

Telecommunications
Authority
of Trinidad and Tobago

ANNUAL REPORT

October 2004 to September 2005

(A) (41)



Telecommunications Authority of Trinidad and Tobago

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Ref. No. f/jp.crd2/min0106

January 23, 2006

Mrs. Jacqueline Wilson
Permanent Secretary
Ministry of Public Administration and Information
National Library Building,
Corner Hart and Abercromby Streets
Port of Spain

Dear Mrs. Wilson,

RE: FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH SEPTEMBER 2005

Attached for your information are the Authority's Financial Statements prepared in accordance with Section 56(2) of the Act.

Kindly forward the Financial Statements to the Minister, in order that they can be laid in Parliament pursuant to the Act.

Also attached, is a cheque in the sum of \$3,852,527.00 which represents the surplus in the Authority's account as at 30th September 2005 for deposit to the Consolidated Fund in accordance with Section 53(7) of the Act.

Yours sincerely,

John Prince
Executive Director

Board of Directors: Mr. Khalid Hassanali (Chairman); Mr. Cagney Casimire (Deputy Chairman); Ms. Beverly Beckles; Ms. Gillian Bishop; Mrs. Carol Clark; Dr. Ronald Ramkissoon; Mr. Learie Alleyne-Forte; Mr. Samuel Henry; Prof. St. Clair King; Mr. Wayne Nakhid; Dr. Shahid Hussain.

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1 Introduction to the Authority

Core Values

***HONESTY** - To be honest means to be truthful in everything one says and does and goes further than merely refraining from lying. Honesty is reflected in how we conduct the business of the Authority. It is difficult to meet any of the other ethical standards that the Authority embraces without honesty and truthfulness as the foundation.*

***INTEGRITY** - Integrity results from consistent decisions to act ethically in difficult situations and establishes trust and provides the basis for reliance on a person's or organisation's judgement. To have integrity is to uphold ethical principles and do what one says one will do, consistently, predictably and reliably. As employees, integrity drives us to adhere not only to the letter, but also the spirit of applicable laws.*

***TRANSPARENCY** - At a minimum, good citizenship requires all of us to obey applicable laws and regulations. As an organization we will continue to strive for openness and clarity in communicating with service providers and the public, and transparency free from corruption and will therefore refrain from accepting bribes or any other kind of inducement. All actions and decisions must be in good faith and able to withstand scrutiny.*

***QUALITY/COMPETENCY** - In the Telecommunications Authority, Quality shall speak to doing everything to the best of one's ability, with the highest possible standards and striving to better meet the needs of our stakeholders by adopting best practices. We will apply the knowledge, skills and experience needed in the performance of duties and the activities of the Authority in accordance with the Act. We shall endeavour to continually improve the proficiency, effectiveness and quality of services by participating in relevant continuing education programmes.*

RESPECT - Respect is regard for the inherent worth of each individual. It requires us to create a workplace where people are treated well and are afforded all of the rights to which they are entitled both under law and Authority policy. A respectful workplace is safe, courteous, free from discrimination and harassment, affords employees equal opportunity to pursue their goals, recognises accomplishments and protects the privacy of personal information the Authority may obtain or possess.

FAIRNESS/IMPARTIALITY - Fairness can be understood as a concern for how others are treated - ensuring that we treat them equitably and in the way we would wish to be treated in a similar situation. Fairness is a commitment to treat people ethically and to apply ethical standards and reasoning to our decisions regarding how they affect other people. Fairness also governs how we treat other businesses, including our clients and how we manage working relationships, how we gather, evaluate and communicate information about the activities, policies and regulations of the Authority. Fairness means as an Authority, we must ensure that we make balanced assessment of all relevant circumstances and not be unduly influenced by our own interests or those of others in forming judgements or making decisions.

RESPONSIBILITY/ACCOUNTABILITY - Responsibility calls on us to accept the obligations of our job, to perform our duties efficiently and effectively. Accountability is the willingness to accept the consequences of our actions. Together they are the cornerstone of mature, ethical conduct. As employees of the Authority we will be called upon to act responsibly, to be accountable and to hold each other accountable at all times.

2 The Chairman's Statement

Chairman's Statement

I am extremely pleased to be associated with the publication of the Authority's 2nd Annual Report and would like to take this opportunity to thank members of the Board and staff of the Authority for their considerable drive, effort and determination over the past year.

Since commencing operations on 1st July 2004 with a programme of national significance to be completed by 31st December 2005, the Authority has risen to the challenge by executing four key objectives.

To develop the human resource capacity and the communication and support systems required to enable the Authority to discharge its functions in a timely, efficient, transparent and non-discriminatory manner;

To liberalize the telecommunications and broadcasting sector in a manner that conduces the realization of the objects of the Act and national initiatives which are contingent on a competitive multi-media industry;

To regulate and facilitate development of international standards, in particular those which are critical to the application of national development policies;

To manage the spectrum and numbering resources of the country in a manner that encourages efficient usage of those resources and where necessary, ensures that service derivatives are available across the citizenry, notwithstanding differing circumstance;

Over the past year, the Authority's focus has been on ensuring that there were robust policies and regulations in place to achieve these objectives. In doing so, we embarked on a rigorous and lengthy process of consultation with stakeholders in the industry and members of the public. We delivered on the following policies which are critical to three of the four objectives:

- *Interconnection and Access Policy*
- *Interconnection Regulations*
- *Access to Facilities regulations*
- *Authorisation Framework*
- *Spectrum Management Policy and Regulations*
- *Recommendations for Telecommunications Fee Methodology and Regulations*
- *Regulatory Toolkit*

One of our major achievements for the 2004/2005 year was initiating the liberalization of the domestic mobile telecommunications sector with an on-line spectrum auction, the proceeds of which amounted to \$25,000,000US. Although only two organisations took part, the Authority is pleased that the auction process was conducted in a timely, transparent and efficient manner. No doubt, this is the first of many as we seek to ensure that our country receives the best value for its spectrum resource.

The Authority also saw the liberalization of the International market as critical to increasing the bandwidth capacity thereby increasing the possibility of providing affordable, high-speed Internet Access to a wider cross-section of the community. In this regard, the Authority also invited applications in respect of Public International Telecommunications Services.

In the Broadcasting Sector, the Authority embarked on an exercise to rationalise the FM Band, and develop a Band Plan for "Free to Air" TV in order to maximize the number of Broadcasters that can co-exist, while providing quality services to the citizenry.

Coupled with this activity, it became necessary to regularize all existing Broadcasters within the new Authorization Policy. The Authority processed applications and made recommendations for the granting of concessions and associated licences to all existing "Free to Air" Radio and Television Stations.

The Wired Cable TV market was also liberalized with recommendations being made to the Minister of Public Administration and Information in respect of three (3) additional Cable TV Service providers.

Recommendations were also made for licences to International Call Centre operators from whom one hundred and fourteen (114) applications were received for the provision of International Telecommunications Services.

Our Communications, Public Relations and Consumer Affairs Division also managed public consultations on a Draft Broadcast Code, which is now being redrafted by a team of industry professionals as a result of feedback received during that process.

During the period, it was imperative that the Authority was adequately and appropriately resourced within the shortest possible time. The Board took the view that contract employment would permit us to achieve this objective. It is our intention to convert to permanent employment as soon as it is prudent to do so.

Our recurrent expenditure for the period was \$16.35M. This expenditure was lower than expected because we were unable to recruit staff to fill all posts in the structure. Also, our Capital programme was delayed in our search for a partnership of suitable organisations to lead the Advanced Automated Spectrum Management and Monitoring System (AASMMS) project and the prolonged negotiations on the Universality Project. During this period, the Authority was funded by government subvention and this will continue

until our fee regulations are approved by Parliament. Notwithstanding, the Authority generated a surplus at year end of \$3,852, 000.

Looking forward, our greatest challenges for the coming year will be the award of concessions and licences, ensuring that the market is competitive, monitoring the pricing of services to consumers and where necessary, setting prices. It is our responsibility to establish a Universality Fund in accordance with Section 28 of the Telecommunications Act 2001 and to promote consumer rights and obligations. This policy is currently in draft form and will be made available for public consultation.

The appointments of two Board members came to an end during the year. Dr. Ralph Henry, former chairman of the Authority and Dr. Kim Mallalieu. To these stalwarts, on behalf of the Board I say thank you for your sterling contribution to the start-up phase of the Authority.

I look forward to continuing the challenge of facilitating an ordered development of the Telecommunications Sector in Trinidad and Tobago for the benefit of all stakeholders.



Khalid Hassanali
Chairman

3 Overview of the Telecommunications and Broadcasting Sectors

This section outlines the context of the operational objectives set by the Authority. It will present a snapshot of the various markets that exist in the telecommunications and broadcasting sectors and includes a summary of:

- the regulatory environment prior to the establishment of the Act;
- the number of network operators and service providers in the various markets;
- the number of subscribers in those markets;
- existing prices of the services identified; and
- trends observed in subscriber growth, price variations and innovative service offerings over the past year.

3. An Overview of the Telecommunications and Broadcasting Sectors

3.1 The regulatory environment prior to the establishment of the Act

Prior to the promulgation of the Act, the regulatory framework for the telecommunications sector was guided by the Wireless Telegraphy Ordinance 1936, the Telephone Act 1968 and the Regulated Industries Commission Act (RIC) 1998.

The Telephone Act 1968 empowered the Trinidad and Tobago Telephone Company (now the Telecommunications Services of Trinidad and Tobago (TSTT)) with the exclusive right to operate a telephone system and provide a telephone service to the public. Where TSTT used radio transmitting equipment in providing telephone service (e.g. mobile cellular services), the company was required to apply for the relevant licence under the Wireless Telegraphy Ordinance. The rate structure of the company was also regulated as a public utilities company under the Regulated Industries Commission (RIC) Act.

Under the Wireless Telegraphy Ordinance of 1936 (the Ordinance), a licence was required to install, operate, sell or deal in, wireless apparatus. A special licence was also required to provide a public telecommunications or broadcasting service. The special licence detailed the terms and conditions applicable to the equipment and spectrum used in the provision of the services specified. The Minister responsible for telecommunications, through the Telecommunications Division, was also responsible for granting licences and for the management of spectrum resources.

3.2 Network operators and service providers in the telecommunications and broadcasting markets

TSTT currently operates four networks which provide mobile, fixed, international and internet services.

In July 2005, two new mobile operators, Digicel Trinidad Limited and Laqtel Limited, were successful in their bid for spectrum licences to provide mobile services in Trinidad & Tobago. Furthermore, concessions were granted to the new mobile operators on December 31, 2005, thus increasing the number of mobile network operators in the country to three.

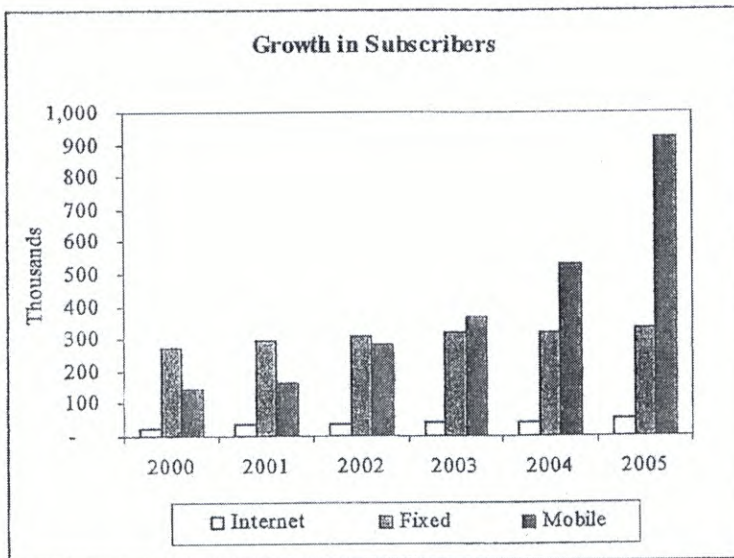
3.3 Telecommunications Sector Overview

The past year marked a significant period for the telecommunications sector of Trinidad and Tobago. The sector earned gross revenues of US\$ 379.3 million or 3.2% of GDP for 2005, an improvement of US\$ 22.3 million over the previous year. Factors driving this growth include increased subscriber base, reduced rates, improved network capacity, innovations and extensive marketing by telecom providers.

In 2005, the telecommunications markets recorded increases in the fixed line, mobile and internet subscribers. The fixed line market added 13,443 customers to the 319,000 recorded in 2004. A similar, increase was seen in the internet market which grew by 10,537 customers for the year. But the highest growth for the year was recorded in the mobile market which increased by 393,670 or 74.2% over the previous year. This brings the total mobile subscribers to 924,059 to date.

The phenomenal increase in mobile customers was influenced by TSTT's campaign to increase its subscriber base prior to the introduction of competition in 2006. The increase in mobile subscribers is also consistent with the global trend of fixed line to mobile migration. Trinidad and Tobago is no exception as this migration became evident in 2003 when the number of mobile subscribers outnumbered that of fixed line. Since then the number of mobile subscribers has grown exponentially and has more than doubled the fixed line subscribers in 2005.

Figure 1: Growth in Subscribers 2000-2005



Source: TSTT, TATT

In addition to the expansion of the mobile market, there has been a significant decline in the retail rates for mobile services. In 2003 a three-minute off-peak local call cost US\$0.95¹ but costs US\$0.24 today. Similar decreases were also observed in international call charges for mobile customers. Further reductions in mobile rates are expected when the mobile service market opens to competition in the first quarter of 2006.

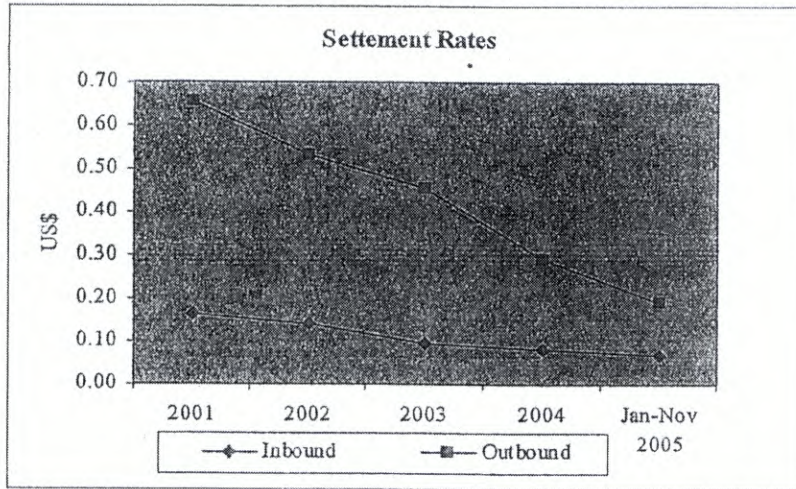
In the international market, the number of inbound calls to Trinidad and Tobago continued to exceed the outbound calls. In addition, both inbound and outbound calls have increased consistently since 2001. Despite this increase, the revenues earned from these calls have been declining steadily over the same period. This is a manifest of reduced settlement rates. (figure 2).

Table 1: International Traffic

Year	Inbound			Outbound		
	Call Traffic million minutes	Revenue US\$	Avg. Rate per minute US\$	Call Traffic million minutes	Revenue US\$	Avg. Rate per minute US\$
2001	196	32,234,525	0.16	82	53,497,152	0.66
2002	276	38,481,421	0.14	84	44,569,110	0.53
2003	328	32,045,767	0.10	92	41,835,493	0.46
2004	379	30,988,925	0.08	117	34,190,762	0.29
Jan-Nov 2005	415	28,036,741	0.07	141	26,601,758	0.19

¹ World Telecommunications Indicators Database 2005

Figure 2: Settlement Rates*



Source: TSTT, TATT

* Settlement Rate – Payment made to the terminator of an international call.

Outlook

The telecommunications sector is positively poised in the liberalization process. Most markets within the sector are in the process of transforming from monopoly to competition. This transitory phase has so far, brought challenges to the Authority and will continue to demand regulatory guidance and administration.

Markets within the sector are expected to continue on a growth trajectory. The mobile market is likely to continue to grow but at a reduced rate especially with the introduction of two new mobile operators. The fixed line and internet markets are expected to remain stable with minimal growth. In addition, increases are foreseen in the international call markets.

Table 2: Telecom Statistics

	2000	2001	2002	2003	2004	2005	
General	Population (millions)	1.29	1.30	1.30	1.30	1.31	1.31
	GDP per capita (US\$)	5,951	6,892	7,166	8,246	8,470	9,041
	Telecom revenue (US\$ million)	243.5	298.9	326.0	346.3	357.0	379.3
	Total telephone subscribers ('000)	413	453	592	683	849	1,256
	Total telephone subs. per 100 inhabitants	31.9	34.9	45.5	52.4	65.0	95.9
Fixed	Main telephone lines ('000)	272	293	308	317	319	332
	Main lines penetration (%) *	21.0	22.6	23.7	24.4	24.4	25.4
	Main lines growth (%)	(2.6)	8.0	5.2	2.9	0.5	4.2
Mobile	Mobile subscribers ('000)	142	160	284	366	530	924
	Mobile penetration (%)	10.9	12.3	21.8	28.1	40.6	70.5
	Mobile growth (%)	266.4	13.0	77.3	28.9	44.9	74.2
Internet	Internet subscribers ('000)	26	33	38	43	45	55
	Internet users ('000)	100	120	138	153	160	185
	Internet penetration (%)	2.0	2.6	2.9	3.3	3.4	4.2
	Internet growth (%)	51.0	25.4	15.5	11.3	4.7	23.6
	Internet host	6,596	6,872	7,209	8,003	12,207	16,132
	Personal computers ('000)	80	90	104	119	137	146
Traffic	International -Outgoing (min. million)	16	15	81	92	108	141
	International -Incoming (min. million)	163	147	233	328	355	415
	Inbound/Outbound int'l traffic ratio	10.3	9.7	2.9	3.6	3.3	2.9

Source: TATT, TSTT, ITU

3.4 Broadcasting Sector Overview

The Broadcasting sector has turned into a vibrant industry in Trinidad and Tobago. We now have 36 radio stations and 7 television stations. Of these, 34 radio stations are broadcasting on the FM band while the others use the AM band. There are now 7 television operators, 4 of which are free to air and the others subscription based.

There are 5 cable/subscription television service providers, 4 of which are currently operational. (Table 3)

Table 3: Broadcasting Operators

Broadcasting Operators		
Radio	FM	34
	AM	2
		36
TV	Free to Air	4
	Subscription	3
		7
Cable	Wired	4
	Satellite	1
		5

Source: TATT

Subscriber base for subscription television has grown steadily over the past five years. In 2005, this market grew to approximately 150,650 customers. The subscriber base of the largest provider CCTT reached approximately 112,600 with a monthly rental charge of \$198.40. DirecTV the second largest has a subscription base of approximately 9,000, while unlicensed providers make up the rest of the subscriber base at a charge of \$100 per month.

The subscription broadcasting market is expected to expand considerably in 2006, given the new recommendations made for concessions.

- Columbus Communications Trinidad Limited (formerly CCTT)
- Telecommunications Services of Trinidad and Tobago (TSTT)
- Independent Cable Network of Trinidad and Tobago (ICNTT)
- RVR International Limited
- Computer Technologies and Services Limited

Applications have also been received for “free to air” television broadcasters:

- Caribbean New Media Group (CNMG)
- CCN Television Limited
- Gayelle Limited
- Advanced Community Television Network Ltd.
- Mohan Jaikaran

4 The Year in Review

In October 2004, the Authority established rolling objectives and targets for a 4-year period. The Operational Plan for 2004/05 included a delivery timetable with targets and activities to realize objectives. Outlined below are the Authority's accomplishments and constraints over the past year as per its objectives and targets.

4.1 Review of Accomplishments in the Context of Objective 1

To develop the human resource capacity and the communication and support systems required to enable the Authority to discharge its functions in a timely, efficient, transparent and non-discriminatory manner;

a. Organization Structure

The Authority's present Organization Structure is attached as Appendix 1.

b. Recruitment

During the period October 1, 2004 to September 30, 2005, the Authority recruited on contract, thirty-two (32) persons to fill seventy-one (71%) of the posts on the current establishment of forty-five (45). At year end, twelve (12) posts remained vacant.

In financial year 2005-06, the Authority will continue its effort to fill vacant posts to ensure that it is adequately staffed for meeting its mandate under the Act. A competitive remuneration package is proposed.

c. Job Descriptions

An initial exercise to complete all job descriptions was carried out in January 2005. However, with the evolving nature of the industry, a continuous review is required.

d. Human Resource Framework

- During the period, staff contracts were prepared along with the Authority's Code of Ethics. Presentations were held by Insurance companies and brokers on the provision of a Group Health Plan for employees and their dependents. Both these documents and the Draft Health Plan are to be approved by the Board.
- Considerable emphasis has been placed on training over the past year, and a training plan has been completed for each quarter. Table 1 below summarizes the training undertaken and the number of participants from the staff..

Table 1

Description of Programme	Number of attendees
1. Telecommunications Policy.	1
2. OOCUR Workshops and Seminars.	2
3. Engineering and Project Management.	3
4. New Products/Technology Development./Document Management	4
5. ITU Study Groups, workshops and seminars.	14
6. Dispute Resolution.	3
7. VOIP and the Internet.	5
8. Purchasing	2
9. Numbering	2
10. Administration	3
11. Spectrum Management	1
12. Communications & PR.	1
13. USTTI Programmes	4

- The introduction of a Performance Management System has had to be put forward to 2005/06 as the programme of work, for the first full year of operation of the Authority, proved to be too ambitious.

e. **Financial and Administrative Procedures**

Pursuant to the Telecommunications Act 2001, the Authority's Tender Rules were completed and approved while the Financial Rules sent to Ministry of Finance originally in October 2004 and January 2005 are awaiting the approval of the Minister. Several financial and administrative procedures have been implemented including:

- Purchasing.
- Tendering.
- Cash and Cheques.
- Petty Cash.
- Movement of Fixed Assets
- Income collection.
- Hospitality
- Foreign Travel
- Security.

f. **Information and Communication Technology (ICT) Support Systems**

The following systems have been set up over the period and are operational.

- TATT Website (hosted by a private organization).
- An interim accounting system – Peachtree.
- Point of Sale System.
- Intranet facility (at early stages only).

A Request for Proposals (RFP) has been issued for the provision of an Electronic Document Management and Information System, and evaluation is in progress.

g. Corporate Communications

The accomplishments in this area were:

- The development of a public education and public relations plan.
- The development of strategic links with the public and the media.
- Planned and managed public consultations and other events.
- Developed internal communication strategies.
- Developed reference material on stakeholders locally, regionally and globally.

4.2 Review of Accomplishments in the context of Objective 2

To liberalize the telecommunications and broadcasting sector in a manner that conduces the realization of the objects of the Act and national initiatives which are contingent on a competitive multi-media industry;

- a. The Authority published an International Market Study from a Regulatory Perspective in October 2004. Although it was planned that a Domestic Market Study would be conducted within the second quarter, this could not be accomplished due to the delayed recruitment of the Economic Analyst.
- b. In June 2005, the Authority conducted an online spectrum auction to award licences to two additional mobile providers. The auction's proceeds amounted to USD\$25.1 million. In September 2005, recommendations were made to the Minister for the grant of concessions to provide public domestic mobile networks/ services to:
1. Digicel (Trinidad and Tobago) Limited, and
 2. Laqtel Limited.

- c. Recommendations were also made to the Minister for the grant of Concessions to provide public international facilities/ services to:
1. Digicel (Trinidad and Tobago) Limited,
 2. Antilles Crossing LP,
 3. Illuminat Limited,
 4. Island Fibre Holdings,
 5. Lisa Communications Trinidad Limited,
 6. Open Telecom, and
 7. Laqtel Limited.
- d. One hundred and fourteen (114) applications were evaluated in order to make recommendations to the Minister for the award of concessions to operate International Call Centres, and to provide internet services. Recommendations for the granting of concessions were made to the Minister in September 2005.
- e. In the subscription broadcasting market, the Authority initiated an open application process for wired cable TV providers, and by September 2005 made recommendations to the Minister for the award of concessions to two (2) national and one (1) niche cable TV provider.
- f. Expressions of Interest (EOI's) were invited for the provision of fixed wireless access (FWA) telecommunications networks and services. This would inform the development of an FWA band plan which would determine the most appropriate application process for concessions and licences to provide the related services.

4.3 Review of Accomplishments in the Context of Objective 3

To regulate and facilitate development of international standards, in particular those which are critical to the application of national development policies;

(i) Regulatory Consultancy

The Ministry of Public Administration and Information utilized funding made available by the Inter-American Development Bank (IDB) for that purpose, towards hiring of consultants to assist in the development of a comprehensive regulatory framework. The scope of the consultancy, which was divided into three (3) phases, included the review of some of the draft policies and regulations completed by the Authority, in addition to the development of regulations and methodologies where required.

Phase 1 deliverables have been completed during the review period and are as follows:

- Interconnection and Access Policy
- Interconnection Regulations
- Access to Facilities Regulations
- Authorisation Policy
- Spectrum Management Policy and Regulations
- Recommendations for Telecommunications Fee Methodology and Regulations

The expected Phase 2 deliverables scheduled for completion by end June 2006 include:

- Competition Policy and Regulations
- Quality of Service Policy and Regulations
- Consumer Rights and Obligations Policy and Regulations
- Enforcement and Compliance Framework and Regulations

- Equipment Standardisation and Certification Framework; and Regulations
- Numbering Regulations

The expected Phase 3 deliverables scheduled for completion by end June 2006 include:

- Pricing Policy and Regulations
- Costing methodology and appropriate model for in relation to interconnection rates
- Recommendations for appropriate pricing for wholesale and retail telecom services; and
- Recommendations for regulatory accounting and accounting separation model to be used by operators.

(ii) Consultation Procedures

Procedures for Consultations in the Telecommunications Sector of Trinidad and Tobago were developed and published on the Authority's website.

(iii) Policies and Regulations

Initial drafts of the following were developed and consulted upon:

- Policy for Micro, Small and Medium-Sized International Public Telecommunications Service and/ or Network Providers (October 2004)
- National Policy on Cable Television Networks and Services (November 2004)
- Consumer Rights and Obligations Policy (March 2005)

The following documents were finalized and recommended to the Minister after an extensive consultation process with stakeholders:

- Authorisation Framework for the Telecommunications and Broadcasting Sectors of Trinidad and Tobago

- Interconnection and Access Policy
- Spectrum Management Policy
- Fee Structure: Concessions and Licences for the Provision of Telecommunications & Broadcasting Resources (network and/ or service) in Trinidad and Tobago
- Interconnection Regulations
- Access to Facilities Regulations
- Fee Regulations
- Spectrum (Radio) Regulations

A revised draft of the National Numbering Plan was also published for a second round of consultation. The comments and recommendations received from the “National Policy on Cable Television Networks and Services” and the “Policy for Micro, Small and Medium-Sized International Public Telecommunications Services and/ or Network Providers in Trinidad and Tobago” were considered in the development of the Authorisation Framework, as the latter sets the guidelines for the authorization of all market participants.

A draft Quality of Service Policy was also developed and submitted to the regulatory consultants for refinement and the development of the associated regulations.

(iv) Regulatory Toolkit

- Application Forms were also developed for the concession and licence categories outlined in the Authorisation and Spectrum Management policies.
- Templates for the concession and licence documents were formulated.

(v) Other Documents

The Authority also developed the following documents

- Numbering Fee Methodology, implemented in proposed Fee Regulations.

- Position Paper on the Authority's Role in the Prevention of the Proliferation of Structures Dedicated to the Provision of Public Telecommunications. This document was also approved by the Minister, and consulted upon with major stakeholders. The document will be revised based on comments and recommendations received.
- Procedures to facilitate the Town and Country Planning Division's Site Application Process. This document was consulted upon with major stakeholders, and will be revised based on comments and recommendations received.

(vi) Universality

The Authority developed and issued a Request for Proposals (RFP) for a consultant to conduct a study and develop a universality policy for Trinidad and Tobago. Two proposals were received at the end of the tender period. A Board appointed committee evaluated the proposals and submitted a recommendation to the Board based on the evaluation report, and a negotiation committee was appointed to negotiate the terms of an Agreement with the preferred candidate.

(vii) Broadcast Code

The first draft of the Broadcasting Code was developed during the period October 2004 and January 2005. Because of the nature of the document, consultations with the Authority's stakeholders in the broadcasting sector and the public were conducted over a period April 18th to May 9th 2005. The Authority received numerous and varying comments and recommendations which will be considered in revising the document. The second version of the Code will be released for stakeholder and public consultations.

4.4 Review of Accomplishments in the Context of Objective 4

To manage the spectrum and numbering resources of the country in a manner that encourages efficient usage of those resources and where necessary, ensures that service derivatives are available across the citizenry, notwithstanding differing circumstance;

(i) Spectrum Management

In the area of planning of the national spectrum resource, the following activities were undertaken:

- a. The first version of the National Frequency Allocation Table was issued for consultation. Comments received from this round of consultation were reviewed and the preparation of a second version commenced.
- b. Work commenced on the development of a Framework for the Accommodation of FM Radio Broadcasting Services. This framework included preparation of a proposed FM Radio Frequency Channel Plan and Frequency Channel Plans for Auxiliary Broadcasting systems (e.g. Studio-to-Transmitter Links). Work in this area is ongoing.
- c. Frequency Channel Plans were developed for point-to-point radio-communication systems in the 5, 6, 7, 10, 11 and 15 GHz bands. These plans allowed for orderly assignment of microwave backhaul point-to-point links to the new Cellular Mobile Operators.
- d. An interim database of all licence holders was created and validation of this licence database is ongoing.
- e. The Advanced Automated Spectrum Management and Monitoring System project commenced with an investigation in the possibility of Engineering Institute, University of the West Indies, and University of the West Indies developing this system. This investigation is still ongoing.

f. Work on the Framework for the Accommodation of Fixed Broadband Wireless Access Services commenced and is expected to be completed by the end of the first quarter of the fiscal year 2005/2006.

g. Number Plans

A second draft of the National Numbering Plan was published for a second round of consultation. Comments were received and a revision to the second draft has commenced. The development of numbering administration procedures has also commenced.

4.5 Statistical Review

a. Authorisation (Concessions) for which recommendations were made:

Concession Type	Applications Received and Evaluated
Cellular Mobile Telephony	5 (RFP's)
Public International	11 (RFP's)
Call Centres and Internet Service Providers (ISP's)	117
Wired Cable	5 (RFP's)
"Free to Air" FM Radio	33
"Free to Air" Television	5

b. Authorisation (Licences):

Licence type	Applications Received and Evaluated
Amateur	26
VSAT	6
Point to Point/Point to Multi Point	37
Type Approval	46
FM Radio Broadcasting Frequency	33
Land Mobile	28

c. Complaints Handling

Types of Complaints

Loss of services	37
Billing Issue	72
Delayed Installation	4
Degradation of quality of service	3
Wrongful Disconnection	4
Other	18
Total	138

Outcome of complaints

Resolved	92
Pending	46
Total	138

Method of receiving complaints

Walk-in	34
Telephone	57
Written	47
Total	138

d. Compliance (Spectrum Monitoring)

Compliance Issue	Number of Investigations
FM Radio Interference	7
FM Radio Coverage Area	1
FM Radio unlicensed repeater frequencies	6
FM Radio payment of fees	1
Television Interference	1
Land Mobile Interference	1
Operating without concession	5
Fixed line pricing	1
Cellular Mobile Service	1

e. Content Monitoring and Investigations

Stations	Number Monitored	Number Investigated
FM Radio	4	4
Television	1	-

f. Freedom of Information (FOIA)

Requests Received	1
Requests Addressed	1

g. Public Relations

Press Briefings Held	4
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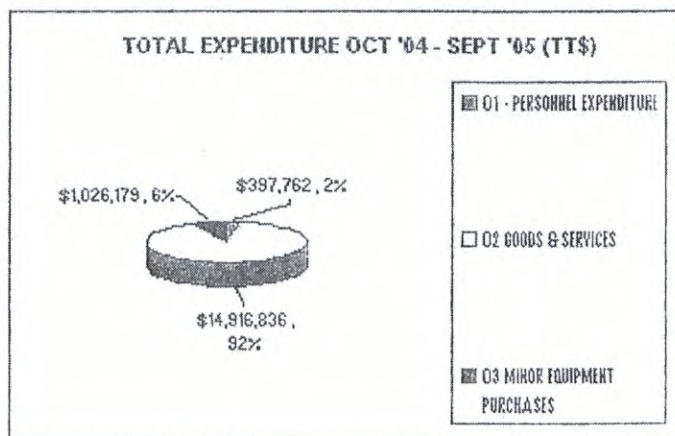
h. Stakeholder and Public Consultations

Broadcast Code	6
Policies and Regulations (Phase 1)	6
Other consultation (Band Plan)	1

5 Financial Report

- 5.1 The Authority's operations were financed during the period by Government subventions. As the accompanying Income Analysis (Appendix 5) will show, licensees paid in excess of \$40M in fees including arrears which were deposited in the Consolidated Fund.
- 5.2 Recurrent expenditure for the period was \$16.6M (Appendix 3), some \$3.6M less than anticipated. This underspending arose in part from our inability to fill all posts in the organization structure before the end of the financial year and from not spending on accompanying employee related items for example office equipment. Figure 1 below details major areas of recurrent expenditure.
- 5.3 PSIP expenditure totaled \$0.4M an underspend of \$6M. This underspend arose largely because of delays in the PSIP particularly the Advanced Automated Spectrum Management and Monitoring System (AASMMS), the Universality Project and the Document Management Project which form part of the IT development programme.
- 5.4 At the end of the financial year, a surplus of \$3,852,527 remained in the Authority's bank account for deposit to the Consolidated Fund in accordance with section 53(7) of the Act.
- 5.5 The Authority's financial statements are presented in Appendices 2-5.

Figure 1



6 Outlook for 2005/06

- 6.1 In 2005/06, the Authority intends to complete planned areas of work which formed part of the programme for 2004/05. A number of major activities are planned to continue with progress towards achieving our four objectives. The entire programme of work is described in the Operational Plan, a Gantt chart attached as Appendix 6.
- 6.2 The major areas of activity to be undertaken include the following:

Organizational Planning Development

- (i) Development of the Authority's Strategic Plan 2005/06 – 2007/08.
- (ii) Business process mapping.
- (iii) Review organizational structure in line with strategic plan.
- (iv) Continue staff recruitment exercise.

Modern and efficient ICT systems

- (v) Upgrade network infrastructure to support operational support systems.
- (vi) Migrate hosting of web server internally.
- (vii) Implementation of Phase 1 AASMMS.
- (viii) Procure and implement electronic document management system.

Communications and PR

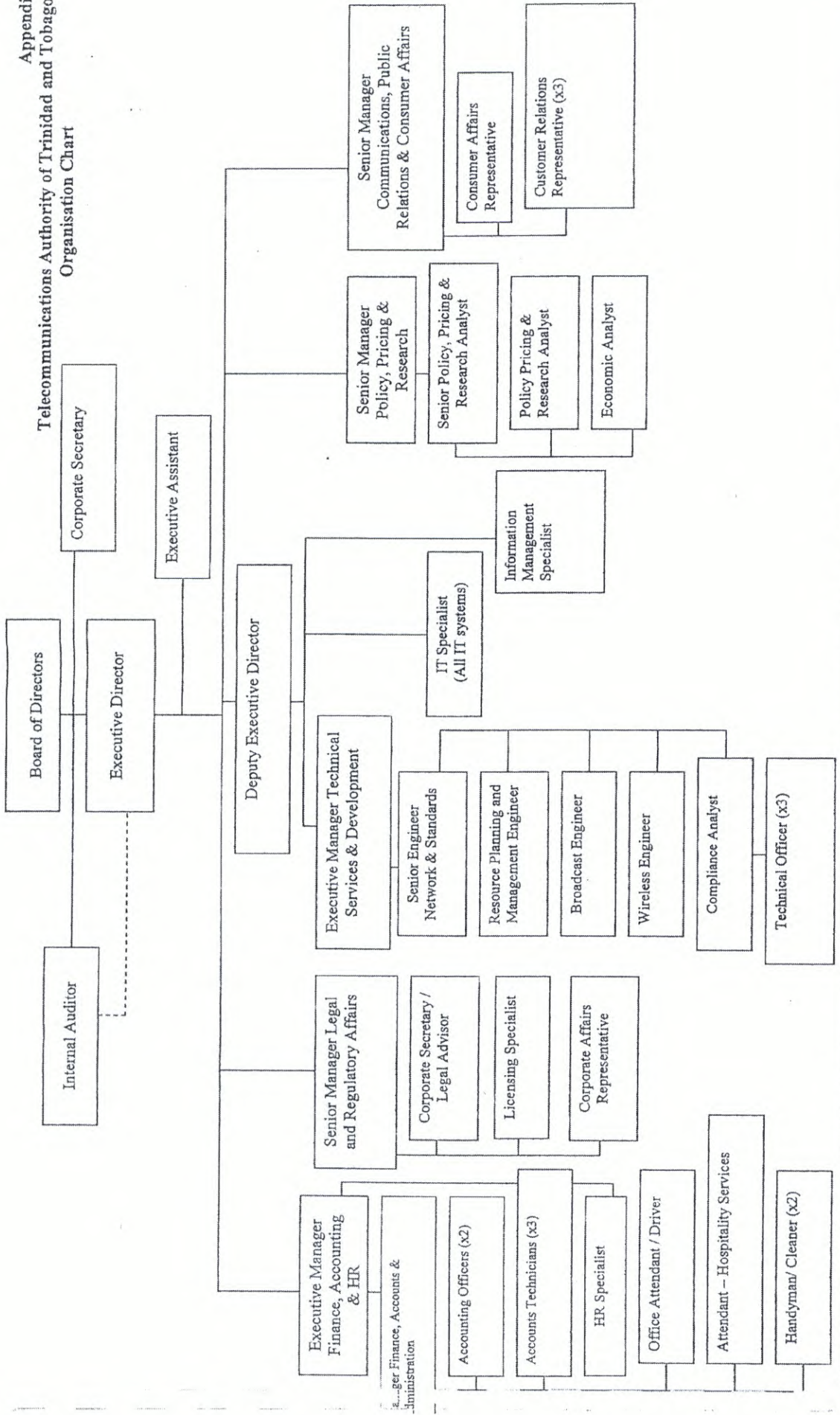
- (ix) Revise Communications and Public Education Plan.

Liberalization of the Telecommunications Sector

- (x) Implement Tower site procedures.
- (xi) Develop Telecom and Radiocom equipment approval framework and procedures.
- (xii) Develop Universality Framework.
- (xiii) Develop Competition policy and framework.
- (xiv) Pricing policy and framework development.
- (xv) Conduct research and development analysis.
- (xvi) Develop Spectrum Utilization plans.

APPENDICES

Telecommunications Authority of Trinidad and Tobago
Organisation Chart



Administrative Services Coordinator (x5)

TELECOMMUNICATIONS AUTHORITY OF TRINIDAD AND TOBAGO

Appendix 2

Balance Sheet

For the period ended September 30, 2005

	Note	2005
ASSETS		
Non-current assets		
Net fixed assets	1	1,468,460
Current assets		
Prepayments		64,798
Receivables		209
Cash and bank balance		4,249,454
		<u>5,782,921</u>
RESERVES AND LIABILITIES		
Non-current liabilities		
Deferred income	2	1,468,460
Current liabilities		
Accounts payable and accruals	3	4,314,461
		<u>5,782,921</u>

The notes on pages 5 to 8 form an integral part of these financial statements.

TELECOMMUNICATIONS AUTHORITY OF TRINIDAD AND TOBAGO

Appendix 3

Income and Expenditure Statement - Recurrent

For the period ended September 30, 2005

	2005	
Income		
Government grant	12,974,525	
Deduct: Fixed assets purchased	<u>1,141,177</u>	\$ 11,833,349
Radio Television & Cable Operators B/Cast Licence		5,690,604
Mobile Handset Licence		20,659,691
Broadcasting, Receiving and Transmitting		277,351
Dealers Licences - Wireless Telegraphy		5,770
V.S.A.T.		72,000
Request for Proposals (RFP)		47,154
Application Fees		463,184
Documents		6,201
Bank Interest		141,873
Miscellaneous		51,841
Amortization of deferred income		<u>300,180</u>
Sub-total		<u>39,549,198</u>
GORTT - Transfer of Funds to Consolidated Funds		<u>(20,784,342)</u>
Total		<u>18,764,856</u>
Expenses		
Remuneration to Board Members		397,762
Travelling and Subsistence		6,304
Uniforms		2,679
Electricity		83,067
Telephones		271,222
Rent/Lease - Office Accommodation		607,200
Rent/Lease - Vehicles and Equipment		12,933
Office Stationery and Supplies		157,548
Books and Periodicals		39,061
Maintenance of Vehicles		30,068
Repairs and Maintenance - Equipment		4,671
Contract Employment		4,333,941
Training		811,823
Repairs and Maintenance - Building		2,351
Fees		5,777,306
Official Overseas Travel		257,932
Other Contracted Services		1,201,140
Janitorial Services		40,187
Security Services		370,357
Postage		9,239
Insurance		28,857
Promotions, Publicity and Printing		754,100
Depreciation		<u>300,180</u>
		<u>15,499,927</u>
Surplus/(deficit) for the year		<u>\$ 3,264,929</u>

The notes on pages 5 to 8 form an integral part of these financial statements.

TELECOMMUNICATIONS AUTHORITY OF TRINIDAD AND TOBAGO

Appendix 4

Cash Flow Statement

For the year period September 30, 2005

	2005
CASH FLOW FROM OPERATING ACTIVITIES	
Surplus/(deficit) for the year	\$ 4,249,454
Adjustments to net cash used in operating activities	
Depreciation	300,180
Amortization of deferred income	(300,180)
Net cash from/(used in) operating activities	<u>4,249,454</u>
CASH FLOW FROM INVESTING ACTIVITIES	
Acquisition of fixed assets	(1,678,753)
CASH FLOW FROM FINANCING ACTIVITIES	
Proceeds from Government grant	<u>1,678,753</u>
Net increase/(decrease) in cash and cash equivalents	4,249,454
Cash and cash equivalent at start of period	<u>-</u>
Cash and cash equivalent at end of period	\$ <u>4,249,454</u>

The notes on pages 5 to 8 form an integral part of these financial statements.

TELECOMMUNICATIONS AUTHORITY OF TRINIDAD AND TOBAGO

Income for the period: July 2004 - September 2005

INCOME	TOTAL \$
FEES:	
<u>Administrative Fees & Charges:</u>	
TSTT Annual Fee	-
Mobile Concession Fee	-
<u>Ministry of Public Administration and Information:</u>	
Sale of Airtime (TTBC)	-
LICENCES:	
Radio, Television & Cable Operators B/Cast Licence (2)	5,690,604
Mobile Handset Fees (1)	20,659,691
<u>Comptroller of Customs & Excise (3)</u>	
Broadcasting, Receiving and Transmitting sets	277,351
Dealers Licences - Wireless Telegraphy	5,770
V.S.A.T.	72,000
OTHER INCOME:	
Government Subvention	12,974,425
P.S.I.P. Funding	1,403,000
Request for Proposals (RFP)	47,154
Documents	6,201
Application Fees (concession Public Domestic Mobile)	157,250
Application Fees (concession Public Int'l Telecomm.)	201,795
Application Fees (Community Cable TV)	24,638
Application Fees (National Cable TV)	79,501
Miscellaneous	52,729
Interest on Bank Deposits	141,873
TOTAL	41,793,982

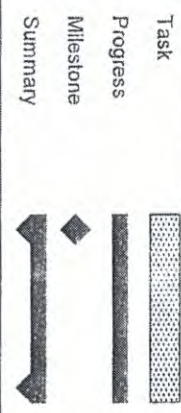
ID	Task Name	Start	Finish	Resource Names
1	1. To liberalise the telecommunications and broadcasting sectors in a manner that conduces the realisation of the objects of the Act and national initiatives which are contingent on a	Mon 10/3/05	Thu 8/3/06	
2	Concessions granted to effect the liberalisation of the public domestic mobile telecom sector	Tue 11/1/05	Fri 12/30/05	Legal and Regulatory/S Bereau,C Seecheran,M Groll,N Mahadeo, C Downies)
3	Concessions granted to facilitate the liberalisation of the public international telecom sector	Mon 10/3/05	Tue 2/26/06	Legal and Regulatory/S Bereau,C Seecheran)
4	Invite Applications and Make recommendations to the Minister in respect of additional International Concessions	Mon 3/6/05	Mon 7/9/05	Legal and Regulatory/K Douglas C Seecheran,M Groll,S Bereau)
5	Liberalise the Broadband Wireless Access (BWA) market	Tue 11/29/05	Thu 8/31/06	Technical Services & Development,Legal and Regulatory
6	Complete spectrum planning for FWA services (Cable TV, Internet, etc.)	Tue 11/29/05	Wed 1/25/06	Technical Services & Development(K Sookram,N Mahadeo)
7	Approve BWA Spectrum Plan	Wed 1/25/06	Wed 2/22/06	Board
8	Consult on approved BWA Plan	Mon 3/6/05	Mon 3/20/06	Technical Services & Development(K Sookram,N Mahadeo, C Griffith)
9	Finalise Band Plan including 2nd Round of Consultation	Tue 3/22/06	Tue 4/18/06	Technical Services & Development(K Sookram,N Mahadeo, C Griffith)
10	Determine and implement appropriate application process	Wed 4/19/06	Thu 8/31/06	Technical Services & Development,Legal and Regulatory(K Sookram, C Griffith, N Mahadeo,K
11	Regulating International Call Centers and Internet Service Providers	Fri 10/14/05	Fri 9/3/06	
12	Finalise and Approve Evaluation Report	Fri 10/14/05	Wed 10/26/05	Evaluation Committee,Board
13	Make recommendations to Minister	Fri 10/14/05	Fri 12/2/05	Board,Evaluation Committee
14	Grant concessions to successful applicants	Mon 1/2/06	Fri 3/31/06	Legal and Regulatory(K Douglas,K Gajathar,C Griffith)

Project: TATT Operational Implementation
Date: Fri 3/24/06

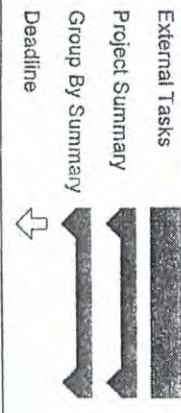
Task Progress Milestone Summary

ID	Task Name	Start	Finish	Resource Names	2006															
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
15	2. To facilitate the provision of access to quality telecommunications and broadcasting services by the wider society regardless of geographical or economic challenges	Tue 12/27/05	Fri 9/29/06	Communications PR & Consumer Affairs (C Johnson, K Douglas, K Sookram, C Baldeo, C Griffith, K Johnson, K Sookram, A Baldeo, C Griffith, K Douglas, A Baldeo, C Griffith)	er	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd									
16	Consumer rights and interests of stakeholders (move this subheading)	Tue 1/10/06	Fri 7/7/06	Communications PR & Consumer Affairs (C Johnson, K Douglas, K Sookram, C Baldeo, C Griffith, K Johnson, K Sookram, A Baldeo, C Griffith, K Douglas, A Baldeo, C Griffith)																
17	Complete Final Draft of Consumer Rights and Obligations Policy	Tue 1/10/06	Tue 2/28/06	Communications PR & Consumer Affairs (C Johnson, K Douglas, K Sookram, C Baldeo, C Griffith, K Johnson, K Sookram, A Baldeo, C Griffith, K Douglas, A Baldeo, C Griffith)																
18	Develop Consumer Rights and Obligations Regulations	Thu 1/26/06	Tue 2/28/06	Communications PR & Consumer Affairs (C Johnson, K Douglas, K Sookram, A Baldeo, C Griffith, K Johnson, K Sookram, A Baldeo, C Griffith, K Douglas, A Baldeo, C Griffith)																
19	Consult on Consumer Rights and Obligations Policy and Regs	Mon 3/13/06	Fri 5/12/06	Communications PR & Consumer Affairs (C Johnson, K Douglas, K Sookram, K Johnson, K Sookram, A Baldeo, C Griffith, K Douglas, A Baldeo, C Griffith)																
20	Finalise Consumer Rights and Obligations Policy and Regulations	Mon 5/15/06	Fri 7/7/06	Communications PR & Consumer Affairs (C Johnson, K Sookram, K Douglas, A Baldeo, C Griffith)																
21	Network QOS	Tue 12/27/05	Fri 5/12/06	Technical Services & Development (C Griffith, D Inniss, K Douglas, M Greil, S Beraux, Consultants)																
22	Complete Draft QOS Policy	Tue 12/27/05	Tue 2/28/06	Technical Services & Development (C Griffith, D Inniss, K Douglas, M Greil, S Beraux, Consultants)																
23	Develop Draft QOS Regulations	Thu 2/9/06	Tue 2/28/06	Technical Services & Development (C Griffith, D Inniss, K Douglas, M Greil, S Beraux, Consultants)																
24	Consult on Draft QOS Policy and Regulations	Wed 3/1/06	Fri 3/31/06	Technical Services & Development (C Griffith, D Inniss, K Douglas, M Greil, S Beraux)																
25	Develop Final Drafts of QOS Policy and Regulations (includes 2nd Consultation)	Mon 4/3/06	Fri 5/12/06	Technical Services & Development (C Griffith, D Inniss, K Douglas, M Greil, S Beraux)																
26	Develop Universality Framework	Tue 1/3/06	Fri 9/29/06	Policy Pricing and Research (A Baldeo, N Louis, D Doctor)																
27	Design Survey with CSO to calculate DAI	Thu 1/19/06	Wed 3/15/06	Policy Pricing and Research (A Baldeo, N Louis, D Doctor)																
28	Implement Survey with CSO to measure current DAI (includes analysis of data)	Fri 5/12/06	Wed 5/31/06	Policy Pricing and Research (A Baldeo, N Louis, D Doctor)																

Project: TATT Operational Implementation
Date: Fri 3/24/06



Task
Progress
Milestone
Summary



External Tasks
Project Summary
Group By Summary
Deadline

ID	Task Name	Start	Finish	Resource Names	2006				2007
					1st Quarter Sep Oct Nov Dec	2nd Quarter Jan Feb Mar	3rd Quarter Apr May Jun	4th Quarter Jul Aug Sep	
29	Develop Draft Universality Policy	Tue 1/3/06	Fri 6/30/06	Policy Pricing and Research(A Baldeo, N Louis, D Doctor, C Secheran, M Grell, K					
30	Develop Draft Universality regulations	Mon 5/22/06	Fri 6/30/06	Legal and Regulatory(K Douglas, Sbereaux, A Baldeo, N Louis, C Secheran, M Grell, D Doctor)					
31	Consult on Universality Policy and Regulations	Mon 7/3/06	Mon 7/31/06	Policy Pricing and Research(A Baldeo)					
32	Finalise Universality Policy and regulations (includes 2nd consultation)	Tue 8/1/06	Fri 9/29/06	Policy Pricing and Research(A Baldeo, N Louis, D Doctor, C Secheran, M Grell, K					

Project: TATTO Operational Implementation
Date: Fri 3/24/06

Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

ID	Task Name	Start	Finish	Resource Names	2006																
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd	3rd	4th	1st	2nd	3rd	4th					
33	3. To regulate the telecommunications and broadcasting sectors. In keeping with the highest international standards, in particular those which are critical to the application of national	Mon 10/3/05	Fri 9/29/06		er	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd	3rd	4th	1st	2nd	3rd	4th				
34	Conduct a comprehensive analysis of the international, regional and domestic telecommunications market	Mon 10/3/05	Fri 9/29/06		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
35	Update international market study	Tue 1/3/06	Wed 2/15/06	Dane) Policy Pricing and Research(ED																	
36	Conduct a Regional Market Study (Region 2, US, Latin America and Caribbean)	Tue 1/3/06	Fri 3/3/06	Policy Pricing and Research (Dane Doctor)																	
37	Conduct a domestic market study (end of 2005)	Mon 10/3/05	Fri 1/27/06	Policy Pricing and Research (D Doctor)																	
38	Publish Domestic Market Study	Wed 2/1/06	Tue 2/28/06	Policy Pricing and Research (D Doctor)																	
39	Collect Market data for development of Market Reviews	Mon 4/3/06	Fri 9/29/06	Policy Pricing and Research (D Doctor, K Foncellet/N Louis)																	
40	Develop quarterly market analysis reports	Mon 3/20/06	Fri 9/29/06	Policy Pricing and Research (D Doctor)																	
41	End of 2nd Quarter	Mon 3/20/06	Fri 3/31/06	Policy Pricing and Research (D Doctor)																	
42	End of 3rd Quarter	Mon 6/19/06	Fri 6/30/06	Policy Pricing and Research (D Doctor)																	
43	End of 4th Quarter	Mon 9/18/06	Fri 9/29/06	Policy Pricing and Research (D Doctor)																	
44	Develop database for market and costing data	Mon 2/6/06	Fri 4/28/06	Policy Pricing and Research (D Doctor, K Foncellet/IT Specialist)																	
45	Identify and Finalise Existing Markets and forecast the new markets that will exist in the competitive environment (part of pricing policy)	Mon 10/3/05	Wed 1/13/06	Policy Pricing and Research (D Doctor)																	
46	Assessment of the Domestic and International Telecommunications Markets to determine additional market needs	Tue 12/1/05	Wed 5/3/06	Policy Pricing and Research (D Doctor, ED)																	

Project: TATTOperationalImplemental
Date: Fri 3/24/06

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Spill

External Tasks

Project Summary

Group By Summary

Deadline

ID	Task Name	Start	Finish	Resource Names	2006																	
					er	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd											
61	Implement procedures	Mon 2/6/06	Fri 9/29/06	Technical Services & Development(N mahadeo, RO, H Samr/T.O.M Grefl)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
62	Develop enforcement, compliance and dispute resolution framework	Tue 12/20/05	Fri 9/29/06	Legal and Regulatory	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
63	Develop Dispute Resolution Procedures	Tue 12/20/05	Fri 1/27/06	Legal and Regulatory(S Beraux,K Douglas,M Grefl)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
64	Review and Revise Dispute Resolution Procedures	Mon 2/13/06	Fri 9/29/06	Legal and Regulatory(S Beraux,K Douglas)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
65	Review and Complete Development of Complaint Handling Procedures	Mon 1/22/06	Wed 3/15/06	Legal and Regulatory (S Beraux,A Baldeo, N Louis, C Johnson, C Downes)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
66	Develop Enforcement Procedures	Fri 3/3/06	Fri 5/19/06	Legal and Regulatory(S Beraux,K Gajadhar,K Douglas,A Baldeo, C Johnson, C Griffin)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
67	Develop Framework, and relevant regulations as required	Mon 2/6/06	Fri 5/19/06	Legal and Regulatory Technical Services & Development(K Gajadhar, S Beraux, K	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
68	Consult on Enforcement and Dispute Resolution Framework	Mon 5/29/06	Mon 6/29/06	Legal and Regulatory Technical Services & Development(K Gajadhar, S Beraux, K	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
69	Finalise Enforcement and Dispute Resolution Framework (includes 2nd Consultation)	Tue 6/27/06	Mon 8/7/06	Legal and Regulatory Technical Services & Development(K Gajadhar, S Beraux, K	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
70	Invite Applications from, and grant concessions/licenses to existing network operators and service providers for authorisation under new regime	Mon 10/3/05	Fri 9/29/06	Technical Services & Development, Legal and Regulatory(R James, C Griffin, K Douglas)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
71	FM and TV Broadcasters	Mon 10/3/05	Fri 3/31/06	Technical Services & Development, Legal and Regulatory(R James, C Griffin, K Douglas)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
72	ISPs	Tue 5/23/06	Fri 6/30/06	Legal and Regulatory(K Douglas, K Gajadhar, C Seecheran)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200
73	Station Licences for private and closed user group applications	Mon 10/3/05	Fri 9/29/06	Technical Services & Development(C Griffin)	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	200

Project TATTOperationalImplemental
Date: Fri 3/24/06

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Split

External Tasks

Project Summary

Group By Summary

Deadline

ID	Task Name	Start	Finish	Resource Names	2006								200									
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter										
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
100	Develop a consultation document that based on the findings above, proposes a strategy for the implementation of the requirement to unbundle the local loop	Tue 8/1/06	Fri 9/29/06	Policy Pricing and Research(RA)																		
101	R&D	Mon 10/3/05	Fri 9/29/06																			

Project: TATTOperationalImplemental
Date: Fri 3/24/06

Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up P Progress		Group By Summary	
Summary		Split		Deadline	

ID	Task Name	Start	Finish	Resource Names

ID	Task Name	Start	Finish	Resource Names	2006											
					Sep	Oct	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd				
102	3. To manage the spectrum and numbering resources of the country in a manner that encourages efficient usage of those resources and where necessary, ensures that service derivatives are available across the numbering	Mon 10/3/05	Fri 9/29/06		[Gantt bar spanning from Sep to Dec 2006]											
103	Finalise National Numbering Plan	Tue 1/10/06	Fri 6/16/06	Technical Services & Development (K Sookram, D Inliss, M Grell, K Douglas, N Mahadeo)	[Gantt bar from Jan to Jun 2006]											
104	Develop Numbering Regulations	Fri 2/24/06	Mon 3/13/06	N Mahadeo, D Inliss, M Grell, K Douglas, Technical Services & Development (K Sookram, Legal and Development (K Sookram))	[Gantt bar from Feb to May 2006]											
105	Consult on Numbering Regulations	Mon 3/27/06	Mon 4/24/06	Technical Services & Development (K Sookram)	[Gantt bar from Mar to Jun 2006]											
106	Finalise Numbering Regulations (incl. 2nd round of consultation)	Tue 4/25/06	Fri 6/16/06	Technical Services & Development (K Sookram, D Inliss, M Grell, K Douglas, N Mahadeo)	[Gantt bar from Apr to Jul 2006]											
107	Conduct Research and Prepare proposal on a Pilot Implementation Strategy for ENUM Number Portability	Mon 5/1/06	Fri 7/14/06	Technical Services & Development (RO, K Sookram)	[Gantt bar from May to Aug 2006]											
108	Conduct Number Portability Feasibility Study and Develop Draft Implementation Strategy	Fri 4/14/06	Fri 4/28/06	Technical Services & Development (RO, K Sookram, D Inliss, Consultants)	[Gantt bar from May to Jun 2006]											
109	Consult on proposed strategy	Mon 5/1/06	Thu 6/1/06	Technical Services & Development (RO, K Sookram, D Inliss)	[Gantt bar from May to Jun 2006]											
110	Finalise Implementation Strategy (includes 2nd round of consultation)	Mon 6/5/06	Fri 6/30/06	Technical Services & Development (RO, K Sookram, D Inliss)	[Gantt bar from Jun to Sep 2006]											
111	Carrier Pre-selection	Mon 4/10/06	Fri 6/30/06	Technical Services & Development (RO, K Sookram, D Inliss)	[Gantt bar from May to Sep 2006]											
112	Conduct Feasibility Study and Develop Draft Implementation Plan	Mon 4/10/06	Fri 4/28/06	Technical Services & Development (RO, K Sookram, D Inliss)	[Gantt bar from May to Jun 2006]											
113																
114																

Project: TATT Operational Implementation
Date: Fri 3/24/06

Task

Progress

Milestone

Summary

ID	Task Name	Start	Finish	Resource Names	2006																	
					Sep	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd											
					er	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd	3rd	4th	1st	2nd							
						Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
115	Consult on proposed strategy with key stakeholders	Mon 5/1/06	Thu 6/1/06	Technical Services & Development (RO, K Sookram, D Inness)																		
116	Finalise Implementation Strategy (Includes 2nd round of consultation)	Mon 6/5/06	Fri 6/6/06	Technical Services & Development (RO, K Sookram, D Inness)																		
117	Finalise Spectrum Management Policy	Mon 10/3/05	Fri 12/30/05	Technical Services & Development (C Seecheran, N Mahadeo, K Sookram, M Grell)																		
118	Finalise Radio Spectrum Regulations	Mon 10/3/05	Fri 12/30/05	Technical Services & Development (N mahadeo, S Beraux)																		
119	FAT	Mon 1/2/06	Fri 9/29/06																			
120	Complete National FAT (88MHz to 5.8 GHz)	Mon 1/2/06	Tue 2/28/06	Technical Services & Development (K Sookram)																		
121	Develop National FAT for spectrum > 5.8GHz	Thu 6/1/06	Fri 9/29/06	Technical Services & Development (K Sookram)																		
122	Spectrum Utilisation Plans	Tue 11/1/05	Fri 9/29/06																			
123	Complete Spectrum Utilisation Plan for Broadcasting and relevant auxiliary services (including consultations as required)	Tue 2/28/06	Fri 9/29/06	Technical Services & Development (R James)																		
124	Complete spectrum planning for wireless backhaul for mobile networks	Tue 11/1/05	Fri 12/30/05	Technical Services & Development (K Sookram)																		
125	Develop Spectrum Plans for Point to Point Fixed Wireless Systems (FWS)	Mon 4/3/06	Wed 5/3/06	Technical Services & Development (K Sookram, N Mahadeo)																		
126	Consult on Spectrum Plans for FWS	Thu 6/15/06	Mon 7/3/06	Technical Services & Development (K Sookram, N Mahadeo)																		
127	Finalise FWS Spectrum Plans	Thu 9/17/06	Thu 9/31/06	Technical Services & Development (K Sookram, N Mahadeo)																		
128	Complete interim licensing database	Mon 10/3/05	Fri 12/30/05	Technical Services & Development																		

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External Tasks

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Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Start	Finish	Resource Names	2006																	
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd												
129	Develop National Radio Propagation Models for Broadcasting and Fixed Wireless Systems	Wed 5/17/06	Fri 6/30/06	Technical Services & Development(R James,N Mahadeo)																		
130	Conduct relevant research and prepare for RFID Seminar	Mon 11/21/05	Thu 3/23/06	Technical Services & Development(N mahadeo, C Johnson, K Douglas, K Galpandhar, R Bidassie), S																		

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Task		External Tasks	
Progress		Project Summary	
Milestone		Group By Summary	
Summary		Deadline	

ID	Task Name	Start	Finish	Resource Names	2006	2006	2006	2006	2006	2006											
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd											
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
145	Market Research & Review	Mon 2/20/06	Fri 3/31/06	Policy Pricing and Research(M Grell)																	
146	Finance and Administration (Budgeting, Procurement, Reporting)	Tue 2/16/06	Fri 4/28/06	Finance Admin and HR(C Downes)																	
147	Information and IT Management	Mon 10/9/05	Mon 10/9/05	IM&IT(S Montseerin, IT Specialist)																	
148	Legislative Formulation and Review	Mon 4/19/06	Fri 4/28/06	Legal and Regulatory(S Beraux)																	
149	Pricing	Mon 2/20/06	Fri 4/28/06	Policy Pricing and Research(M Grell)																	
150	Communications (Internal & External)	Mon 2/20/06	Fri 4/28/06	Communications PR & Consumer Affairs(C Johnson)																	
151	Resource Management (Spectrum and Numbering)	Mon 2/20/06	Fri 3/31/06	Technical Services & Development(C Griffith)																	
152	Broadcast Content Monitoring	Mon 2/20/06	Fri 3/31/06	Technical Services & Development(C Griffith)																	
153	Tower Administration	Mon 2/20/06	Fri 3/31/06	Technical Services & Development (C Griffith)																	
154	Operational Planning	Mon 3/6/06	Fri 3/31/06	All HODs																	
155	Complete recruitment of staff in accordance with existing org. structure	Tue 11/1/05	Tue 2/28/06	Finance Admin and HR (A David)																	
156	Review and modify existing org. structure in accordance with organisational needs	Mon 2/6/06	Fri 4/28/06	Finance Admin and HR (A David, CR Downes, C Seacharan, J Prince)																	
157	Recruit Staff to satisfy the revised org. structure	Mon 5/1/06	Fri 12/29/06	Finance Admin and HR (A David)																	

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Task

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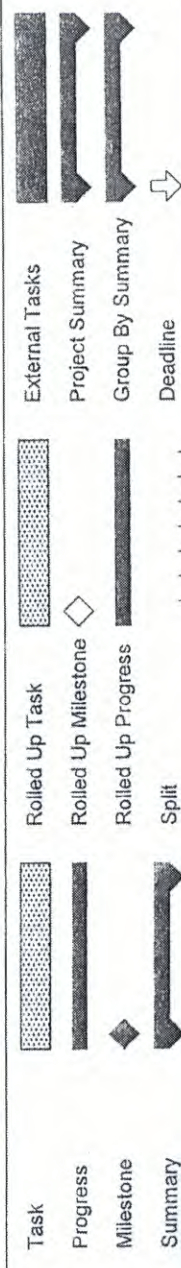
External Tasks

Project Summary

Group By Summary

Deadline

ID	Task Name	Start	Finish	Resource Names	2006																			
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan			
158	Develop a framework for executing the human resource functions of the Authority	Tue 11/1/05	Fri 5/29/06	Finance Admin and HR(A david)																				
159	Develop HR Policy	Wed 2/1/06	Fri 6/30/06	Finance Admin and HR(A david)																				
160	Finalise code of ethics	Wed 11/9/05	Wed 12/5/06	Finance Admin and HR (E A David, S Beraux)																				
161	Finalise and Approve Terms and Conditions of employment for PSNC	Mon 11/21/05	Wed 12/5/06	A David, Finance Admin and HR (E D, CR Downes)																				
162	Execute Staff Contracts	Tue 11/1/05	Tue 2/28/06	Finance Admin and HR(A david)																				
163	Finalise and approve Motor Vehicle Facility for submission to PSNC	Fri 2/24/06	Tue 2/28/06	Board, Finance Admin and HR (A David, CR Downes)																				
164	Develop a staff performance monitoring and evaluation methodology	Mon 1/30/06	Wed 3/15/06	Finance Admin and HR(A David, CR Downes, C Secheran)																				
165	Finalise and Approve the employee health plan	Mon 12/19/05	Wed 12/5/06	Finance Admin and HR(CR Downes, A David, A Adams)																				
166	Evaluation and Award of Employee Health Plan	Wed 2/1/06	Tue 2/28/06	Operations Tenders Committee(E D, CR Downes, C Secheran, S Beraux)																				
167	Develop a Pension Plan	Wed 3/1/06	Fri 9/29/06	Finance Admin and HR(CR Downes, A Adams)																				
168	Training Plan	Mon 10/17/05	Fri 6/30/06																					
169	Develop and Approve Training Framework	Thu 12/1/05	Wed 12/5/06	Finance Admin and HR(CR Downes, A David)																				
170	Conduct Needs Analysis (Performance Enhancement)	Tue 12/20/05	Tue 1/31/06	Finance Admin and HR(J Prince, C Secheran, CR Downes)																				
171	Develop a training plan (1st Quarter)	Mon 10/17/05	Mon 10/31/05	Finance Admin and HR(C Secheran, A David)																				



ID	Task Name	Start	Finish	Resource Names
172	Develop a training plan (2nd Quarter)	Thu 12/1/05	Fri 12/30/05	Finance Admin and HR (C Seocheran, A David)
173	Develop a training plan (3rd Quarter)	Thu 3/16/06	Thu 3/30/06	Finance Admin and HR (C Seocheran, A David)
174	Develop a training plan (4th Quarter)	Fri 6/16/06	Fri 6/30/06	Finance Admin and HR (C Seocheran, A David)
175	Establish modern and efficient ICT support systems	Mon 10/3/05	Fri 12/29/06	
176	Upgrade network infrastructure to support operational support systems	Thu 12/1/05	Fri 9/29/06	M&IT (R James/IT Specialist)
177	Complete Migration of manual accounting records to computerised system	Tue 11/1/05	Tue 1/31/06	Finance Admin and HR (A Adams, R James/IT Specialist)
178	Complete integration of point of sale system with accounting system	Tue 2/14/06	Wed 3/1/06	Technical Services & Development, Finance Admin and HR (A Adams, R James/IT Specialist)
179	Establish an HR/Payroll Information System	Mon 7/17/06	Fri 9/29/06	Finance Admin and HR (CR Downes, R James/IT Specialist, A David, A Adams)
180	Migrate hosting of mail server internally	Thu 2/16/06	Fri 9/29/06	M&IT (R James/IT Specialist, S Monstern)
181	Migrate hosting of website internally	Thu 2/16/06	Fri 9/29/06	M&IT (R James/IT Specialist, S Monstern)
182	Complete the implementation of Broadcast Content Monitoring System	Mon 10/3/05	Fri 4/28/06	Technical Services & Development, Finance Admin and HR (A Adams, R James/IT Specialist)
183	Implementation of AASMMIS	Thu 12/1/05	Fri 12/29/06	Technical Services & Development
184	Phase 1 Activities	Thu 12/1/05	Fri 12/29/06	
185	Complete Development of RFP	Thu 12/1/05	Fri 12/30/05	Technical Services & Development (K Sookram)

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Rolled Up Milestone

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


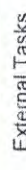




Project Summary

Group By Summary

Deadline

ID	Task Name	Start	Finish	Resource Names	2006												
					Sep	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
					er	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
					er	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
186	Tendering Process	Tue 1/3/06	Tue 2/28/06	Technical Services & Development (K Sookram)													
187	Evaluation and Award	Wed 3/1/06	Fri 4/28/06	Technical Services & Development (J Prince C Seecheran, Legal, Fin)													
188	Implementation	Mon 5/1/06	Fri 12/29/06	Technical Services & Development (C Griffith, K Sookram, N Mahadeo, K Gajadhar, IT Specialist, CR IM&IT)													
189	Procure and Implement Electronic Document management System	Mon 10/3/05	Fri 9/29/06	IM&IT													
190	Complete/Evaluation of bids	Mon 10/3/05	Tue 1/31/06	IM&IT (C Seecheran)													
191	Award of Contract	Wed 3/15/06	Wed 3/15/06	IM&IT (C Seecheran)													
192	Establish Records Management Policies and Procedures (e.g. Document Retention Schedule)	Tue 11/1/05	Tue 2/28/06	IM&IT (S Montserin)													
193	Implementation	Thu 6/22/06	Fri 9/29/06	IM&IT (S Montserin, IT Specialist)													
194	Begin Development of Disaster Recovery and Preparedness Plan	Tue 8/7/06	Fri 9/29/06	IM&IT													
195	Identify Requirements	Tue 8/7/06	Wed 8/30/06	IM&IT (T Specialist, S montserin)													
196	Develop initial plan	Fri 9/7/06	Fri 9/29/06	IM&IT (T Specialist, S montserin)													
197	Develop financial and administrative processes, procedures and rules	Mon 10/3/05	Fri 12/29/06	Finance Admin and HR													
198	To follow up on obtaining approval for financial rules	Mon 10/3/05	Tue 2/28/06	Finance Admin and HR (CR Downes)													
199	Complete purchasing procedures	Mon 10/3/05	Mon 10/3/05	Finance Admin and HR (J Jack)													

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	Task		External Tasks
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ID	Task Name	Start	Finish	Resource Names

ID	Task Name	Start	Finish	Resource Names	2006											
					1st Quarter Sep Oct Nov Dec	2nd Quarter Jan Feb Mar Apr	3rd Quarter May Jun Jul	4th Quarter Aug Sep Oct Nov Dec								
214	Begin Identification of Property (Land) for construction of permanent headquarters	Tue 1/3/06	Fri 9/29/06	Finance Admin and HR(C Downes)	█	█	█	█	█	█	█	█	█	█	█	█
215	Auditing Framework	Wed 2/1/06	Fri 9/29/06	Internal Auditor	█	█	█	█	█	█	█	█	█	█	█	█
216	Formulate Audit Charter (next board meeting)	Wed 2/1/06	Tue 2/28/06	Internal Auditor	█	█	█	█	█	█	█	█	█	█	█	█
217	Develop the Audit Plan (following Board meeting)	Wed 3/1/06	Fri 3/31/06	Internal Auditor	█	█	█	█	█	█	█	█	█	█	█	█
218	Implementation of Audit Plan (end of year)	Mon 4/3/06	Fri 9/29/06	Internal Auditor	█	█	█	█	█	█	█	█	█	█	█	█
219	Communications and PR	Mon 10/3/06	Fri 12/29/06	Communications PR & Consumer Affairs	█	█	█	█	█	█	█	█	█	█	█	█
220	Revise Communications and Public Education Plan	Mon 10/3/06	Fri 10/14/06	Communications PR & Consumer Affairs(C Johnson)	█	█	█	█	█	█	█	█	█	█	█	█
221	Approve Plan	Wed 10/26/06	Wed 1/25/06	Communications PR & Consumer Affairs(C Johnson)	█	█	█	█	█	█	█	█	█	█	█	█
222	Implement of Communications and Public Education Plan	Thu 1/26/06	Fri 12/29/06	Communications PR & Consumer Affairs(C Johnson)	█	█	█	█	█	█	█	█	█	█	█	█

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Roller Up Milestone

Roller Up Progress

Split



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