution to UAP and its implementation, and recognize the need for 100% teamwork to ensure all deliverables are met on time; for this key initiative.
- Continuously encourage and support operators in the provision and delivery of enhanced technological offerings to consumers and business.
- Facilitate the implementation of the Governments ICT Policies for the betterment and benefit of all Vanuatu citizens.

Human Resources

- There is a limited and shallow labour market and pool of ICT/regulatory knowledge and expertise, precipitating further difficulty in creating broad career path opportunities within Vanuatu.
- Through frequent change of Government, there are leadership and planning challenges to be faced across Government, Industry and the Community.
- There is an inconsistent approach and lower levels of performance, drive and work ethics across the sectors.
- A disparity in the levels of remuneration between private and public sector currently exists.

Action Plan

- Continue to develop citizens and/or attract potential employees via the promotion of internship/work experience programs.
- Maintain our excellence & best practice behaviours that will ensure we continue as a preferred employer.
- Continue to offer professional development to TRR staff to upgrade technical, management and leadership skills to proactively facilitate fitness for purpose, and consistency and relevance in TRR views and decisions.
- Benchmark TRR across other professional institutions and regional Regulators.

Donor Agencies

- Whilst the World Bank Grant will conclude in June 2016, there are alternate donors that could be considered for assistance; e.g. Australia, NZ, China, Japan, EU.
- Donor support is reliant on monitoring and evaluation methodologies and set procedures which, at times, are somewhat bureaucratic, time-consuming and can divert from delivering on our key task achievements.
- Donor priorities may conflict with Vanuatu Government or TRR priorities.

Action Plan

- Create a self-sustaining institutional organisation prior to the end of the Grant in June 2016 that does not (fully) rely on donors.
- Strive to achieve all deliverables on-time and with agreed initiatives.
- Continue to demonstrate high levels of ethics, transparency, fairness, consistency, governance and financial discipline.
- Engage with donors and dialogue effectively to build a strong awareness of the importance of TRR activities, and the ICT sector's contribution to the Vanuatu economy.
- Consider appropriate donor funding opportunities and cost-cutting measures to assist and ensure TRR's sustainability and/or enhance its work program and delivery.

Financial Performance

- We have an aspiration, drive and recognition of the need for financial sustainability; and wish to deliver on that objective.
- Licence and, potentially, spectrum fees will be the key financial income for TRR.
- Licensees may demonstrate push-back strategies for any licence or spectrum fee increase and/or the implementation of UAP levies, and TRR must be in a position to fully justify and be transparent about its decisions.
- The World Bank Grant, which currently greatly assists TRR in its operations and towards meeting its deliverables, will conclude in June 2016 and TRR must look to self-sustainability initiatives to ensure its financial position is secured.
- There may be perceptions that TRR is not financially frugal and responsible.

Action Plan

- Continue to build on our current planning initiatives and outputs, demonstrate and establish a clear pathway towards self-sustainability.
- Maintain transparency, accountability and ethics, and responsibly focuses on TRR's role and core functions defined by the "Act".
- Address any licence or spectrum fee push-back including UAP levies and/or license fees income, substantiate our fee structure and any increase in fees.

- Establish appropriate, realistic and relevant fee structures.
- Effectively utilize any income TRR derives; from any source.
- Practise and demonstrate high and transparent levels of financial corporate governance.

Economy

- We are operating in an environment that has a split economy, socio-environment and digitally divided structure: urban vs rural.
- Vanuatu is classified as a least developed country and remains financially reliant on donor aid. It is a subsistence economy with low per capita income levels.
- The economy currently relies heavily on tourism.
- Vanuatu's geographic expanse and remoteness has resulted in low levels of infrastructure in rural areas/outer islands, and there are disadvantages and digital divide gaps that naturally follow.
- ICT is a powerful enabler and facilitates a positive economic effect, and economic opportunities.
- The Government fully supports ICT initiatives, and inclusion.

Action Plan

- Continue to appreciate and recognize the significant role played by ICT's, be cognisant of its positive economic effects as part of our sector monitoring and regulation, and work effectively and cooperatively with Government to assist it to meet its ICT objectives.
- Roll-out UAP, achieve and deliver all its objectives and requirements.
- Continue to facilitate sustainable competition and drive industry growth, and higher levels of industry competitiveness.
- Focus on improving the contribution to ICT's made to GDP.
- Ensure that TRR takes a proactive approach and that appropriate regulatory instruments are developed and put in place to stimulate industry growth, innovation and consumer demand, and facilitate sustainable competition.

Consumer

- We are seeing an increasing level of awareness from consumers including their rights and redress, whilst recognising this is coming from a low awareness base and that we must continuously increase it.
- Whilst there is an increasing awareness of consumer rights and responsibilities, TRR is in the very early life cycle of its consumer ICT awareness strategies, and low levels of adoption and consumer understanding remains. As a consequence, we need to continue to keep a clear focus on this with innovative strategies and development of appropriate and effective programs and regulatory instruments.
- Consumers are increasingly demanding greater choice and service, fairer and reasonable prices and range of service offerings, and greater quality of service (QoS).
- There is an increasing generational and cultural divide, particularly in the rural vs urban sectors.

Action Plan

- Continue to focus on and develop wider awareness and education campaigns to educate the whole population on the benefits of ICT's.
- Actively monitor the implementation of TRR's Consumer Protection Regulation and fine tune/adjust as required.
- The implementation of UAP is our key focus. As part of UAP implementation we will consider and develop innovative ways of educating the different levels of the community; particularly in rural and remote areas.
- We will add value to, and assist our consumer-focussed campaigns, by completing a market analysis of the telecommunications market in Vanuatu and the pricing packages towards unbundling and demystifying the information to assist consumers and be a key plank of our and awareness programs.
- We will gather and publish QoS data and quality of experience data, to promote overall QoS improvement of telecom services, and actively monitor compliance with any QoS instruments we put in place.
- It is critical that we work effective with Government and stakeholders to develop and implement a national COP strategy for Vanuatu.

Demographics

- There are high levels of youth unemployment.
- Appropriate education of the population is a challenge.
- There are extremely low levels of literacy – oral and numeracy - but ICT's can assist in overcoming many of the current challenges and financial burdens.
- The majority of the population live in rural areas.
- Developments to date, and employment opportunities, have occurred in the urban areas and are not yet sufficient to meet the needs of the broader community; particularly rural areas.

Action Plan

- TRR must ensure the UAP rollout and deliverables are met in a timely, effective and appropriate way.
- We need to continue to consistently improve our community awareness programs, and promote the benefits and opportunities that ICT's brings; particularly in the unserved and underserved areas.

Policy

- The Government's Policies incorporate challenging objectives and timelines.
- There are cross-sectoral policy challenges and implications that will need to be considered and addressed.
- There is a potential risk of duplication of efforts when executing the implementation of the Government's NICT. UAP and Cybersecurity policies.
- Policy deliverables and achievements could, potentially, be impacted by the inadequacy, or lack, of financial resources.

Action Plan

- Seek policy clarifications as necessary where there appears to be disconnection between policy objectives and practical implementation.
- Work with and communicate effectively and collaboratively, with Government and industry to make sure practical implementation is realistic and fair.
- Prioritize and continuously monitor, review and adjust our implementation plans to enable compliance with policy requirements.
- Be accountable for managing delivery of appropriate TRR policy needs and outcomes.
- Structure our annual budget and financial management arrangements to provide the appropriate level of resources to meet policy objectives.
- Remain fit for purpose, and provide guidance to the Minister on the potential advantages, disadvantages and consequences of policy enactment and duplications.
- Leverage, and build on, the strong relationship between TRR and OGCI to communicate and influence.

Industry

- TRR must, at all times, regulate appropriately and effectively.
- Community and policy objectives may be impacted by the behaviours of operators/licensees.
- The large operators are multi-nationals with a strong parent and commercial focus.
- The entry of Digicel placed significant challenges on the previous incumbent operator TVL, but competition has grown, stimulated the market and widened access to ICT services.
- Operators are improving their customer focus but TRR needs to ensure that a consistent commitment towards a customer service culture is introduced and maintained.
- The introduction of the submarine cable has facilitated and encouraged rigorous competition across the sector, and has facilitated access and uptake to more and varied ICT services, potential customers and widened provision of operator services.
- UAP initiatives are delivering, and will continue to deliver, significant benefits to the Government, Vanuatu citizens, consumers, potential customers, and the operators providing services.

Action Plan

- Jointly, cooperatively and effectively work with industry to build respect, trust and relevance for ICT sector achievements.
- Continue to demonstrate a proactive approach and light-touch Regulation. Intervene only where necessary; otherwise let market dynamics operate and drive competition.
- Establish viable, effective and consistent customer awareness programs and monitor the implementation of the Consumer Protection Regulation and, particularly, industry's approach to, and implementation of, it.
- Create and capitalise on opportunities, and take relevant action to support and encourage ICT innovation and service delivery, in accordance with the Government's ICT objectives, Policies and the Act.
- Maintain awareness, and address financial impacts and any negative impact or perception, of TRR levies and/or fees.

6 Our Vision - 2017

We have considered the ‘Pressures’ facing TRR, developed and enacted our appropriate responses and operational activities and, based on our current knowledge, have determined the opportunities and risks that we must address, manage, mitigate, and the initiatives and activities we need to put in place to achieve our vision

The following aspirations will guide our way forward.

Government

We have a strong and effective working, and highly collaborative but independent, relationship with Government and industry, where we are striving and working together to improve economic growth and social development in Vanuatu.

We are a transparent and independent organization, consistently modeling best practice standards, and we deliver a quality outcome in a timely and responsive manner.

Our messages are clearly communicated and well understood by the Government, industry and the community.

Technology

We understand the types of technology and emerging technologies deployed, or that may be deployed, by operators in the market and their relevant impacts; particularly regulatory impacts. We effectively monitor and audit the technologies provided to the market and do our best to stimulate provision of new services and sustainable competition.

We are innovative and adaptable in putting in place regulatory mechanisms fit for purpose within Vanuatu that will assist Government policy and Government initiatives.

Universal access provision and implementation is successfully being rolled out, and is achieving and meeting all requirements of the UAP. We are seeing real social and economic benefits and change through this initiative; particularly in rural and remote locations.

Human Resources

We have maintained our focus on developing, retaining and promoting knowledge, towards staff attraction and retention, and best work-practice experience. This, coupled with TRR’s preferred employer status, will assist in attracting and retaining ‘best in class’ employees.

We are recognized as an organization that consistently encourages commitment and develops its people to the highest standard, recognizing that the quality and knowledge-base of our staff is a key contributor to the enablement of being a sustainable, effective and credible Regulator.

We have appointed our first Ni-Vanuatu Regulator and she/he is effective, and has established and maintained credibility with Government, industry and the community.

Donor Agencies

Donor agencies recognize TRR as a role model and donor-recipient organization, exercising best-practice and, as a result, there is potential for, and consideration of, availability of donor funds for key projects (e.g. UAP implementation); and/or to assist TRR meet its deliverables and challenges.

Financial Performance

Our organization is self-sustaining in structure and operations, and in terms of resourcing, sound corporate governance, financial management and in meeting the objectives of the TRR Act 2009.

We offer a transparent, best-practice model of reporting, and we have demonstrated effective and appropriate use of TRR's income, including Donor funding, and funding from the UAP Fund.

Economy

TRR is providing statistical information that can demonstrate the growing contribution of ICT to Vanuatu's GDP, and provide valuable data to assist Vanuatu's economic growth.

The implementation of UAP has had a positive and significant impact on reducing the rural-urban divide and bridging the gap between haves and have-nots.

Consumers

Consumers are confident with ICT take-up and utilization, and the services offered to them and potential customers are affordable, reliable, and wide-ranging and more choice within the market is offered and available.

As a direct result of our consumer active awareness campaign, and the impact of the Consumer Protection Regulation, consumers are now well informed, protected and empowered in the many facets and use of ICT.

Demographics

We are providing important, regular and clear advice and statistics to Government and stakeholders on telecommunication trends, and we are able to develop and implement solutions to continue to effectively regulate this fast growing and ever-changing telecommunications and ICT market.

We are working effectively and cooperatively with stakeholders in the development of population and migration demographics, (e.g. youth), and in facilitating consumer awareness and the availability of consumer protection mechanisms.

Policy

We are continuing to work cooperatively and collaboratively with Government and industry in achieving the effective implementation of Government ICT policy objectives.

We are fair, transparent, responsive, flexible and nimble in our approach, and we proactively monitor and fine tune our Work Plans in line with sectorial and/or market changes.

Industry

We demonstrate light touch, appropriate, regulation that encourages and promotes fair and sustainable competition and innovative approaches to facilitate a healthy market, and regulate as required; particularly when there are market challenges or such need.

We have established appropriate Regulations and Regulatory Instruments and, particularly, an enforceable customer service benchmark and redress mechanisms through our Consumer Protection Regulation, and we proactively monitor and regulate the industry for compliance.

We are transparent and recognized as a credible and respected organization, and we have established an effective monitoring and compliance regime. Where appropriate, we work with industry to develop remedial measures to facilitate the continuation of a well-regulated, sustainable and dynamic industry environment.

Acronyms

COP	Child Online Protection
GDP	Gross Domestic Product
ICT	Information and Communications Technology
IXP	Internet Exchange Point
MIPU	Ministry of Infrastructure and Public Utilities
NERG	National Emergency Response Group
NICT	National Information Communications Technology
OGCIO	Office of Government Chief Information Officer
RIO	Reference Interconnection Offer
TRR	Telecommunications and Radiocommunications Regulator
UAP	Universal Access Policy
VIX	Vanuatu Internet Exchange
VNSO	Vanuatu National Statistics Office
VNYC	Vanuatu National Youth Council

