

Strategic Plan 2022-2026

Direction
Strategy
Time



Our mission

To foster a conducive environment for the growth of telecommunications, broadcasting, and ICT services, and at the same time ensure that consumer interests are protected.

Table of Contents

A message from the Regulator	4
Acknowledgements	5
Acronyms	7
1 Introduction of the Plan	8
2 Our Vision, Mission and Values	9
3 Understanding Our Regulatory History and forward looking	10
4 Convergence	13
5 TRBR Operational Structure	14
6 TRBR Priorities and Relationship to NSDP Objectives	14
7 External Pressures Analyses and our Reckoning	25
8 Our Vision for 2026	35

A message from the Regulator



Brian Winji Molitaviti

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 the Amendment of 2018, some of the regulatory functions for broadcasting were transferred to the TRR’s sphere; now making the institution: the Office of the Telecommunications, Radiocommunications, and Broadcasting Regulator (TRBR). The 2021 amendment further transferred all the remaining Broadcasting regulatory functions to the TRBR.

TRBR as a government agency continued to maintain its operations as a separate and independent regulatory body to regulate the telecommunications, radiocommunications, and broadcasting sectors for Vanuatu. TRBR’s main responsibilities, as provided for under the Act, are to (i) facilitate the development of the telecommunications and broadcasting sector, and (ii) manage radio-frequency spectrum, in order to promote national, social, and economic development, and advise the Minister as to policies, making of Regulations and any other matters as the Minister may request.

Our duties and function are to implement, facilitate, enforce, and ensure compliance with the provisions of the Act as amended. Therefore, building on and learning from TRBR’s previous three years’ strategic plan (2019 – 2021), TRBR develops this plan as a strategic direction to inform our stakeholders of our regulatory approach and plan for the next five years (2022-2026).

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. It also identifies how TRBR will operate to achieve its goals and continue to be a responsible, transparent, and effective regulatory institution of the telecommunications and broadcasting market in Vanuatu while addressing the Policies of the Government and Vanuatu's National Sustainable Development Plan.

Despite the challenges brought by the digital transformation and technological evolution, this strategic plan is framed in light of these potential challenges, technological development, and the dynamic changes within our society, while also reflecting the TRBR's vision and mission.

TRBR will continue with its positive and cooperative working relations with the industry, the consumers, the private sector, and importantly the Government of Vanuatu, in developing an innovative practice-based regulatory framework fit for purpose in Vanuatu. This Plan sets out the desired objectives that we are seeking to achieve over the next five years

and most importantly to ensure a positive impact on the livelihood of the citizens of Vanuatu through the use of ICT.

The government has also been vocal on how the telecommunications and Broadcasting industry has been able to improve the livelihood of the Vanuatu citizens through the marketing of products both via telephone, doing business remotely online, and also through improvement of processes and efficiency in the provision of services to the citizens of Vanuatu. Moreover, TRBR plays a significant role in ensuring that prices are affordable, and quality services are provided to the citizens of Vanuatu. The government aims to achieve specified policy goals linked to the quality of service and coverage for narrowband and broadband throughout Vanuatu through the execution of the Universal Access Government policy, with TRBR serving as the implementing Agency and partnership with the operators. In general, the Role of the TRBR is to implement, facilitate and enforce the provisions of the Telecommunications, Radiocommunications, and Broadcasting Regulation Act No. 30 of 2009 as amended.

Acknowledgements

The TRBR five years strategic plan was prepared by the TRBR inhouse team through consultations with the stakeholders including the Government of Vanuatu, the operators, and the consumers.

Stakeholder input was gathered throughout 2021 to identify gaps, difficulties, and opportunities so that a plan can be put together that is fit for purpose.

The TRBR also wishes to acknowledge with gratitude, the discussions, and inputs from the telecommunications licensees, broadcasting

licensees, the government of Vanuatu through the Office of the Government Chief Information Officer (OGCIO).

The TRBR is also grateful to many members of the communities, including the chiefs and consumers. Through their interactions with the office of the TRBR throughout the year 2021, the consumer challenges, opportunities, and gaps can be identified and taken into consideration for this strategic plan.



Acronyms

AI	Artificial Intelligence	MEFM	Ministry of Finance and Economic Management
BCAG	Broadcasting Consumer Advisory Group	MOA	Memorandum of Agreement
CAA	Civil Aviation Authority	MOU	Memorandum of understanding
CCC	Community Consumer Champions	NSDP	National Sustainable Development Plan
ccTLD	Country Code Top Level Domain	OAG	Office of the Attorney General
CLICC	Computer Laboratory and Internet Community Centre	OGCIO	Office of the Government Chief Information Officer
COM	Council of Ministers	OMR	Office of the Maritime Regulator
COP	Code of Practice	OTT	Over the TOP
CW	Cable & Wireless	PSTN	Public Switched Telephone Network
DNS	Domain Name Server	QoS	Quality of Service
DNSSEC	Domain Name System Security Extensions	SIM	Subscriber Identity Module
FCR	France Cables Et Radio	TRBR	Telecommunications, Radiocommunications and Broadcasting Regulator
FIU	Financial Intelligence Unit	TRR	Telecommunications and Radiocommunications Regulator
G5	Generation 5	TVL	Telecom Vanuatu Limited
GDP	Gross Domestic Product	UAP	Universal Access Policy
GURL	General Radio User License	VanIGF	Vanuatu Internet Governance Forum
ICT	Information and Communications Technology	VanIPO	Vanuatu Intellectual Property Office
ID	Identification	VNPF	Vanuatu National Provident Fund
IoT	Internet of Things	VoIP	Voice over Internet Protocol
IPv6	Internet Protocol version 6		
ITU	International Telecommunications Union		

1. Introduction of the Plan

This Strategic Plan informs you of TRBR's Vision, Mission, our Long-Term Goals, and Objectives.

It provides a “broad picture of actions” and the team's intentions for TRBR's implementation and accomplishment over the following five years.

Our Plan was developed through TRBR's inhouse team's participative, interactive, and consultative approach and as part of capacity building. The plan is result-oriented and focused, and stems from the experiences encountered in the implementation of; and the directions provided by the 2019 to 2021 strategic Plan and the Regulator. 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 five years until the end of 2026.

The pressure of global technology ever evolving, the continuous national political instability, the changing environment, and the circumstances that TRBR operates in, will warrant constant review and monitoring in order to keep it relevant, strategically agile and continuously aligned with TRBR's overall up to date mandates, so that it is fit for purpose.

Our strategic plan takes into consideration the history of TRBR as a regulatory institution and the different generation of regulations that have applied to the telecommunications Radiocommunications and Broadcasting sector in Vanuatu. The constant pressure from the ecosystem and how we deal with these pressures determine how we operate in our environment. The following has also been taken into consideration while putting together this plan:

- (a) Agreement on a common purpose (among internal and external stakeholders in the strategic planning process.
- (b) Building consensus around organizational goals, objectives and priorities.
- (c) Effective implementation of the organization's mandate (legislation)and mission.
- (d) Efficient results achieved with the use of less resources.
- (e) Providing the basis for resource allocations and ensuring value for money.
- (f) Better understanding and an ability to predict and adjust to changing circumstances.
- (g) Improve decision-making.
- (h) Improve organizational abilities.
- (i) Improve communication through coordination and cooperation.
- (j) Improving collaboration with TRBR Stakeholders.
- (k) Improving ICT Regulatory generation.
- (l) Development of a higher level of awareness and a better understanding of the operational environment; and
- (m) Enhanced transparency and accountability through the establishment of monitoring, evaluation and reporting frameworks that assess the organization's performance (results).



The Plan will be operationalized through the Annual Work Plans and priority actions plans. The goals outlined in this plan will serve as a guide for allocating resources for these initiatives, which will be importantly monitored over by the TRBR 90-day action plan.

The ways in which we will deal with external pressures will be guided by our vision for 2026.

Stakeholder surveys, consumer feedback, analysis, and environmental scanning will be the key instruments utilized to obtain feedback on how TRBR is tracking and from its stakeholders regarding the 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 foster a conducive environment for the growth of telecommunications, broadcasting, and ICT services, and at the same time ensure that consumer interests are protected.

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.

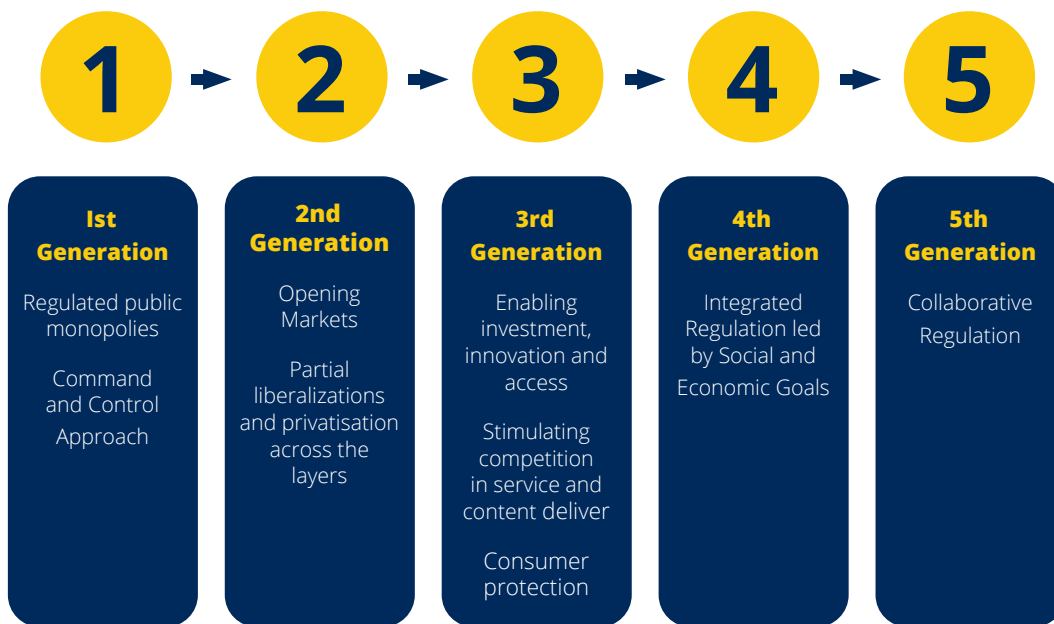
Respect - Our respect for each other is ensured by listening, collaborating and having consideration for each other, the public and licensees we work for, the rule of law, confidentiality, intellectual property, customs, environment and future generations.

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.

Understanding Our Regulatory History and forward looking



3.1 First Generation Regulation

The First-Generation Regulation came about right from the beginning when telecommunication was first introduced to any economy in the era of the Public Switched Network (PSTN) which is typically operated by a monopoly or a national government.

The Telecommunications Act CAP 206 was the Act that drove the industry in the early 1980s into the year 2007 and set the administrators of the office along with the role of the

Telecommunications Authority, which was amended by the amendment No 18 of 1993. The Authority was then replaced with the Minister for Telecommunications which then played an important role that included the issuance of the first licenses, and the utilization of spectrum in accordance with international standards.

As Vanuatu worked on its Regulatory framework certain factors were noted:

- a) On 6 November 1992, the then Prime Minister of Vanuatu, on behalf of the Government, entered into the Shareholders Agreement with FCR and Cable &

Wireless for certain matters related to the interrelationship of the three parties as shareholders in Telecom Vanuatu Limited (TVL). The parties being France Telecom, Cable and Wireless (CW) of Britain, the Vanuatu government that contemplated entry into the Franchise Agreement, and the exclusive license provided under that agreement.

- b) On 20 November 1992, the Minister for Telecommunications, on behalf of the Government, entered into the Franchise Agreement with TVL. The Franchise Agreement provided for the granting of the sole rights of a twenty-year term to TVL, to provide, operate and develop the “Public Telecommunication System” and to further be the exclusive provider of “Public Telecommunications Services” in Vanuatu.
- c) The Government has stated its wish to create a competitive environment for the Telecommunications sector in Vanuatu. Initially, the Government wished to issue a new mobile license and, in due course, issue licenses to third parties to provide other telecommunications services.
- d) The Government also wishes to dispose of its shares in TVL in accordance with this Agreement.
- e) The parties have reached an agreement on several different matters that would facilitate the Government’s wish to create a competitive environment for the telecommunications sector in Vanuatu and to transfer the shares in TVL, as set out under the terms and conditions of the agreement.

3.2 Second Generation Regulation

The 2nd generation regulation occurred when the regulations were created to break the PSTN monopoly environment for a competitive market environment. Around 2003, the Vanuatu government had already started to investigate ways to break the monopoly agreement and finally agreed to a settlement with the two shareholders. Upon the consideration given to the shareholders agreement, a settlement agreement was made on 19 December 2007, between:

- (1) The Government of the Republic of Vanuatu;
- (2) Telecom Vanuatu Limited, at Port Vila (together with its successors and permitted assigns and transferees TVL);
- (3) Cable & Wireless plc, at London (together with its successors and permitted assigns and transferees Cable & Wireless); and
- (4) France Cables Et Radio, at Paris (together with its successors and permitted assigns and transferees FCR).

The Agreement was very important as it has to set out the appointment of an Independent Regulator. The interim Regulator was then appointed as per the agreement, however, Vanuatu had to legislate a legislation that would allow the Regulator to work independently. In 2009 the Telecommunications and Radiocommunications Regulations Act No 30, was legislated and gazette allowing the Regulator to commence its role in the telecommunications industry pursuant to the Act.

3.3 Third Generation Regulation

The 3rd generation regulation came to be when new networks and services entered the market. Though broadband internet was available in Vanuatu through satellite as early as 2005, the services were not widely available to a wider community until the introduction of the submarine communication cable in January of 2014. This new service brought in new dimensions and opportunities to the telecommunication sector in Vanuatu and warranted the Act to be amended to cater for the emerging technology and services available to the Vanuatu consumers.

The third Generation Regulation came into existence as investments, innovation, and access were enabled, with the focus of stimulating competition.

3.4 Fourth and Fifth Generation Regulation

The 4th generation regulation came about when there was a maturity in competition in the marketplace where self-regulation increasingly became prevalent, reducing the role of the regulator. Regulation is focused more on economic and social development fulfilling policy objectives set out by the national government. The 4th Generation regulation, would require an evolving role of the regulator as a partner for development and social inclusion, focusing on economic and social policy goals through ICT policy and regulation. This form of Regulatory is known as the Risk Weighed Regulation which switches from one size fits all to data-driven segmented approach. TRBR is playing the role of a development partner when it comes to the UAP implementation and the CLICC sites rollout etc., however, that does not mean that our decisions are solely based on data. As such this stage is yet to be achieved in the Vanuatu market environment.

The 5th Generation is built on the solid foundation of 3rd generation and 4th generation. It is a collaborative regulation and is pivotal in creating a digital marketplace that is inclusive, sustainable, pro-development and a cornerstone of digital transformation. According to the ITU 5th Generation Regulation benchmark, to move to G5, it requires a high level of Collaboration with Competition authority, Consumer protection commission, Data protection commission, Spectrum agency, Broadcasting regulator, financial regulator, Energy regulator and Internet agency. This is to ensure that proper policies and regulation are designed based on high level Policy design principles. This stage is yet to be achieved by Vanuatu.

4.

Convergence

“The increased economic importance of digital services such as instant messaging, video streaming, VoIP, or social networking has profoundly changed the market power in telecommunications, media and broadcasting markets. These markets were characterized by vertically integrated network operators, which controlled the physical infrastructure (e.g., the fixed and/or mobile network) and the deployed services available over these networks (e.g., TV, internet, voice telephony and SMS could also be accessed on a single consumer device such as a smart phone).

The rise of Over the Top (OTT) Services also provided content or services to the end users over public internet through Telecom Operators network. Further, the OTT services providers provide a direct competition to the Licensees of traditional services without owning any physical infrastructure.

Such technological development changes the landscape of communications and Broadcasting industry, therefore warrants the Regulators and Policy makers to look a new ways or different ways to regulate these industries.

In early 2016 and 2017 the Office of the TRR carried out a consultation on the possibility to amend the TRR to become the TRBR and what it would entail. Therefore in 2018 the TRR was amended to the TRBR and the Act mandates the Regulator to regulate and monitor the telecommunications and the broadcasting industry simultaneously in the same legislations.

A further amendment was made in 2021 to allow for the Regulator not only to grant license to the broadcasters but also to regulate and monitor the broadcasting market.



5.

TRBR Operational Structure

The objective of the Act as amended is to:

(a) facilitate the development of the telecommunications sector;

(b) manage radio-frequency spectrum, to promote national social and economic development; and

(c) To regulate telecommunications, radiocommunications, and broadcasting.

The Act provides that the role of the TRBR is to “implement, facilitate and enforce the provisions of this Act. Further, the current mission of the TRBR is “To foster a conducive environment for the growth of telecommunications, broadcasting, and ICT services at the same time ensure that consumer interests are protected”, which correlates with the Object of the Act.

The Operational structure of the TRBR consist of six (6) divisions, assisting the Regulator to

- grant, suspend, vary and revoke licenses and exceptions for which this Act provides.
- allocate telephone number blocks and other telecommunication system numbers as administered by the ITU.
- allocate, assign and manage the radio spectrum.
- prescribing standard terms in various licenses and exemptions.

- prescribing procedures, forms, and fees in respect of any license or exception or anything which might be done by any person under this Act, except the provision of reasons for any decision by the Regulator.
- providing for the methodology by which any calculation required to be made under this Act is to be made.
- establishing and managing a national numbering plan and allocating blocks of numbers in accordance therewith.
- management and administration (including the exclusive management and administration) of country code top level domain names for Vanuatu and domain name registration for Vanuatu; and
- imposing restrictions or limitations upon the importation, sale or use of any equipment used or likely to be used in connection with radiocommunications or telecommunications;

The role of the Regulator is also to advise the Minister as to: policy, making of regulations; and such other matters as the Minister may request. Additionally, the TRBR collaborate with the government and other stakeholders to ensure that the priorities of the next five years are achieved and contribute to the achievement of the overall goals of the National Sustainable Development Plan (NSDP).

Regulator

Corporate

Santo Office

HR

Finance

Administration

Technical

Spectrum

UAP

Numbering

Market Competition & Consumer Affairs

Market Monitoring

Competition

Licensing

Consumer Protection

ICT & Internet Governance

IT / ICT

.vu ccTLD

Legal

Legal Framework

Compliance

Broadcasting

Broadcasting



6.

TRBR Priorities and Relationship to NSDP Objectives

The TRBR through its consultation process have identified priorities for the next five years. These priorities were aligned with the objectives of the National Sustainable Development Plan (NSDP) of Vanuatu and will be achieved through TRBR annual work plan and monitored through its 90 days action plans.

TRBR PRIORITIES

1

Strengthen institution, increase accountability & increase use of information & communication technology

1. Improve Broadcasting Regulatory Role of TRBR & development of the broadcasting sector
2. Relocation of the TRBR Head Office
3. Increase collaboration & information exchange
4. Improve process efficiency for type approval

2

A more competitive market & more affordable services

1. An effective licencing regime framework
2. Affordable Market
3. Effective & Fair Competition
4. Facilitate infrastructure & wholesale facility sharing
5. Effective monitoring of industry performance
6. Well informed consumers

3

Increase meaningful digital services & safer use of internet

1. Effective management & administration of .vu ccTLD
2. Safe & secure market environment
3. Provision of digital access to smart island (ITU, GOV), Arkham Island, South Malekula

4

Improve accessibility, quality of service & quality of life

1. Ensure quality service on the operators network for both telecommunications & broadcasting networks
2. A quality service with no interference from other transmission frequencies or terrestrial broadcasting services
3. An automated certification process that promotes ICT e-services
4. Appropriate & efficient management of telephone number & spectrum
5. Through the implementation of the UAP & TRBR Grant Initiative, increase access to communities and close the digital gap in Vanuatu

NSDP Objectives

<p>SOC 6: A dynamic public sector with good governance principals and strong institutions delivering the support and services expected by all citizens of Vanuatu.</p>	<p>SOC 6.1 Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems</p> <p>SOC 6.4 Strengthen national institutions to ensure they are cost-effective and well-resourced to deliver quality public services</p> <p>SOC 6.7 Guarantee the public's right to information</p> <p>SOC 6.9 Strengthen research, data and statistics for accountability and decision-making</p>
<p>ECO2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships</p>	<p>ECO 2.4 Enact clear infrastructure governance, legislative frameworks and standards for resilient infrastructure and maintenance</p> <p>ECO 2.5 Improve partnerships and the cost-effective use of resources to ensure sustainable asset management and maintenance</p> <p>ECO 2.9 Increase use of and access to information and communications technologies, including on-line government services</p>
<p>ECO3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity</p>	<p>ECO 3.5 Improve the collection, analysis and dissemination of market data on the rural economy and communities</p> <p>ECO 3.6 Improve the provision of government services in rural areas</p>
<p>ECO 4: An enabling business environment, creating opportunities and employment for entrepreneurs throughout Vanuatu</p>	<p>ECO 4.1 Create an improved business environment with a stable regulatory framework, which promotes competition, protects consumers, attracts investment, and reduces the costs of doing business</p> <p>SOC 4.5 Ensure all people, including people with disabilities, have access to government services, buildings and public spaces</p> <p>ECO 4.9 Strengthen dialogue between government and the private sector, and enact a robust governance framework for effective partnerships</p>

PRIORITY 1: Strengthen institution, and increase accountability & increase use of Information and communications Technology

Strategies	Outputs	Partners	NSDP
OBJECTIVE 1: Improve Broadcasting Regulatory Role of TRBR & development of the Broadcasting Sector.			
Consult the Government and relevant stakeholders to establish a Broadcasting Regulatory Road Map that provides a direction to develop and strengthen the Broadcasting regulatory role of TRBR and the development of the Broadcasting Sector.	Published Broadcasting Regulatory Road Map for Vanuatu	TRBR, OGCIO, Broadcasting Licensees, Civil Society	SOC 6.4 ECO 2.9
Develop and consult with relevant stakeholders and Civil society, and establish a Broadcasting Code of Practice (COP) for Vanuatu.	Published Broadcasting Code of Practice (COP)	TRBR, OGCIO, Broadcasting Licensees, Civil Society	ECO 4.1 ECO 2.9 SOC 6.7
Establishment of the Broadcasting Consumer Advisory Group (BCAG), to address non-compliance to the COP, and provide advice to the Regulator.	Establishment of the BCAG	TRBR	SOC 6.4 ECO 4.1
Develop, consult and establish a Consumer Protection Regulation for Broadcasting	Gazette Consumer protection Regulation	TRBR, OAG, Broadcasting Licensees	SOC 6.7 ECO 4.1 ECO 2.9
Develop an analog to Digital roadmap to ensure and promote a smooth TV transition from Analog to Digital.	Analog to Digital TV Roadmap	TRBR, Broadcasting Licensees	ECO 4.1 ECO 2.5
Due to the rise of OTT services that provide direct competition to the current Licensees, TRBR will develop and consult on a regulatory framework for OTT for the Broadcasting sector.	Broadcasting OTT Regulatory framework	TRBR, OGCIO, Broadcasting Licensees, Civil Society	ECO 4.1

Consult the Government and/or relevant Authorities on acquiring a property/or establishment for relocation of the TRBR Head office.	Relocation of the TRBR office to a new location	TRBR, Government, VNPF	ECO 2.9 SOC 6.4
Hosting or Co-hosting of ICT Days and other regional conferences to increase collaborations and information sharing for improvement of Policies, Regulations, and empowering consumers.	Successfully Co-hosting ICT Days (Annual Event), and other regional conferences such as the APT and ITU Events	TRBR, OGCIO	ECO 2.9 SOC 6.9
Increase collaboration and information sharing with other Line Agencies and international organizations through MOU, MOA, or Letter of Intent.	Establish MOU, MOA, or Letter of intent with Line Agencies and other telecommunications Regulatory offices in the Region	TRBR, Line Agencies (OMR, FIU, Statistics, CAA. etc.), International Regulatory bodies	ECO 2.9 ECO 2.5 ECO 4.9 SOC 6.9 SOC 6.4
Collaborate with the Customs Department to include type approval in the electronic single window system to control the quality of imported ICT products into Vanuatu.	All type approval processes are integrated with the Government's electronic Single Window system	TRBR, Operators, Customs Department	SOC 6.9 SOC 6.4 SOC 6.1 ECO 2.9
Review of the General Radio User License (GURL) to ensure that all short-Range transmitting Devices are included in the Type approval framework, and the Government Electronic Single Window System	Updated GURL for type approval framework and Short Range Radiocommunications Devices	TRBR, OGCIO Telecommunications Licensees, Customs Department	ECO 2.9 SOC 6.4 SOC 6.9

PRIORITY 2: A more competitive market & more affordable services

Strategies	Outputs	Partners	NSDP
OBJECTIVE 1: An Effective Licensing Regime framework.			
Improve current licensing framework to outline the conditions of different Licensing category.	Gazette Operator Licensing framework	TRBR, OGCIO, AOG, Telecommunications Licensees, Broadcasting Licensees	ECO 4.1
OBJECTIVE 2: Affordable Market.			
Develop a Price Model for effective Monitoring of Tariffs in the telecommunication Market.	Price Model-Regulatory tool	TRBR, Telecommunications Licensees, Broadcasting Licensees	ECO 4.1
OBJECTIVE 3: Effective & fair competition.			
Carry out a Market Study including user experience for Telecommunications and Broadcasting.	Published Report on User Experience	TRBR, Telecommunications Licensees, Broadcasting Licensees	ECO 2.9 SOC 6.9
Review market determinations for telecommunications and Broadcasting sector.	Determination of different markets	TRBR, Telecommunications Licensees	ECO 4.1
To review dominance in different markets including the Broadcasting sector. Determination of dominance in the define markets	Determination of dominance in the define markets	TRBR, Telecommunication Licensees	ECO 4.1

Update the Anti-competitive Regulatory Framework that will ensure a fair competition in the telecommunications and broadcasting market.	Published updated Anti-Competitive guideline	TRBR, Telecommunications and Broadcasting Licensees	ECO 4.1
OBJECTIVE 4: Facilitate Infrastructure & wholesale Facility Sharing.			
Develop a wholesale Facility regulatory framework to stimulate Investment by reducing cost of Network rollout throughout Vanuatu.	Wholesale Facility Regulatory Framework	TRBR, OGCIO, Telecommunications and Broadcasting Licensees	ECO 2.4
OBJECTIVE 5: Effective monitoring of industry performance.			
Update Current Telecom and Broadcasting Data Collection Framework- A detailed and accurate tool to monitor the industries performance and trends.	Updated data collection framework for Telecommunications and Broadcasting sector	TRBR, Telecommunications Licensees and Broadcasting Licensees	ECO 3.5 SOC 6.9
OBJECTIVE 6: Well informed Consumers.			
Organize more consumer awareness programs and activities into the remote and urban communities.	Improving the Digital literacy in Vanuatu	TRBR, OGCIO, VanIGF	ECO 4.1 ECO 2.9



PRIORITY 3: Increase Meaningful Digital services & safer use of Internet

Strategies	Outputs	Partners	NSDP
OBJECTIVE 1: Effective Management & Administration of .vu ccTLD.			
Ensuring that “.vu” management serves the Vanuatu Internet community.	Technical Awareness on DNSSEC, DNS Abuse, DNS Privacy & protection, IPv6	TRBR, OGCIO, VanIGF	SOC 4.5 ECO 2.9
	Amendment of the .vu Regulation to review the powers of the Regulator	TRBR, Telecommunications and Broadcasting Licensees	ECO 4.1 SOC 6.4
Collaborate with the Council of Chiefs and VanIPO to establish Restricted Name List for .vu ccTLD.	Restricted Name List for .vu ccTLD	TRBR, Malvatumauri, VanIPO	ECO 4.1
OBJECTIVE 2: Safe & Secure Market Environment.			
Develop consult and establish Compulsory Sim Card Registration Regulation to manage registration of SIM cards, establishment and Management of SIM card Database, and protection of personal information.	Gazette of the SIM Card Regulation and complete registration of current SIM cards within the specified grace period	TRBR, OAG, OGCIO, CIVIL status, Telecom Licensees	ECO 2.9 SOC 6.4
OBJECTIVE 3: Provision of Digital Access to Smart Island (ITU, GOV), Akham Island, South Malekula.			
Improve Access and Quality of service on Akham Island- (ITU and the Government of Vanuatu) Smart Island pilot program.	Presence of both Mobile Operators and availability of Broadband and narrow band services on the Island, and the QOS levels meets the requirements in the QOS Guideline	TRBR, OGCIO, ITU, Telecom Licensees	ECO 2.9 ECO 3.6 ECO 3.5

PRIORITY 4: Improve Accessibility, Quality of Service & Quality of Life

Strategies	Outputs	Partners	NSDP
OBJECTIVE 1: Ensure quality service on the Operators network for both Telecommunications & Broadcasting networks.			
Work with the licensees on approving parameters for performance measurement for Mobile and Broadband.	Quality of services Audit Report	TRBR, Telecommunications and Broadcasting Licensees	ECO 4.1 ECO 2.9
Undertake schedule monitoring for QoS performance on approved parameters.			
OBJECTIVE 2: A quality service with no interference from other transmission frequencies or terrestrial broadcasting services.			
Develop a Broadcasting standard for broadcasters and other users of the radio spectrum within the broadcasting bands to comply with in order to ensure quality of service.	A terrestrial broadcasting Standard	TRBR, OGCIO, Broadcasting Licensees	SOC 4.5 ECO 2.9
OBJECTIVE 3: An automated certification process that promotes ICT e-services.			
Develop and implement an automated certification system to issue, certificates, permits and licenses.	Radio Apparatus, spectrum and type approval automated certification process.	TRBR	ECO 3.6 SOC 6.4
OBJECTIVE 4: Appropriate & efficient management of telephone numbers & Spectrum.			
Develop and consult with the Licensees and the government on the introduction of the number administrative fees.	A developed framework for proper management and sustainability of the number resource.	TRBR, OGCIO, Telecommunications Licensees	ECO 4.1 SOC 6.4
OBJECTIVE 5: Through the Implementation of the UAP & TRBR Grant Initiative, increase access to the communities and close the digital gap in Vanuatu.			
Continue with the Universal Access implementation through the TRBR Telecommunications grant to provide services to schools, clinics, and communities	Provide grants and rollout for two projects per year	TRBR	ECO 3.6 ECO 2.9

Continue to implement the Government Universal Access Policy under the pay-or-play approach	Achievement of 98% of Narrowband and Broadband population coverage by 2024	TRBR, OGCIO, Telecommunications Licensee. Customs rates and Taxes Department, MFEM	SOC 4.5 ECO 2.9 ECO 3.6
Collaborate with the government through the OGCIO for the extension of the UAP Policy by the COM.	COM approval of the Extension of the UAP from Jan 1st, 2022, to Jan 1st, 2024	TRBR, OGCIO	SOC 4.5 ECO 2.9 ECO 3.6
Develop, consult and establish a spectrum plan for 5G development in Vanuatu.	A decision on 5G spectrum for Vanuatu	TRBR, OGCIO, Licensees	SOC 4.5 ECO 2.9 ECO 3.6 ECO 4.1



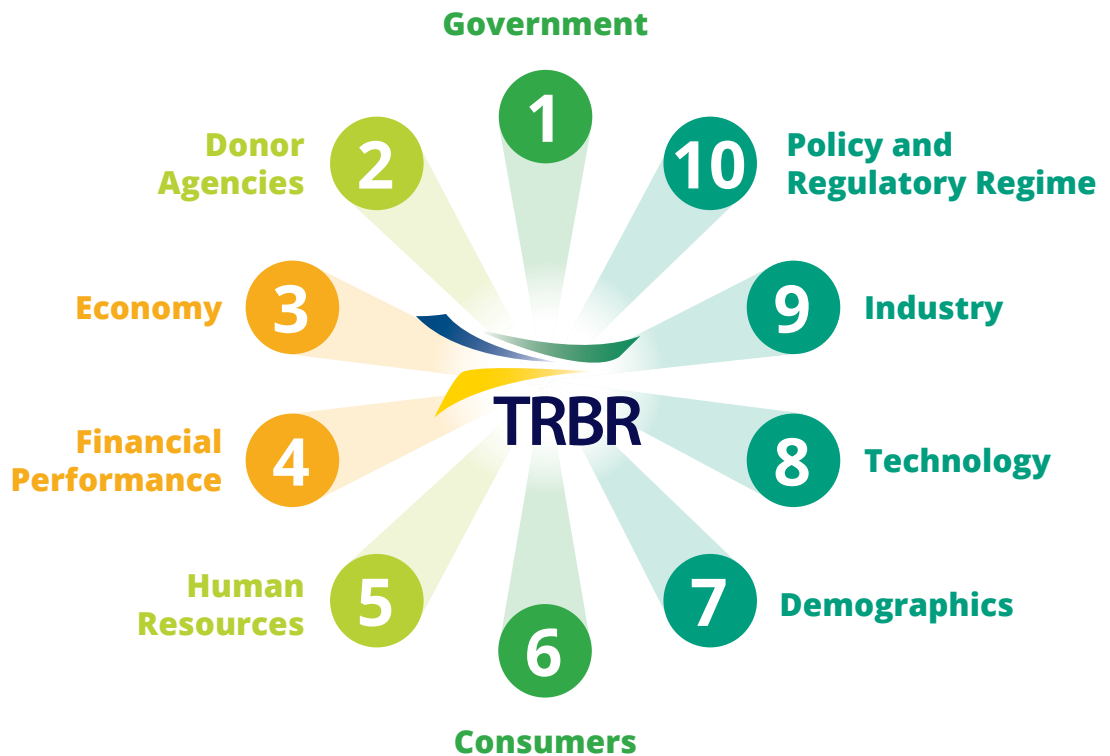
7.

External Pressures Analyses and our Reckoning

The Office has over the years considered the relevant pressures and have noted relevant challenges, that are important and ample consideration must be given on these challenges.

The analysis of external pressures provides an understanding of TRBR's ecosystem and

the environment that TRBR operates. Our feel for these pressures will drive us to pursue a positive impact on our neighborhood (nationally and internationally) as relates to the political, economic, socio-cultural, technological, legal, and environmental (ecological) factors (PESTLE). As such, we have derived the following actions in addition to the priorities



PRESSURES: GOVERNMENT

Challenges and opportunities

- Vanuatu is a small Island developing state with a representative Government structure and a high level of needs and demands.
- The impact of social media is positively and negatively increasing.
- Limited knowledge of technology evolution and its impact within the Telecommunications and Broadcasting sector.
- Limited knowledge of TRBR Roles and Responsibilities
- Continuous demand for Telecommunications and Broadcasting coverage improvement by the Government and the people of Vanuatu.
- The need to adapt to the changes within the Government.
- ICT Services are key enabler for the Government's service delivery.
- Support economic growth through digital transformation.

Actions

- Continue to maintain relationships with the Government, through the Office of the Prime Minister, the Office of the Government Chief Information Officer (OGCIO), the Government ministries/ departments, Government Agencies, Statutory institutions, and State Enterprises to address the national needs, particularly in the areas that fall within the Scope of TRBR.
- Collaborate with Government Ministry responsible for ICT, OGCIO, VanIGF, and law enforcement authorities to address the negative impact of social media.
- Undertake awareness programs with Government leaders on Telecommunications and Broadcasting developments.
- Collaborate with the Government, Mobile Operators, Internet Service providers, and other relevant stakeholders to address the improvement of telecommunications and broadcasting coverage in urban and rural areas.
- Undertake awareness programs with Government leaders so that they are fully aware of TRBR's roles and responsibilities.
- Collaborate with the Government on the implementation of national ICT policies and other legal frameworks.
- Continue to provide regulatory advice towards policy development to address digital transformation.
- Collaborate with the relevant Government Ministries and Departments to achieve the Government vision of 'A just educated, wealthy and healthy Ni-Vanuatu and the National Sustainable Development Goals.

PRESSURES: DONOR AGENCIES

Challenges and opportunities	Actions
<ul style="list-style-type: none">• Whilst the World Bank Grant has concluded in 2017, there are alternate donors such as the Australian Government which is currently assisting TRBR, and other potential donor agencies that could be considered for assistance, e.g., NZ, China, Japan, and EU.• Donor support is reliant on monitoring and evaluation methodologies and set procedures which, at times, are somewhat bureaucratic, time-consuming, and could divert from delivering on our priorities.• Donor priorities may conflict with Vanuatu Government or TRBR priorities.• TRBR is lacking expert technical support on broadcasting/media and other specific regulatory areas where needed.	<ul style="list-style-type: none">• Continue to create and encourage self-sustaining institution that does not (fully) rely on the donors.• Continue to demonstrate high levels of ethics, transparency, fairness, consistency, governance, and financial discipline.• Strive to achieve all deliverables on time and with agreed initiatives.• 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.

PRESSURES: ECONOMY

Challenges and opportunities	Actions
<ul style="list-style-type: none">• 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.• Vanuatu lacks e-services policies and applications.• The pricing of telecommunications, radiocommunications, and broadcasting services is still high.	<ul style="list-style-type: none">• Work collaboratively and effectively with the Government and other stakeholders to achieve ICT and broadcasting (roll-out) objectives in alignment with the NSDP.• Effectively monitoring the international internet bandwidth pricing offered in the Market.• Effectively monitors all retail telecommunications and broadcasting service pricing to ensure affordable pricing for consumers.

<ul style="list-style-type: none"> • Vanuatu is classified as a Developing country but remains financially reliant on donor aid. It is a subsistence economy with low per capita income levels. • The economy currently relies heavily on Agricultural and local tourism sector; revenue base is low for rural population; thus, the Government needs to stimulate rural economy to increase rural business investment in the rural areas. • There are still lack of digital skills and knowledge in the use of ICT for economic activities especially in the rural areas. • 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, however penetration of digital services is still a challenge. • There are limited regulatory framework to address the building blocks of a digital economy. 	<ul style="list-style-type: none"> • Work collaboratively and effectively with the Government and other Stakeholders to encourage and promote the benefits of ICT and broadcasting services in both urban and rural areas. • Collaborate and work effectively with stakeholders and the Government to stimulate the roll-out of e-services. • Continue to facilitate the increase of competition to encourage growth and uptake of ICT services for economic activities. • Promote cultures, values, and identity through use of ICT and broadcasting services. • Working effectively with the stakeholders and the Government to achieve digital transformation and provision of digital government services. • Work collaboratively with the stakeholders to continue developing and improving national strategies for economic development. • Continue working with other sectors to establish regulatory framework to support Digital economy.
--	---

PRESSURES: FINANCIAL PERFORMANCE	
Challenges and opportunities	Actions
<ul style="list-style-type: none"> • In recognition of the need for financial sustainability and the wish to deliver on that objective; we continue to investigate sources of funds through various avenues. • Broadcasting and media License and, potentially, other license fees such as the exception Licenses will be financial income for TRBR in the coming years. 	<ul style="list-style-type: none"> • 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".

<ul style="list-style-type: none"> • Broadcasting/Media Licensees may demonstrate push-back strategies for any license fee increases and/or the implementation of UAP levies, and TRBR must be able to fully justify and be transparent about its decisions. • The World Bank Grant has ended and therefore TRBR must look for self-sustainability initiatives to secure its financial position. • There may be perceptions that TRBR is not financially frugal and responsible. • TRBR require broadcasting License fees guideline and appropriate framework. 	<ul style="list-style-type: none"> • Address broadcasting and media License fees and other license fees, including UAP levies from Broadcasters, substantiate our fee structure and any increase in fees. • Establish appropriate, realistic, and relevant fee structures. • Effectively utilize any income TRBR derives, from any source. • Continue to maintain and demonstrate high and transparent levels of financial corporate governance.
--	--

PRESSURES: HUMAN RESOURCE	
Challenges and opportunities	Actions
<ul style="list-style-type: none"> • There is a limited and shallow labor market and pool of ICT/regulatory knowledge and expertise, leading to further difficulty in creating broad career path opportunities within Vanuatu. • Due to the limited labor market in the ICT sector, retaining staff is a challenge, as both the private and the public sectors are competing for the same resources. • 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 the private and public sectors still exist. 	<ul style="list-style-type: none"> • Continue to develop citizens and/or attract potential employees via the promotion of internship/work experience programs. • Maintain our excellence & best practice behaviors 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 a competitive, realistic, and holistic package to attract and retain staff, and through our performance management and review system. • Ensure TRBR employment standards are ethical, consistent, proportionate and in line with, or exceed, expectations of the Vanuatu Employment act.

PRESSURES: CONSUMERS

Challenges and opportunities

- Lower digital literacy in Vanuatu is contributing to the slow uptake of digital services.
- There is a need to establish a more innovative and convenient way to deliver consumer awareness including a cost-effective avenue for consumers to lodge complaints.
- Consumers are increasingly demanding a greater choice of services, at affordable prices.
- Complaints still exist in relation to the high pricing of the services offered in the telecom and broadcasting market.
- The existence of unserved and underserved areas across Vanuatu is restricting many Vanuatu citizens to have access to information and services.
- Geographical landscape of Vanuatu is posing a challenge to providing access and quality digital services to the consumers.
- The increase in the provision of digital services prompted the need to strengthen the security of personal data and cyberspace in Vanuatu.

Actions

- Continue to focus and develop wider awareness and education campaigns and programs to educate consumers of ICT and broadcasting services in urban and rural areas.
- Continue to effectively monitor and implement TRBR's Consumer Protection Regulation.
- TRBR will continue to upgrade and promote the use of the TRBR Mobile Application for the dissemination of information and promote the consumer complaint handling process.
- Work with key stakeholders to review and update current advertising guidelines for the broadcasting sector.
- Collaborate with the stakeholders and the Government to find ways to lower the prices of services in the market.
- Work collaboratively with the Government and key stakeholders to extend the coverage of telecommunications and broadcasting services to unserved and underserved areas.
- Work collaboratively with stakeholders and the Government to address the improvement of the quality of services in the urban and rural areas of Vanuatu.
- Work collaboratively with the Government to effectively monitor and implement cybersecurity and child online protection laws.

PRESSURES: DEMOGRAPHICS

Challenges and opportunities	Actions
<ul style="list-style-type: none">• Address inclusiveness in the ICT & Broadcasting Sector.• Lack of ICT & Broadcasting household statistics throughout the country for government decision and policy development.• Evolution of technology and uptake of digital services continues to progress and contributes to increasing social issues within our society.	<ul style="list-style-type: none">• TRBR will work with the government to support any initiatives relating to ICT and broadcasting that address inclusiveness to achieve the national government plan of leaving no one behind.• Develop a regulatory regime in ICT / Broadcasting that promotes the interest of disadvantage people in society.• TRBR will work with relevant line agencies to collect, and analyze data at the national level to assist the government in proper decision-making and the development of relevant policies.• TRBR will continue to update its statistic data collection framework within the sector where necessary to provide relevant advice to the government.• TRBR needs to consistently improve its community awareness program and promote the benefit of ICT/broadcasting how ICT is becoming an effective tool to transform life.• Continue to work in collaboration with community leaders including chiefs and churches through awareness programs to maintain integrity through its Christian beliefs and Melanesian values and principles.• TRBR to continue to support the government on any policy and regulatory regulations that could help to minimize social issues in the urban and rural communities.

PRESSURES: TECHNOLOGY

Challenges and opportunities

- We are operating within a dynamic and constantly evolving sector that has the capacity to increase customer choice and access to new and innovative technology and services such as 5G, Over the Top (OTT), Internet of Things (IoT), Artificial Intelligence (AI)etc., that could threaten the privacy of data and data security.
- Not enough promotion for the participation of local expertise in the provision of innovative ideas and initiatives in Vanuatu.
- The geographical challenges faced in rural areas could influence the choice of technology for the provision of telecommunication and Broadcasting services to the last mile.
- The demand for Telecommunications services especially mobile and internet services continues to increase as technology continues to deliver digital services.
- As technology continues to evolve, new innovating and emerging technology continue to be adopted in Vanuatu, as such there is a need for collaboration in order to establish proper policies and regulations.
- Digital transformation could be fully achieved only through collaborative or 5th Generation Regulation.
- When there is a technology failure, especially in rural areas, the required stakeholders are not ready to immediately provide the solution to keep the services going.
- Increase in the use of technology and the increase of digital skills and knowledge, has prompted the need for addressing Social Issues, Data Privacy and Data protection, and cyber security.

Actions

- Focus on continuous learning; specifically in the areas of emerging technologies, proactively lead on and mitigate any negative impacts of technology in general, proactively assist with widened customer choice and protection, and in raising consumer awareness.
- Continuously encourage and support operators in the provision and delivery of digital services to consumers and businesses for meaningful connectivity.
- Assist with the establishment of an innovation incubator to create and promote more Ni-Vanuatu Innovators.
- Consult on and establish the 5th generation regulatory framework to cater to the new technological changes and other innovations.
- Effectively work with respective stakeholders to improve the communications services and in particular, Broadcasting and media coverage and quality of services provided by the operators.
- Continue to work on and identify workable technological solutions to minimize the occurrence of technological failures.
- Work closely with the Government and other respective stakeholders to promote more uptakes of online services across Vanuatu.
- Work with the stakeholders to reduce internet pricing to increase the uptake of the internet to facilitate the use of innovative services.

PRESSURES: INDUSTRY

Challenges and opportunities	Actions
<ul style="list-style-type: none">• Lack of trust in the use of technology and digital services may slow down the uptake of digital services.• The price of Wholesale International Internet Bandwidth is still high and needs to continue to be reduced to stimulate the uptake of wholesale capacity.• The National ICT Policy is outdated and needs to be reviewed to cater for new policy directives from the Government.• There is no Universal Services Policy for both telecommunications and broadcasting services.• There are increasing cybersecurity and child online safety concerns with the availability of smart portable devices to children and young people, and with the uptake of digital services by the citizens of Vanuatu.• Lack of digital skills and knowledge in rural communities.• A lot of unstandardized and unapproved devices continue to be imported to Vanuatu.• A lot of complaints received from consumers are related to poor quality of Service.• E-waste has been an issue in Vanuatu, that continued to be ignored in society and there has been no proper disposal of faulty electronic equipment and devices that could be harmful to human health and the environment.	<ul style="list-style-type: none">• TRBR to Continue showing its commitment and involvement with Communities through its Community Consumer Champions (CCC) and its Consumer Awareness engagement.• Continue to support Government policies and Plan for wider awareness programs in the provinces.• Continue to support the Government on national initiatives that promote growth in the sector. For example, an Infrastructure sharing policy that will help to promote competition in the market.• Continue to maintain its collaborative approach with stakeholders in the industry to work on and welcome new initiatives that promote a conducive environment to encourage investment and growth in the market.• TRBR to work collaboratively and support the Government to develop and implement a Data Privacy and Data Protection Policy to safeguard the users of ICT/Broadcasting services.• Develop and implement SIM Card registration with Service providers to minimize abuse on social media platforms and to protect the personal information of consumers.• Continue to support the Government on any national initiatives and policies that help to minimize abuse of ICT & Broadcasting services.• TRBR will work to review its consumer protection Regulation to include Broadcasting.• TRBR to continue and effectively monitor the Implementation of the Type Approval regulations through the electronic single window system to ensure all imported devices into Vanuatu are type approved.• work with the Service providers to efficiently implement QoS parameters to ensure quality service is provided to the consumers.• Continue to collect market data to monitor the growth and behavior of the telecommunications and broadcasting market in Vanuatu.• Work with the Government Depts to establish appropriate policies to manage e-waste in Vanuatu.

PRESSURES: POLICY AND REGULATORY REGIME

Challenges and opportunities

- Effectively and appropriately implementation of the current TRBR Act as amended.
- No policies and regulations that protect the interests of the stakeholders and the consumer, especially the Broadcasting consumers.
- Limited knowledge of the roles and functions of TRBR especially the politicians, the government employees, and also the general public.
- There is a need to develop new policies and regulations as technology continues to evolve, and new innovative technologies continue to be adopted in Vanuatu.
- To leapfrog to 4G and 5G Regulation, Vanuatu has to have a solid foundation of 3G and 4G Regulation and a way forward to achieve 5G Regulation.

Actions

- Work collaboratively with the government and stakeholders to ensure all the legal frameworks and legislations of TRBR are implemented effectively.
- Increase public awareness of the positive impacts of telecommunication, radiocommunications, and broadcasting.
- Organise and increase public awareness on a regular basis with new parliamentarians each time there is a change in the government.
- Organise awareness with Leader of Opposition and his members.
- Organise awareness with Parliamentary Accounts Committee.
- Create and strengthen regular or quarterly meetings with the Minister responsible for ICT.
- Continue to work with the government on the review and development of new policy and regulations.
- Consult on and work with the government and the stakeholders to establish a roadmap to achieve 4G and 5G Regulation.

8.

Our Vision for 2026

It is important that we make a proper analysis of the political, Economic, Social, technical, and legal environment. These are some of the 'Pressures' that TRBR is facing. Focusing on appropriate responses and ensuring that we make changes to adapt to the pressures that we face in our operational activities, and also, based on our current knowledge, we have determined the opportunities and risks that we must address, manage, and mitigate.

The following aspirations will guide our way forward to 2026 in dealing with these pressures.

(a) Government

We continue to maintain a strong and effective working, and highly collaborative but independent, relationship with the Government and the 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 practices and standards. 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.

There is wider use and growth of digital services across Vanuatu. As such we will continue to work with the Government to achieve government policy targets as well as to address the goals of the NSDP.

(b) Donor Agencies

Donor agencies will continue to recognize and promote TRBR as a role model and donor-recipient organization, exercising best-practice. 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 to assist TRBR to meet its deliverables while considering the challenges brought about by the OTT, IoT, AI, Cybersecurity, data privacy, and other e-services.

Donor funding does not only come in technical assistance per say but also capacity building in the regulatory role of technical, market monitoring, and legal and compliance.

(c) Economic

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

The implementation of the UAP will continue to bridge the narrowband and broadband gap in Vanuatu, and also continue to have a positive and significant impact on the economy.

Telecommunications and ICT will fast-track our economy, through increased access and use of digital services for economic activities.

(d) Financial Performance

Our organization continues to be self-sustaining in structure and operations, as well as in terms of resourcing, sound corporate governance, financial management, and meeting the objectives of the TRBR legislative mandates.

We continue to provide transparent, best-practice model reporting, and we have demonstrated effective and appropriate use of funding from the UAP Fund and the GfG.

(e) Human Resources

We have recruited, capacity built and continued to implement the best staff retention strategies and provide the best work-practice experiences. We are committed to retaining knowledge through our staff and recruiting the best employees available in the market.

The quality and skill set of our staff is a crucial component in enabling us to be a credible, enduring, and sustainable regulator not only in Vanuatu but also throughout the Pacific region. As a result, we are much more improved in our regulatory work performance and recognized as an organization that consistently encourages commitment.

We continue to seek out and employ a Ni-Vanuatu regulator who is capable and has built and upheld credibility with the government, industry, and community.

(f) Consumers

Consumers are confident with the uptake of ICT and broadcasting services offered to them, and these services and products are affordable and reliable.

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

(g) Demographics

We will continue to provide important, regular, and clear advice and information to the Government and stakeholders on telecommunication trends, and we are able to develop and implement solutions to continue to effectively regulate this fast-growing and evolving telecommunications and ICT market.

We are working effectively and cooperatively with stakeholders to disseminate information to different demographics including the elderly, youths, women, and children, and facilitate consumer awareness and ensure the availability of consumer protection mechanisms for all.

(h) Technology

We continue to acknowledge the evolving technology developments and their benefits, that may be deployed, by the operators in the market and their relevant impacts on the market, society, and particularly the Regulatory environment. We effectively monitor the market and do our best to stimulate sustainable competition.

We are innovative and adaptable in putting in place regulatory mechanisms fit for purpose within Vanuatu to accommodate technological development, and that will assist with the Government policy and Government development initiatives.

We will continue to see and experience social and economic benefits and change through technological innovation and digital transformation, particularly in rural and remote locations.

(I) Industry

We will continue to maintain and demonstrate light touch regulator practices and have available appropriate regulation and other mechanisms that encourage and promotes fair and sustainable competition and innovative approaches to facilitate a healthy market, and a conducive environment for investment.

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

We are transparent and will continue to be recognized as a credible and respected organization, and we have established 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.



