

Strategic Plan 2019-2021

Direction Strategy Time



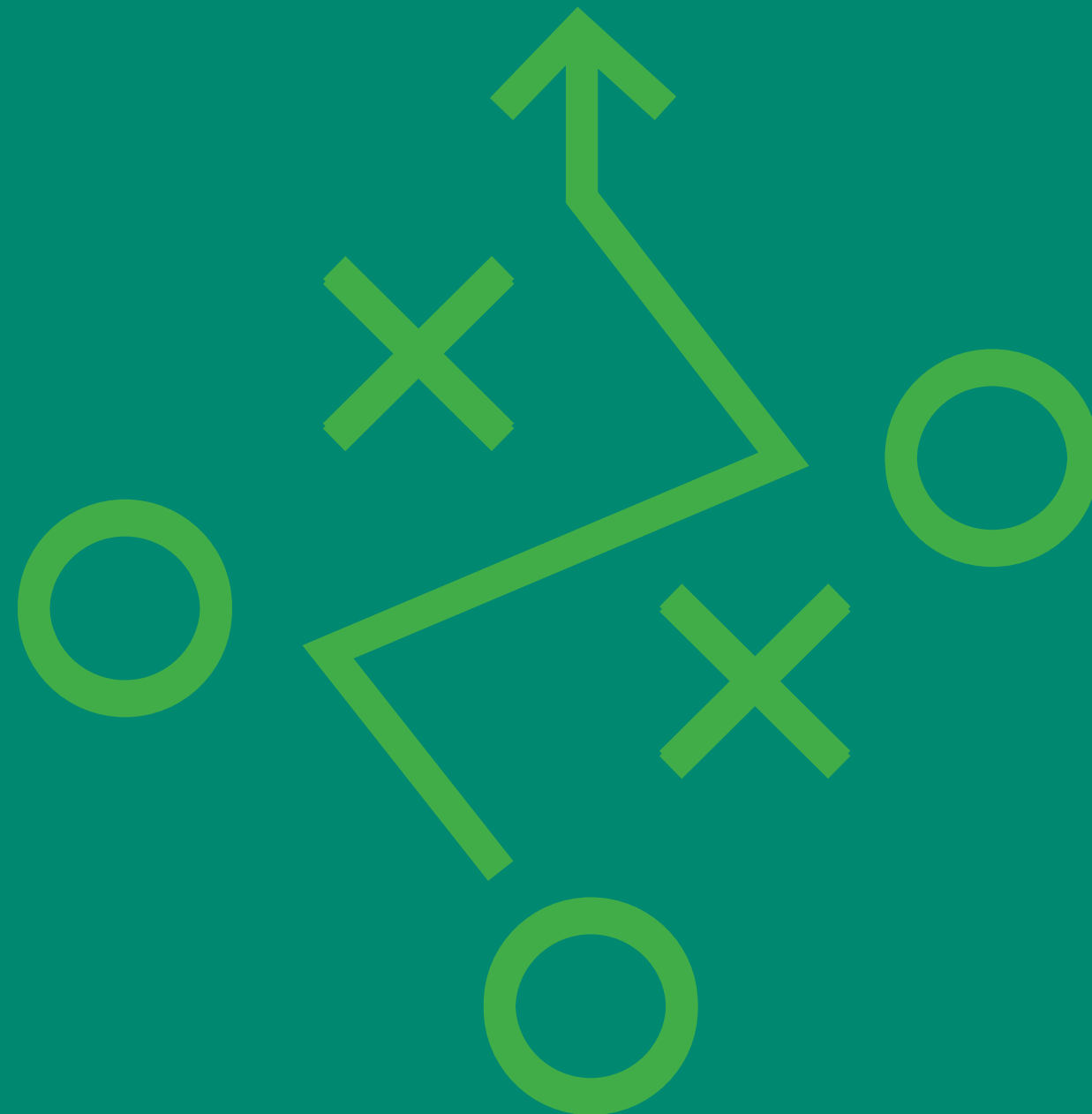


Table of Contents


Message from the Regulator

| | |
|--|----|
| 1 Our Strategic Plan | 1 |
| 2 Our Vision, Mission and Values | 2 |
| 3 Our Place in History – From Humble Beginnings | 3 |
| 4 Pressures | 12 |
| 5 Experience, Reckoning & Impact | 13 |
| Political Interference | 13 |
| Government | 14 |
| Technology | 15 |
| Human Resources | 16 |
| Donor Agencies | 17 |
| Financial Performance | 18 |
| Economy | 19 |
| Consumers | 20 |
| Demographics | 21 |
| Policy and Regulatory Regime | 22 |
| Industry | 23 |
| 6 Our Vision - 2021 | 25 |
| Acronyms | 28 |

A message from the Regulator



Brian Winji
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”). In June 2018, the Legislation was amended (Amendment No# 22 of 2018) catering for broadcasting services and the regulatory functions for broadcasting has now transferred to the TRR’s sphere; the institution is now the Office of the Telecommunications, Radiocommunications and Broadcasting Regulator (TRBR).

Since its establishment, TRR now the TRBR continued to maintain its operations as a separate and independent regulatory body to regulate the telecommunications, radiocommunications and now the broadcasting sector for Vanuatu.

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. Our duties and function is to ensure compliance with, implement, facilitate and enforce the provisions of the amended Act.

The transfer of broadcasting regulatory functions to TRR’s sphere of operations will now mean, the scope of our functions have widened and expanded. There are more and more emerging technologies such as Over The Top (OTT), Internet of Things (IoT) and Artificial Intelligence (AI), deployed globally and in Vanuatu as well. Technological developments can be interpreted as the mirror of human progress and failure in lives.

Therefore, building on and learning from TRBR’s previous three year strategic plan (2015 – 2017), TRBR develops this plan as a strategic direction to inform our stakeholders on our regulatory

approach. This Strategic Plan (Plan) provides a transparent awareness of our intentions, a check and balance mechanism on TRBR’s operations, and a means by which we can be evaluated for our effectiveness and commitment.

Our 2019 - 2021 Strategic Plans 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 TRBR’s 2019 to the end of 2021 regulatory approach. It identifies how TRBR will operate to achieve its goals and continue to be a responsible, transparent, effective, relevant and appropriate regulatory institution of the telecommunications and broadcasting market in Vanuatu.

This strategic plan is framed in light of the technological evolution, the dynamic changes within our society and reflects the TRBR’s vision and mission. TRBR continues to focus on being a light touch Regulator however, in some difficult situations; the TRBR will consider approaches that will best deliver on fair and balanced outcome for

all parties involved. TRBR continues to signal it’s positive and cooperative working relations with the industry, the consumers, and importantly the Government of Vanuatu in developing innovative practice based regulatory framework to enable the telecommunications and broadcasting sector work in Vanuatu’s best interest.

This Plan sets out the desired objectives that we are seeking to achieve over that time period. By considering the pressures that impact on our daily 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 TRBR’s yearly external and internal 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 TRBR 90-day Action Plans, aligned with the Annual Work Plan with specific targets and performance measures.



1. Our Strategic Plan

.....a TRBR Team Participative Process

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

Our Plan was developed through TRBR's whole team participative, interactive and consultative approach and as part of capacity building; and is result-oriented. From the experiences encountered in the implementation of, and the directions provided by the 2015 to 2017 strategic Plan, this Plan serves as a continuous tool for executive direction; a fair and transparent blueprint of TRBR's planning and achievement agenda for the next three years ending 2021.

The global technology evolution pressures, the continuous national political instability, the changing environment and circumstances that TRBR operates in, will warrant constant review and monitoring to keep it relevant, strategically agile and continuously aligned with TRBR's overall up to date mandates.

The Plan will be operationalised through our Annual Work Plans and our priority actions, and allocation of resources for these activities will be guided by the priorities of this Plan and importantly monitored by our 90 days action plan.

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

The World Bank (WB) Grant Agreement, TF014458 with the Vanuatu Government (GOV), under donor funding provided by the Government of Australia through The Governance for Growth Program and administered by the WB, concluded on June 30th 2017. A WB Grant review in 2017 gave TRR a satisfactory rating following its successful management, use and coordination of the Grant.

The successful management of the Grant was a result of a cooperative, cohesive and collaborative partnership between TRR, Office of the Government Chief Information Officer (OGCIO) and the Ministry of Finance and Economic Management. This close, but independent relationship has enabled the successful implementation of the program in delivering its milestones in a timely and qualitative fashion.

The objective of that WB Grant was, "to facilitate the transfer of legal, regulatory and technical expertise to support the establishment of fully functional oversight institutions for telecommunications and ICT in Vanuatu, thereby supporting the transition of Vanuatu's telecommunications market from a monopoly to a fully liberalised environment, through the establishment of pro-competitive reform with requisite regulatory oversight, and an improvement in access."



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 and 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 2015

Some Key Developments

2015 (Special Year)

Vanuatu recruited the first Ni-Vanuatu and first female Regulator for Telecommunications and Radiocommunications. This was an achievement for Vanuatu, the Government and the TRBR over a short period of time since 2008.

The Government of the Day through the Hon. Prime Minister, Minister responsible for Telecommunications/ICT accepted a major and prestigious award from the United Nations for Vanuatu's achievements in ICT sustainability, awarded to Vanuatu during the ITU's 150th Anniversary of its founding. The Office of the TRR was pleased to be part of the efforts displayed and delivered on all the commitments made by all the service providers, partners and stakeholders in advancing Vanuatu forward in its Telecommunications/ICT development, thus leading to this prestigious award.

Reflecting on the impact of category 5 TC PAM and the lessons learnt, TRR has recommended the need to become a member of any formalised government emergency response group for the telecommunications sector through the formalised group known as the Telecommunications Emergency Cluster and the outcome of meetings and pooling of efforts together by the Cluster have assisted the Telecommunications Service providers to restore

their network across Vanuatu within less than two weeks.

TRR was pleased that the three players (TVL, Digicel Vanuatu and Telsat) have agreed and signed up on their commitment to upgrade to at least 3G+ technology and to roll out their networks to 32 identified areas, both unserved and underserved at their own cost. With these commitments locked in through the undertaking signed with the TRR, Vanuatu expected to see some sites operational in mid-2016.

In preparation for the Computer Laboratory Internet Community Centres (CLICC) sites, the Tablet For Students (TFS) and the Internet Café Senta (ICS) to be up and operational, there was also a technical training delivered for respective CLICC sites administrators. More than 50 participants across Vanuatu attended the training in preparation to receive the internet services in respective sites towards the end of 2015 and onwards.

The Regulatory Internet Symposium with a theme "an Open and safe Internet" for the first time was coordinated by TRR for its stakeholders and the internet community in Vanuatu was a very successful event.

TRBR launched its Community Consumer Champions Initiative; a home grown initiative established to provide a mechanism for community input through sixteen (16) champions

to represent their communities in any TRR event and, most importantly contribute to telecommunications/ICT educational awareness by promoting key messages to the communities and schools they represent. The Community Consumer Champions Handbook was also launched for use as their guide.

TRR took the lead on extending the National ICT day celebrations in Luganville Santo which was a huge success. There were more than one thousand five hundred people who attended the 1 ½ day's celebrations with a parade through the streets of Luganville. The people had the opportunity to learn more about the use and benefit of ICT development and the roll out of telecommunications services into the rural communities.

Telecommunications and Radiocommunications Consumer Protection Regulation was gazetted and enforced to ensure the rights of the consumers are respected and that they have fall-back support mechanism in place in dealing with service providers over issues and queries.

The TRR participated on the National Trade Fair Day and took the opportunity to promote and provide information on how the regulatory regime in Vanuatu could contribute to, and facilitate, fair trade in Vanuatu.

TRR established a variety of Consumer Educational Fact Sheets containing information on types of services provided by the Service providers and other additional and useful information that are important for consumers to learn, know more about and understand; and distributed thousands of copies across all rural communities and schools through the Community Consumer Champions network.

TRR conducted a spectrum audit across 40 tower sites in Vanuatu to validate the spectrum signal and usage against the data provided by the Licensees.

The Vanuatu National Frequency Allocation Table was reviewed to include new frequencies and can be viewed via the TRR's website.

TRR issued a call for Expression of Interest to the operators and/or relevant parties for access to spectrum blocks in the 700 MHz band with an instruction to clearly state the amount of blocks required and the type of services to be provided with a preliminary roll out plan.

Based on operator request and due diligence checks and balances, TRR released and allocated new cellular Mobile Service number ranges; 50-xxxxx, 51-xxxxx, 52-xxxxxx, 58-xxxxx to Digicel Vanuatu Limited.

Following a request from the aviation industry for an internal review of Decision 2 of 2014 (as it affected that sector only), TRR revisited the radio apparatus licence fees as applicable to them only. Thus, resulted in recalculation of the spectrum usage and spectrum usage formula, and subsequently, Decision 1 of 2015 was released considering amendment to Decision 2 of 2014; related to the revision of radio apparatus licence fees for aeronautical ground stations and aeronautical commercial aircraft.

TRR released Order 1 of 2015 on the 'Supply of Market Data' to ensure the timely and consistent provision of data and statistics to TRR from all licenced operators, for the purpose of TRR to maintain accurate data and comparable statistics from all operators in order for TRR



to analyse and report on the current state of telecommunications in Vanuatu.

TRR once again was pleased with the results of a World Bank financial review with a satisfactory rating for TRR financial management, and TRR continued to maintain its status as the leading ICT regulator in the Pacific region.

TRR continued to maintain its strong partnership with Australian Governance for Growth (GfG) particularly in the rolling out of UAP programs and the administration of the UAP funding to which Australia has made significant donations.

TRR after consultation with its key stakeholders who are impacted by the implementation of the UAP, established a Grant Review Committee (GRC). The Committee is made up of the Governance for Growth, the office of the Chief Information Officer (the OGCIO), the Ministry of Education and the TRR. The Committee meets every month to discuss and deliberate on UAP issues, make decisions, and to be updated on the progress of the implementation of the Government's UAP related projects that TRR is implementing.

TRR at all times acted independently and impartially in performing its responsibilities, functions, duties and powers as set out in the Act and other laws of Vanuatu, and its actions and decisions made were always free of political influence.

2016

The first phase of the 19 UAP CLICC sites and Tablet for Students, and 3 Internet Café centres including respective communities who have access to internet services have been successfully completed. As of November 2016, the overall usage of internet bandwidth was more than 5 terabytes.

The UAP "Pay or Play" approach progressed extremely well and a number of the main centres in the six provinces of Vanuatu now have access to 3G and 3G+ network providing broadband services.

TRR's assigned team also completed the project management for the installation of the Asia Pacific Telecommunity (APT-J3) Volcano monitoring network by the Japanese Telecommunications and Engineering Consultancy Services (JTEC). The network provides two cameras to monitor the activity of Mt Yasur on a 24 hour basis with video transmitting back to the Vanuatu Meteorological and Department of Geo-hazard (VMDG) management.

Vanuatu Government has committed to host the ITU Global Symposium for Regulators (GSR-19) 2019. The commitment was a result of discussions between the Hon. Prime Minister, Minister responsible for Telecommunications/ ICT and the Director for Development Bureau for Telecommunications with the understanding of the Vanuatu's telecommunications and Regulatory environment and its positive standing.

Vanuatu for the first time has established a legal and regulatory instrument to appropriately

manage the state's resource .vu ccTLD. The instrument is known as Vanuatu Domain Name Management and Administration Regulation.

Vanuatu through the TRR and its respective stakeholders (this year Ministry for health and Ministry for Trades) has for some time now been joining the other countries to celebrate 15th March each year in promoting consumer rights and responsibilities focusing on Telecommunications/ICT as an essential tool for daily business operations.

TRR continues to remain a supporting partner of the Government in the coordination and the celebration of the ITU's world ICT day. In recognition of the TRR's time and effort towards this event, TRR was awarded a certificate of partnership by the Government Chief Information Officer on behalf of the Government through the Minister responsible for Telecommunications and ICT.

TRR continues to support and promote the Women and Girls in ICT programs in Vanuatu. TRR's assigned team with the support of the Committee for the SMART SISTAS program arranged specific training for a group of girls including the mothers and guardians, and mothers who are selling tourist products at the Port Vila Main Market. Concurrently, the launching of the SMART SISTAS program took place.

For the fourth time, TRR through its assigned staff participated in the Career Talk Day for students held at the Pacific Farea on the 18th and 19th of April. This is an event where all schools around Efate Island participated on this program.

TRR staff had the opportunity to learn from the ITU and the Internet Corporation for Assigned Names and Numbers (ICANN) representatives in respect of how these two international bodies' functions give effect to and impact on the development of telecommunications/ICT services both globally and nationally.

TRR released Determinations and Findings relating to the wholesale international internet services market and Speedcast complaint against Interchange Limited. The Findings led to actions where specific Exemption Licensees were ordered to provide more required information to TRR. Findings have also led to related Orders released to FCC and ICL to comply with mandatory regulatory requirements by the TRR.

TRR was selected by the Hon. Prime Minister, Minister Responsible for Telecommunications/ ICT to be one of the local executives to be interviewed by the World Investments News for Harvard Business Review, conducted for the first time in the Pacific Region as part of the popular executive magazine.

TRR continues to maintain its positive and effective working relationship with its regional and international stakeholders, primarily as a member of these organisations including the Pacific ICT Regulatory Resource Centre (PIRRC), the APT, the ITU, the Pacific Islands Telecommunications Association (PITA), Asia Top Level Domain Association (apTLD), as well as having positive working relationship with the ICANN through Asia Pacific representative, the .NZ domain commission. TRR also recognises the works of the Pacific Islands Chapter Society (PICISOC).

The Regulatory Internet Symposium was coordinated for the second time by TRR for its stakeholders and the internet community in Vanuatu. With the theme “embracing internet security” in line with the National cyber security policy, and the major outcome of the symposium was the proposal for the establishment of the Vanuatu National Computer Emergency Response Team (CERT).

TRR continued to maintain its financial review rating as “satisfactory” by the World Bank and also continued to maintain its status as the leading telecommunications/ICT regulatory in the Pacific Region.

TRR through its UAP team efforts and time on the implementation of the UAP have technically contributed to and supported the establishment of the Maewo Telemedicine project; through a formal request from the Ministry concern to the TRR to technically assist in delivering on this pilot project. The support provided by TRR team was appreciated, and by collaborating with the Chief Information Officer of the OGCI, TRR was able to deliver the project on-time. The project is up and operational. TRR also assisted in the launching ceremony held on Maewo Island.

The TRR team, with the Support of the OGCI had the opportunity to meet with several Members of the Parliament. The MPs have given their support to TRR to ensure that the UAP sites in the respective contingency are completed successfully to contribute to the 98% total population coverage goal of the UAP.

TRR has experienced two litigation cases during the year; a claimed filed by the Interchange Limited against TRR to challenge TRR's findings in the Determination and Findings relating to the Wholesale International Internet Services Market and Speedcast's Complaint against Interchange Limited and Order No.3 of 2016.

TRR developed a Quality of Service (QoS) regulatory instrument, inclusive of parameters to be measured by the operators. The QoS draft regulation and parameters was scheduled for public consultation in 2017.

In recognition of radio spectrum management and monitoring of spectrum use in Vanuatu, and following TRR's public consultation on the allocation of the specific spectrum ranges, TRR released a Decision relating to spectrum fees for Vanuatu. The Decision was related to fees being levied on high value spectrum ranges.

With the Market growing in terms of mobile and internet uptake, TRR undertook a nationwide online survey to identify some of the common challenges and issues generally faced by users and also including the satisfaction from the offers and services provided by the Operators. The outcome of the survey revealed that the most common issues faced by are poor network coverage followed by expensive pricing of available services.

With the nationwide consumer education and awareness programs done by the TRR assigned officers and the Community Consumer Champions, it was noted by the TRR that there was no increase of consumer complaints received by the TRR this year.

2017 (TRR's Demanding, Difficult and Challenging Year)

Successful Closure and use of World Bank Grant to the Vanuatu Government, and the successful management of the Grant was a result of cooperative, cohesive and collaborative partnership between TRR, office of the Government Chief Information Officer and the Ministry of Finance and Economic Management. TRR continued to maintain its financial review rating as “satisfactory” and also continued to maintain its status as the leading telecommunications/ICT regulatory in the Pacific Region.

By December 2017, TRR has successfully completed the implementation of the Government Universal Access Policy through the Pay or Play approach approved by the Government. Telecom Vanuatu Limited and Digicel Vanuatu Limited must be congratulated for their perseverance in the completion of the rolling out of their network to further 22 identified areas and to the growth of telecommunications access across Vanuatu. The outcome delivered was 98.8% population coverage evokes 100% satellited Broadband coverage and 86.2% of population coverage of mobile data.

Building on from the first mobile network signal and internet coverage audit, TRR engaged an independent Network Coverage Auditor who undertook coverage audit and conducted the follow up exercise to provide mobile signal coverage and drive test results to validate the extension of mobile coverage throughout Vanuatu.

TRR has been collecting statistical information from operators on the revenue, costs and subscribers of various services in the


telecommunications sector, whilst in the past this information was included in the TRR's annual reports; this year for the first time, TRR released its first specific sectorial report on the telecommunications sector development in Vanuatu.

Building on from the TRR's 2016 investigations and its outcome, in quarters 2 and 4 of 2017 respectively, the TRR released two important decisions; (i) TRR's third determination of approved pricing for specific leased capacity amount supplied by FCC to particular customers and (ii) TRR's decision on ICL's request for approval of ICL's proposed pricing for sale of leased capacity.

Celebration of ITU World Telecommunications and Information Society/ICT day & Pacific Islands related Training Workshops and Forums took place in Port Vila and TRR extended the celebrations to Tanna Island where more than 15 stakeholders including business houses from Port Vila took the opportunity to display their products in Tanna during that day.

TRR delivered on the development of .VU operating rules and principles. Building on previous consultations with stakeholders on the .vu ccTLD developments, an open, public face-to-face consultation was held at the Convention Centre to collect views and comments on the draft seven principles of the operations of the .vu ccTLD.

TRR coordinated the celebrations of the World Consumer Rights Day with the theme “Building a World Consumer Can Trust” with a parade led by the Hon Prime Minister, the Deputy Police Commissioner and the Regulator.



TRR continued to conduct face to face consumer protection awareness and educational programs this year (in many islands of Vanuatu), and has also developed a mobile application to enhance its existing complaint handling processes.

With the strong partnership that TRR has with the Government of Australia through the GfG team and the positive and cooperative working relationship and valued support, TRR achieved key regulatory targets and required outcomes. TRR have received other forms of support over the years and therefore recognises and greatly appreciates GfG for its contributions to TRR particularly on the Telecommunications/ICT sector.

TRR has engaged on a number of activities organised by the Ministry of Trades. This includes the activities leading to the drafting of the Telecommunications/ICT industry report as part of Trade's reporting on trade and marking competition development in Vanuatu and contributing on filling out survey questions and providing regulatory responses to the Government's National Trade Development Committee.

The Regulatory Internet Symposium was coordinated by the TRR for the third time for its stakeholders and the internet community in Vanuatu as well as the international stakeholders. The event with a theme "Promoting safe, Inclusive, Sustainable and Economical Internet Environment" is in line with the National cyber security policy.

TRR thanked the Government of Australia through the World Bank for funding significant amount of training for the TRR staff to enhance capacity for TRR towards its self-sustainability, upgrade of staff skills and competencies and importantly to expose them to wider regulatory

environment in order to enhance their attributes and ability to deliver on assigned projects.

Despite the strong support and assistance provided by TRR to the respective offices (the OGCIO and the Office of the Prime Minister), TRR experienced substantial pressure from these offices and as a result the Regulator was immediately suspended from her functions in quarter 4 of 2017 but reinstated a month later given the immediate suspension was illegal, then was later placed on notice for suspension for two months. The TRR applied for interlocutory injunction and was expecting to hear the outcome of its application by early 2018.

TRR has experienced two litigation cases during the year; a claimed filed by the Interchange Limited against TRR to challenge TRR's findings in the Determination and Findings relating to the Wholesale International Internet Services Market and Speedcast's Complaint against Interchange Limited and Order No.3 of 2016. And the former TRR staff filed a civil case against the Regulator on their self-termination. There was a high chance that these litigations will be sorted out positively at the TRR's favour. Hearing was expected to happen in 2018.

With the nationwide consumer education and awareness programs done by the TRR assigned officers and the Community Consumer Champions, it was noted by the TRR that there is no increase of consumer complaints formally received by the TRR compared to 2016.

TRR organised refresher training for the Administrators and ICT officers including Teachers concern for respective UAP CLICC sites, Tablet for Student's sites and Internet Café Centre sites and other required officials were also part of the training.

TRR continued to monitor Telecommunications/ ICT Sector Development and its market trend. The monitoring exercise covers mobile subscription, Fixed line subscription, gross revenues collected by the operators, mobile data traffic, mobile data pricing and other related activities. The outcome of the monitoring exercise can be found in the TRR respective annual report and or Sectorial report produced for 2017.

TRR stepped in to mediate Wantok's formal request for assistance on the interconnection negotiations with TVL and Digicel due to slow progress of these negotiations.

TRR assigned the remaining 1800 MHz spectrum to both TVL and Digicel facilitate the upgrade of 3G+ network across Vanuatu. It was anticipated that by January, 2018, the citizens will enjoy 3G+ network throughout the country.

Building on from the 2016 consumer behaviour survey, TRR carried another consumer survey activity to learn and monitor the behaviour of consumers using existing telecommunication services. The outcome of the survey has assisted TRR to tailor its consumer affairs planning of activities for 2018.

Once more, TRR facilitated the celebrations for the Women and Girls in ICT. This celebration saw over 40 women from neighbouring village communities including Erakor village, seaside and Ohlen areas in Port Vila, and students from Epauto, Malapoa, Tebakor, Lycee LAB and Lycee Montmarte who took part in the celebrations. The celebrations ended up with open forum. The Women and Girls had the opportunity to hear speeches from the ITU, Asia Pacific Regional Director Mr. Ioane Koroivuki, the Telecommunications Regulator and the Director for Vanuatu Women's Affairs. At the same time,

TRR pledged its continuous support towards the SMART SISTAS travel to the United States to participate in the Inaugural First Global Robotic Challenge in Washington DC.

2018 (Another Challenging Year)

Consumers of the UAP sites are now enjoying the benefit of both mobile and internet broadband services across Vanuatu as a result of the completion of the UAP roll out initiative.

TRBR's monitoring and evaluation exercise of the Government's ICT initiatives under the CLICC and TFS programs was delivered and a report was outlining the main issues, and recommendations for further improvements.

TRBR's new initiative known as the Community Telecommunications Grant was introduced and implemented with successful outcome. The successful bidders such as Brenwei Primary School applying and implementing e-library, Pepeyo providing basic ICT training, and Further Arts Community producing film of local activities in the rural communities, and upload for online learning purposes.

A review of the current Telecommunications statistical framework to improve information collection in line with international telecommunications framework was carried out with successful feedback from the service providers as expected.

The second sector report was produced, and copies were supplied to all TRBR's stakeholders including international stakeholders such as the ITU.

TRBR's New Look Website was upgraded to include broadcasting Regulatory functions.

TRBR's positive preparation towards the ITU-D Global Symposium for Regulators 2019 that will take place in Port Vila, Vanuatu and for the first time in the Pacific region including Australia and New Zealand.

First Female and Ni-Vanuatu Regulator successfully completed her Contract term.

TRBR positively collaborated with its Community Consumer Champions measuring Network Signal Strength across various islands of Vanuatu. The outcome was discussed with the operators particularly on areas where improvement is required.

Release of 2100MHz Spectrum for International Mobile Telephony and was assigned to operators who have requested for the use of the spectrum.

TRBR co-hosted the Asia Pacific Regional Internet Governance Forum (APriGF) and it was a successful event. This event is hosted for the first time in the Pacific.

TRBR through its continues financial and human resource support towards Women and Girls in ICT development in Vanuatu, delivered on this link <https://www.shopvanuatu.vu/> for targeted mothers to use and sell their products online.

Another successful celebration of World Consumer Rights Day, on 15th March with the theme "making digital market place fairer."

TRBR positively collaborated with the Prime Ministers Officer through OGCIO and coordinated the World Telecommunications and Information Society /National ICT day in Lakatoro, Malekula.

TRBR delivered on its first E-payment Services - <https://www.trbr.vu/en/online-services> for the Radio Apparatus Licence holders to make online payments to TRBR.

TRBR delivered on its first Type Approval and Conformity Standard Regulation to address the importation of telecommunication and ICT devices and equipment into the country.

TRBR consulted and delivered on the Quality of Service Monitoring and Key Performance Indicators. These indicators will assist with to ensure that the quality of service offered by the Service Providers meets International standards.

And more other Achievements that can be read from the TRBR's 2018 Annual Report.

4. Pressures

In the "neighbourhood" (the telecommunication and broadcasting/media environment), and in the last 4 years till to date, we continued to experience similar pressures that determine the environment in which we operate.



5. Experience, 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 have experienced, currently see, think and feel.

Based on our experiences in the last four years and our observations, we have derived the following actions and will utilise opportunities to mitigate risks:

Political Interference

- Although there are some benefits on politicians using their political influence and will on ICT and broadcasting development and on wider communications coverage, there are also some disadvantages to that approach.
- Although there is a drive by the Politicians for roll out of mobile and internet services to the rural communities to meet the Government and community expectations, there is still lack of effective collaboration, and knowledge on basic use of internet services and the benefits expected from these services by both the politicians and surrounding communities in their constituencies.
- The continuous Government instability continues to affect the implementation and roll out of the required ICT services including established ICT Policies.
- Although there is a strong legislative mandate that prevents the TRBR from political interference, there is still continuous external political interference into the operations of the TRBR particularly through unregulated channels.
- Majority of politicians and the Hon. Members of Parliament have limited digital knowledge and understanding on the wider impact of Technology pressures and the use of ICT services as the enabler to daily lives’ operations.
- There is also lack of educational and awareness among the members of parliament and the politicians on the benefits and the positive impact of Telecommunications, Radiocommunications and Broadcasting services.
- It’s evident that there is an absence of resolutions on ICT, Broadcasting and Media development in respective political platforms, for all the existing Political Parties.
- There is lack of understanding of the TRBR’s functions and roles to assist with advising and or educating the Hon. Members of Parliament and other politicians on the importance and benefits of ICT, Broadcasting and Media and the role of TRBR under the “Act”.

Action Plan

- Effectively consult and promote more awareness and education programs with respective Political Parties during political conferences.
- TRBR and its staff will make sure politicians are more informed of the TRBR functions and duties expected from it.
- Identify and effectively implement appropriate approach on collaboration with the Government through respective Ministries’ meetings and or through National ICT development committee meetings.
- TRBR to organise ICT capacity building for parliamentarians.

Government

- Vanuatu is a Less Developed Country (LDC) with a representative Government structure and a high level of needs and demands.
- Although, there is drive for improved governance and delivery on the Government and community expectations, there is still lack of collaboration and effective communications across key government institutions including the Ministry responsible for ICT/Broadcasting Sector.
- Social media impact both positive and negative is growing.

- The decision makers at respective Government institutions have limited digital knowledge and understanding on the wider impact of technology pressures.
- There is demand by the Government and the citizens of Vanuatu on improved broadcasting services and other related services expected across Vanuatu.
- There has been a regular change in Government.
- ICT and Broadcasting Services are a key strategic focus and enabler for the Government’s service deliverables.
- There is potential for Vanuatu to experience growth in economy if it considers and promotes Digital Economy thus, the need to update all current ICT/Broadcasting related policies to implement its vision.

Action Plan

- Identify and effectively implement appropriate approach including face to face meetings to continue to strengthen & maintain our strategic relationship with the Government; particularly with OGCIO and key Government Ministries and other respective Government statutory institutions.
- At all times promote good governance and model best practice and exemplar regulatory behaviour.
- Effectively and efficiently enforce the TRBR Act and effectively dialogue through face to face meetings with Minister responsible for the Sector.



- TRBR to promote effective consultation with all its stakeholders contributing to the development of Telecommunications, Radiocommunications and Broadcasting/Media sector.
- Continue to communicate clearly and consistently on the effectiveness of the current Regulatory Regime and improve on exiting frameworks.
- Communicate clearly, consistently and effectively to Government (and industry) on TRBR Strategies so that they are fully aware of TRBR's vision, whilst ensuring that we maintain and protect our independence.
- Collaborate, support and assist Government on the required National ICT/Broadcasting policies.
- Collaborate with Government and seek its assistance in the delivery of relevant public consultations and TRBR messages.
- Identify and implement positive and effective collaboration with relevant Government Departments and Ministries to achieve the Government Vision of 'A just educated, wealthy and healthy Ni-Vanuatu' and the National Sustainable Development Goals.

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 considering effective and innovating technology such as "Over the Top (OTT), Internet of Things (IoT), Artificial Intelligences (AI), Data Privacy, Cybersecurity and other related Services such as Digital Financial Inclusion and other e-services."
- Considering the global pressure of Technology evolution, there is a need of national promotion of innovative ideas and initiatives.
- The multi-island geography and topography poses challenges for the ease of provision of telecommunication services to the whole country. This also creates a digital divide between the "haves" and "have nots" in Vanuatu.
- The uptake of Telecommunications services especially mobile and internet services continues to increase given the implementation of UAP has expanded coverage to more areas.
- The National ICT Policy needs to be updated and there is also a need to have another Universal Services Policy for broadcasting services given there is now wider coverage of access of Telecommunications services to the Vanuatu populations at large.
- Customers rely on operators for choice and introduction of new and innovative technology.
- The price of Wholesale International Internet Bandwidth needs to be reduced to stimulate data demand and for operators to buy more capacity.



- 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.
- TRBR's broadcasting and media initiatives link with the Government's strategic focus will continue to be the key area of focus in TRBR's Work-Plans. Its achievement and positive impact to the community is what we wish to be recognised for.
- Many Ni-Vanuatu are abusing the technological initiatives initiated as part of the UAP to contribute to improving the people's lives.
- When there is a network or technology failure. In the rural areas, the operators are not ready to facilitate the repairs of the network or address these failures immediately to keep the services going.

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.
- Continuously encourage and support operators in the provision and delivery of enhanced technological offerings to the consumers and businesses.
- Facilitate the establishment of innovation incubators to create and promote more Ni-Vanuatu Innovators.

- Consult on and establish the 4th generation regulatory framework to cater for the new technological changes and other innovations.
- Effectively work with respective stakeholders to improve the communications services and in particularly Broadcasting and media coverage and quality of services provided by the operators.
- Continue to work on improvements and identify workable technological solutions to minimise occurrence of technological failures.
- Work collaborately with the Government and other respective stakeholders to promote more uptake of online services across Vanuatu.

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 still exists.
- There is lack of executive writing and report writing skills in the TRBR team.
- There is still lack of national regulatory expertise.

Action Plan

- Continue to develop capacity and/or attract potential employees via the promotion of internship/work experience programs.
- Maintain our excellence & best practice behaviour that will ensure we continue as a preferred employer.
- Continue to offer professional development to TRBR staff to upgrade technical, management and leadership skills to proactively facilitate fitness for purpose, and consistency and relevance in TRBR views and decisions.
- Benchmark TRBR across other professional institutions and regional Regulators.
- Continue to provide coaching exercise to Senior Officers to increase their regulatory expertise and skills.
- Continue to provide a competitive, realistic and holistic package to attract and retain staff, and through our performance management and review system.

- Ensure TRR employment standards are ethical, consistent, proportionate and in line with, or exceed expectations of the Vanuatu Employment Act.

Donor Agencies

- Whilst the World Bank Grant has concluded in 2017, there are alternate donors such as Australian Government who is currently assisting TRBR and others that could be considered for assistance such as NZ, China, Japan and EU.
- Donor support is reliant on monitoring and evaluation methodologies and set procedures that, at times, are somewhat bureaucratic, time-consuming and can divert from delivering on our key task and achievements.
- Donor priorities may conflict with Vanuatu Government or TRR priorities.
- TRBR is lacking expert technical support on broadcasting/media and other specific regulatory areas where needed.

Action Plan

- Continue to demonstrate high levels of ethics, transparency, fairness, consistency, governance and financial discipline.

- Engage with other donors and dialogue effectively to build a strong awareness of the importance of TRBR activities particularly on broadcasting and media, and the ICT/Broadcasting sector's contribution to the Vanuatu economy.
- Consider appropriate donor funding opportunities and cost-cutting measures to assist and ensure TRBR's sustainability and/or enhance its work program and delivery.

Financial Performance

- In recognition of the need for financial sustainability and wish to deliver on that objective; we continue to investigate sources of funds through various avenues.
- Broadcasting and media licences and potentially, other licence fees such as the exception Licences will be the key financial income for TRBR in the coming years.
- Broadcasting/Media Licensees may demonstrate push-back strategies for any licence fee increase and/or the implementation of UAP levies, and TRBR must be in a position to fully justify and be transparent about its decisions.
- The World Bank Grant which has ended, greatly assisted TRBR in its operations and towards meeting its deliverables, and has concluded in 2017 and TRBR must look to self-sustainability initiatives to ensure its

financial position is secured particularly given Broadcasting Regulatory functions is being transferred to TRBR.

- There may be perceptions that TRBR is not financially frugal and responsible.
- TRBR is lacking broadcasting Licence fees guidelines and other appropriate frameworks.
- TRBR will continue to capacity build its staff members and therefore needs more financial assistance or resources that will finance and support respective training needs.
- TRBR has not enforced penalty obligations particularly on TRBR decisions which are not respected by the Service Providers.
- As TRBR continues to promote digital financial inclusion and other online services in particular online payments, it has experienced the need to have a local and independent, safe and secured financial clearing house or online gateway to cater for such e-banking and other online payment services.

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 TRBR's role and core functions defined by the "Act."



- Address broadcasting and media Licence fees and other licence fees, including UAP levies from Broadcasters, substantiate our fee structure and any increase in fees.
- Establish appropriate, realistic and relevant fee structures.
- Effectively utilise any income TRBR derives from any source.
- Continue to maintain 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 amongst the top 10 countries in the world prone to be affected by natural disasters.
- The pricing of telecommunications, radiocommunications and broadcasting services is still high.
- 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.
- Vanuatu lacks e-services policies and applications.
- The economy currently relies heavily on tourism; revenue base is low for rural population thus, the Government needs to stimulate rural economy to increase rural business investment.

- Vanuatu's geographic distribution and remoteness has resulted in low levels of infrastructure in rural areas/outer islands, and there are disadvantages and still existence of digital divide gaps that naturally follow.
- There is generally high unemployment rate in the formal economy and high cost of living in urban areas.
- ICT is a powerful enabler and facilitates a positive economic effect, and economic opportunities.
- The Government fully supports ICT and broadcasting initiatives, and inclusion.
- There is a need for Vanuatu to establish regulatory framework to address the building blocks of a digital economy.

Action Plan

- Continue to appreciate and recognise the significant role played by ICT's and broadcasters/ media, be cogniscent of its positive economic effects as part of our sector monitoring and regulation and work effectively and cooperatively with Government and other stakeholders to assist in meeting its ICT and broadcasting objectives.
- Roll-out broadcasting coverage, achieve and deliver all its objectives and requirements.



- Effective monitoring of the international Internet bandwidth price to ensure appropriate pricing is offered in the market.
- Investigate retail pricing to ensure the current price offerings are appropriate for consumers.
- Effectively work with the key stakeholders such as the Government and the service providers to promote benefits of ICT and broadcasting services into rural areas.
- Work closely with the appropriate stakeholders to effectively roll out e-services.
- Continue to facilitate sustainable competition and drive industry growth and higher levels of industry competitiveness.
- Through Consumer Awareness programs and education; using ICT and broadcasting services, increase promotion of cultural values and identity.
- Focus on improving the contribution to ICT's and Broadcasting made to GDP.
- Ensure that TRBR 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.

- Continue to work with and collaborate with other sectors to establish required regulatory framework to support Digital economy.

Consumer

- We are seeing an increasing level of awareness from consumers across Vanuatu, including their rights and redress, whilst recognising the low level of ICT literacy that we must continue to work on and support appropriate organisations that are providing appropriate training for the citizens on the use and benefit of ICT/Broadcasting services.
- There is still a high ICT illiteracy rate and we must promote the use of ICT to address such matter.
- Whilst there is an increasing awareness of consumer rights and responsibilities, TRBR has developed its mobile application to contribute to assist with ICT literacy, and at the same time provide avenue for the consumers to effectively lodge their complaint to TRBR when they encounter issues with their respective service providers.
- 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 still complaints related to the pricing of the services offered in the market particularly ICT services.
- There is still existence of unserved and underserved areas across Vanuatu especially in communities with high population, and has to be addressed.



- Impact of social media continues to grow, both positively and negatively.

Action Plan

- Continue to focus on and develop wider awareness and education campaigns to educate the whole population on the benefits of ICT and broadcasting services.
- Actively monitor the implementation of TRBR's Consumer Protection Regulation and fine tune/adjust as required.
- TRBR will continue to promote use of mobile application "TRBR's Fact Info" and promote its benefits.
- TRBR through its regulatory ICT programs and initiatives will contribute to increase and expand on ICT literacy in rural communities where there is access to ICT services.
- TRBR through its responsible officers will review consumer protection rules including advertising guidelines to cater for broadcasting and media services.
- We will work with the Government and other respective stakeholders to ensure there is appropriate broadcasting coverage across Vanuatu for the citizens to enjoy and benefit from the services offered.
- 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 effectively with Government and stakeholders to develop and implement cybercrime and cybersecurity regulatory mechanism through a national Child Online Protection strategy for Vanuatu.

Demographics

- There are still high levels of youth unemployment.
- Appropriate education of the population is a challenge due to movement of people from one area to another.
- There is also an increased number of social issues each year.
- The majority of the population live in rural areas.
- Development 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 in rural areas.
- There is a lack of availability of relevant statistics to support appropriate advice to the Government on the required development into respective rural communities.
- Land disputes continue to increase, particularly in areas associated with Telecommunications and Broadcasting development.



Action Plan

- TRBR must ensure the UAP rollout of broadcasting and media services 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 ICTs and broadcasting brings; particularly to the unserved and underserved areas.
- TRBR must promote benefits of ICTs and broadcasting services in the rural areas, to enable business growth and more business investment in the rural communities.

Policy and Regulatory Regime

- The National ICT Policy is outdated and needs to be reviewed.
- There are cross-sectoral policy challenges and implications that will need to be considered and addressed.
- TRBR lacks 4th generation regulations and appropriate broadcasting regulatory framework.
- The Government lacks an appropriate policy mandate for both Telecommunications and Broadcasting services.

- The Regulatory regime and frameworks need to be reviewed to cater for latest technology innovations.
- Regulatory activities and Government ICT and Broadcasting policies are continuously catching up with the technology evolution.
- Broadcasting Regulatory functions are now transferred to TRR thus the office is now name TRBR.
- The cyber security legislation is yet to be finalised and approved by the Parliament.
- There is a need for Vanuatu to have its national e-services strategies or roadmap.
- There is a need for the Universal Access Policy for Broadcasting and Media development across Vanuatu.
- The current Licensing framework needs to be reviewed and updated to cater for both broadcasting and media services.

Action Plan

- Consult with the Government through appropriate channels to ensure the establishment of the Government Universal access Policy for Broadcasting and Universal Service Policy for both Broadcasting and ICT services.
- Work with and communicate effectively and collaboratively, with Government and industry to make sure practical implementation is realistic and fair.



- TRBR to work with the respective Government Departments to ensure the National ICT Policy is updated and caters for technological evolution.
- The Regulatory framework also needs to be reviewed to cater for broadcasting services and in particular advertising guidelines, consumer protection regulation, and licensing framework.
- TRBR to remain fit for purpose, and provide guidance to the Minister on the potential advantages, disadvantages and consequences of policy enactment and duplications.
- Leverage, and re-build strong working relationship between TRBR and OGCIO to communicate and influence the necessary actions required for external implementation.

Industry

- TRBR must at all times regulate appropriately and effectively to ensure there is continuous telecommunications and broadcasting/media business investment and competition in Vanuatu.
- The large operators are multi-nationals with a strong parent and commercial focus.
- Since 2015, market competition in telecommunications has grown significantly and will continue to grow.

- Operators are improving their customer focus but TRBR needs to ensure that a consistent commitment towards a customer service culture continuous to be maintained.
- The reduction of price at the wholesale level particularly on the international internet bandwidth 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 the provision of operator services outside urban areas.
- There are still interconnection issues between Wantok and the two main operators Digicel Vanuatu Limited and Telecom Vanuatu Limited.
- Infrastructure sharing is now required for various reasons and needs to be regulated; which will contribute to reduce cost associated with rolling out of services into the rural areas
- UAP initiatives are delivering and will continue to deliver significant benefits to the Government, Vanuatu citizens, consumers, potential customers, and the operators providing services.
- TRBR will continue to work with operators to assist with educating consumers to understand services and products offered in the market.



Action Plan

- Jointly, cooperatively and effectively work with industry to build respect, trust and relevance for ICT and broadcasting sector achievements.
- Continue to demonstrate a proactive approach and light-touch Regulation. Intervene Only - Where Necessary; otherwise allow 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 of and address financial impact and any negative impact or perception, of TRBR levies and/or fees.
- Effectively work with the service providers to improve quality of service offered in the rural areas.
- Consult with appropriate stakeholders and in particular the industry to establish a workable

regulatory interconnection framework that will assist service providers to make appropriate decisions.

- Effectively work with the appropriate Government institutions to ensure there is a policy mandate on infrastructure sharing that will assist the service providers to roll out the required services.
- TRBR to continue to provide a conducive environment to promote effective dialogue between stakeholders.

6. Our Vision - 2021

We have considered the “pressures” facing TRBR, 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 we need to put in place the initiatives and activities to achieve our vision.

The following aspirations will guide our way forward.

Government

Our working relationship with the Government is much more effective and maintained, highly collaborative but independent decision making as we strive and work together to improve economic growth and social development in Vanuatu. We are more trusted with confidence and we continue to maintain TRBR's credibility and integrity, promoting good governance and transparency to all key stakeholders, and accountable to all decisions.

We deliver a quality outcome in a timely and responsive manner where and when required.

Our advices is more clearly communicated and well understood by the Government and its key stakeholders.

There is growth in e-entrepreneurship in the rural areas of Vanuatu and more positive use of Government online services.

Technology

We are sensitive on the types of technologies including Over the Top Services (OTT), Internet

of Things(IoT), Artificial Intelligence (AI) and more other emerging technologies deployed and their benefits, or that may be deployed, by operators in the market and their relevant impacts; particularly regulatory impact. We effectively monitor and audit the technologies provided in and to the market and do our best to stimulate provision of new services and sustainable competition.

Given that there will be more roll out of e-businesses and e-services in the rural areas, we have put in place the appropriate regulatory mechanisms fit for purpose within Vanuatu that will assist the Government policy and Government initiatives and importantly will protect the consumers.

The underserved and unserved areas on both the Telecommunications and Broadcasting services are now having access to the standard services the population in urban areas is enjoying. The citizens are reaping positive social and economic benefits and changes through the deployment of more innovative initiatives and technologies, particularly in rural and remote locations.

Human Resources

We have increased regulatory expertise, continued to promote knowledge staff attraction and retention and best work-practice experience. We are much better structured and balanced in our duties and responsibilities. Given we are professionally service oriented, TRBR's preferred employer status will assist in attracting and retaining “best in class” employees in Vanuatu.

We continue to maintain TRBR's benchmark standard of operations and are much more improved in our regulatory works, recognising that the quality and knowledge-base of our staff is a key contributor to the enablement of being a sustainable, effective and credible regulator not only in Vanuatu but the Pacific region.

We continue to recruit and have a Ni-Vanuatu Regulator and she/he is effective, and has established and maintained credibility with the Government, industry and the community.

Donor Agencies

With the positive reputation and credibility that TRBR has built, and maintained its positive working relationship in the last 10 years, donor agencies continue to recognise and promote TRBR as a role model and donor-recipient organisation, 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 for broadcasting); and/or TRBR meet its deliverables despite the challenges faced in regulating OTT, IoT, AI, Cybersecurity, data privacy and other e-services.

Financial Performance

TRBR continues to maintain its positive financial standing; in structure and operations, and in terms of resourcing, sound corporate governance, financial management and administration in meeting the objectives of the TRBR legislative mandates.

We continue to offer a transparent, best-practice model of reporting, and continue to demonstrate effective and appropriate use of funding from the UAP Fund and other sources of funds.

Economy

TRBR is providing statistical information that can demonstrate the growing contribution of ICT and broadcasting to Vanuatu's national GDP and continue to provide valuable data to report on positive sector contributions to Vanuatu's economic growth.

The completion of the UAP project has greater positive and significant impact on reducing the rural-urban divide and bridging the gap between haves and have-nots. There is a competitive price of internet at both wholesale and retail market.

Consumers

Consumers are experiencing more improvement on “Quality of Experience” particularly on the speed of internet, choices of service providers in specific islands who used to experience only one provider, improved service coverage on both internet and broadcasting, and the services offered to them are more affordable and reliable.

Consumers have trust and confidence in their service providers given the network supplying the services is safe and secured across Vanuatu.



As a direct result of our consumer continuous active awareness campaign, positive impact of work done through Community Consumer Champions, and the impact of enforcement for Consumer Protection Regulation, consumers are much more informed, protected and empowered in the many facets and use of ICT and Broadcasting services.

Demographics

There is much more improved broadcasting and telecommunications access and services to targeted population. The growth of commercial activities through ICT and broadcasting services is widely spread to the majority of the islands of Vanuatu. We continue to provide important, regular and clear advice and statistics to the Government and stakeholders on telecommunication and broadcasting trends; given TRBR has in place an appropriate statistical framework.

TRBR is sensitive to ICT related social issues and work effectively and cooperatively with appropriate stakeholders to have in place an appropriate regulatory mechanism to assist with mediating matters brought forward to its attention

Policy and Regulatory Regime

Our cooperative and collaborative efforts working with the Government and industry in establishing appropriate regulatory framework and effective national policies such as a national digital strategy will pool all key sectors to work towards achieving a digital economy.

TRBR will continue to remain fair, transparent, responsive, flexible and nimble in our approach, and work towards establishing a sound collaborative regulatory framework.

Industry

We continue to maintain and demonstrate light touch regulation, have available appropriate regulation and other mechanisms that encourages and promotes fair and sustainable competition. TRBR is enforcing 5th generation Regulation that will promote positive use of OTT, IoT, AI and other products and services that positively impact the citizens' lives. There is fair competition in most islands of Vanuatu.

We have effectively enforced Type Approval Regulation for consumers to enjoy quality products and services. We are content that the consumers are accepting the price offers in the market; more growth in the utilization of internet services across Vanuatu.

The consumers are reaping positive benefit out of the industry's effective, reliable and fast turnaround response to consumer complaints received as the Service Provider's complain handling processes are widely distributed and clearly understood by their respective customers.

Political Interference

TRBR is clear in its communications and dialogues on its functions and responsibilities; appropriately mediate issues brought forward by the politicians in a professional manner. The political parties are more informed on TRBR's important functions and duties.



Acronyms

| | |
|--------------|--|
| AI | Artificial Intelligence |
| GDP | Gross Domestic Product |
| ICT | Information and Communications Technology |
| IoT | Internet of Things |
| NERG | National Emergency Response Group |
| NICT | National Information Communications Technology |
| OGCIO | Office of Government Chief Information Officer |
| OTT | Over the Top Services |
| TRBR | Telecommunications, Radiocommunications and Broadcasting Regulator |
| UAP | Universal Access Policy |

