

Telecommunications
Authority
of Trinidad and Tobago

ANNUAL REPORT

Performance Report
Against Strategic Objectives and Key Deliverables
September 2007



Telecommunications Authority of Trinidad and Tobago

BEN Court, 76 Boundary Road, San Juan, Republic of Trinidad & Tobago

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Ref. No.1/12/3/2

January 4, 2008

Mrs. Arlene Mc Comie
 Permanent Secretary
 Ministry of Public Administration
 NALIS Building
 Corner Hart and Abercromby Streets
 Port of Spain

Dear Mrs. McComie,

RE: REPORT ON KEY DELIVERABLES AND FINANCIAL STATEMENTS 2006-07

In accordance with the Telecommunications Act 2001 please find attached:

1. In accordance with Section 56 (2) (a) - Report Identifying the Key Activities of the Authority during the period 1st October 2006 to 30th September 2007.
2. In accordance with Section 56 (2) (b) of the Telecommunications Act 2001, the Financial Statements of the Authority for the period 1st October 2006 to 30th September 2007.
3. Cheque # 0003568 in the sum of \$5,255,721.00 which is the surplus for the financial year 2005/06 and is to be paid into the Consolidated Fund in accordance with Section 53 (2) (7) of the Telecommunications Act 2001.
4. Cheque # 0003569 in the sum of \$9,409,390.10 which is the surplus for the financial year 2006/07 and is to be paid into the Consolidated Fund in accordance with Section 53 (2) (4) of the Telecommunications Act 2001.

Yours sincerely,

Cris Seecheran
 Executive Director (Ag.)

Board of Directors: Mr. Khalid Hassanali (Chairman); Mr. Cagney Casimire (Deputy Chairman); Ms. Beverly Beckles; Ms. Gillian Bishop; Dr. Ronald Ramkissoon; Mr. Wayne Nakhid; Mr. Samuel Henry; Mr. Hayden Newton; Mr. Terrence Pierre



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Facsimile Transmittal

To: Mr. Mark Superville **Fax #:** 624-4388
IADB Auditor

cc

From: Cynthia Reddock-Downes **Date:** April 29, 2008

Re: (1) Letter to Permanent Secretary, MPAI dated January 23, 2006 re Financial Statements for the Year ended 30th September 2005; and
(2) Letter to Permanent Secretary, MPA dated January 4, 2008 re Report on Key Deliverables and Financial Statements 2006-7. **Pages:** 3 (including cover)

Attn:

Urgent For Review Please Comment Please Reply Please Recycle

Mr. Superville,

The attached is for your attention pse.

Should any part of this message be unclear or missing please contact the Telecommunications Authority of Trinidad and Tobago as soon as possible.

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1. BACKGROUND

In May 2007, a Strategic Plan for the period 2007 to 2010 was approved by the Board of Directors. The Strategic Plan identified seven (7) strategic objectives:

1. *To facilitate the transformation of the telecommunications and broadcasting sectors into environments that encourage investment, pose minimal barriers to entry and that are conducive to competition via a dynamic and comprehensive regulatory framework.*
2. *To create and implement a universality framework that promotes the expansion of the national telecommunications infrastructure and the availability, affordability, accessibility, usage and knowledge of ICTs (Information and Communication Technologies) throughout Trinidad and Tobago.*
3. *To facilitate the creation of a competitive environment via the effective regulation of the telecommunications and broadcasting sectors in a transparent, efficient, fair and non-discriminatory manner.*
4. *To ensure that the country's radio spectrum and number resources are efficiently managed so that the spectrum and numbering needs of the evolving telecommunications and broadcasting sectors are adequately met.*
5. *To guide the broadcasting industry through effective regulation of broadcast content in such a manner that contributes to the economic, social and cultural development of the country while at the same time, ensuring that the freedoms as enshrined in the Constitution of Trinidad and Tobago are preserved.*

6. To ensure that the human and organisation capital of the Authority are adequate and are managed efficiently and effectively to meet key deliverables.

7. To ensure that the information resources of the Authority are efficiently managed and disseminated so that customers receive clear, accurate and easily accessible information.

The Operational Plan for 2006/2007 was developed and key deliverables for each fiscal year within the planning period were identified.

The Board agreed that it would monitor and evaluate the Authority's performance against the key deliverables set out for any given year.

For the 2006/07 financial year, the key deliverables identified are provided at Table 1.

Table 1 Key Deliverables for 2006/2007

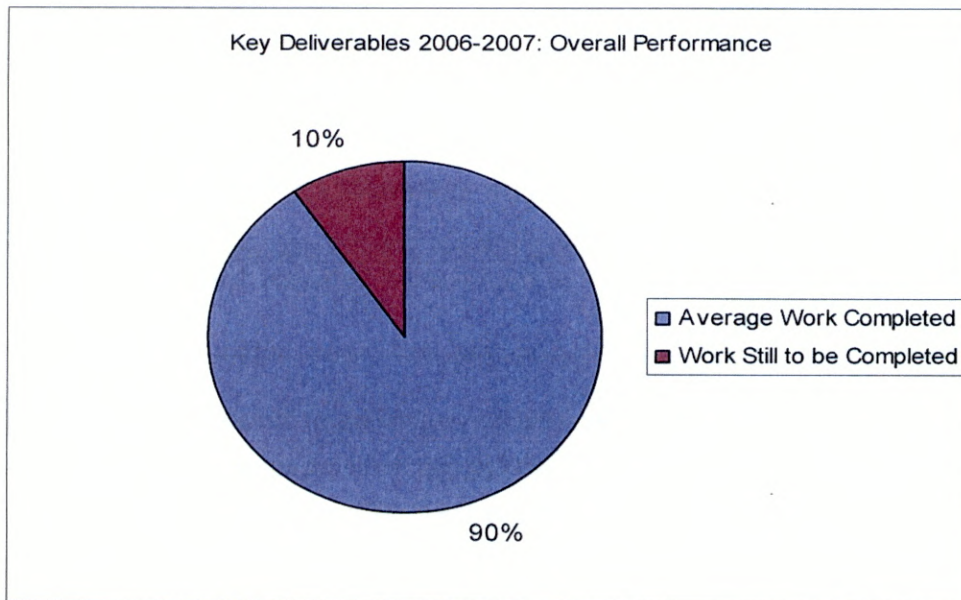
Objective 1: To facilitate the transformation of the telecommunications and broadcasting sectors into environments that encourage investment, pose minimal barriers to entry and that are conducive to competition via a dynamic and comprehensive regulatory framework.
<ol style="list-style-type: none">1. Submit Proposed Amendments to the Telecommunications Act to the Ministry2. Complete the Authorisation Framework for New Free-to-Air TV Broadcasters3. Complete the development of the Costing Methodology for use by Concessionaires4. Complete the development of Account Separation Guidelines for use by Concessionaires5. Complete the development of Policy Recommendations and Draft Regulations for Network Quality of Standards to be submitted to the Ministry6. Publish 2006 Annual Market Report
Objective 2: To create and implement a Universality framework that promotes the expansion of the national telecommunications infrastructure and the availability, affordability, accessibility, usage and knowledge of ICTs (Information and Communication Technologies) throughout Trinidad and Tobago.

7. Complete a Digital Divide Survey and Report
Objective 3: To facilitate the creation of a competitive environment via the effective regulation of the telecommunications and broadcasting sectors in a transparent, efficient, fair and non-discriminatory manner.
8. Complete the regularisation of all ISPs under the Act
9. Complete the authorisation process for concessions and licences to be granted to Broadband Wireless Access (BWA) Service Providers
10. Complete Benchmarking Study for Interconnection Rates
11. Complete Benchmarking Study for Wholesale Leased Circuit Rates
12. Complete the testing of Radio Frequency Radiation of all Cellular Towers
Objective 4: To ensure that the country's radio spectrum and number resources are efficiently managed so that the spectrum and numbering needs of the evolving telecommunications and broadcasting sectors are adequately met.
13. Complete the implementation of Phase 1 of the Advanced Automated Spectrum Management and Monitoring System (AASMMS)
Objective 5: To guide the broadcasting industry through effective regulation of broadcast content in such a manner that contributes to the economic, social and cultural development of the country while at the same time, ensuring that the freedoms as enshrined in the Constitution of Trinidad and Tobago are preserved.
14. Complete the Draft Broadcast Code for submission to the Ministry.
Objective 6: To ensure that the human and organisation capital of the Authority are adequate and are managed efficiently and effectively to meet key deliverables.
15. Complete the review of the Organization Structure of the Authority
16. Recruit Staff to fill Existing Organisational Structure
17. Complete the re-design of the website and begin content management internally
18. Acquire Additional Office Space and Facilities
Objective 7: To ensure that the information resources of the Authority are efficiently managed and disseminated so that customers receive clear, accurate and easily accessible information.
19. Host a World Telecommunications and Information Society Day Event
20. Initiate and Publish an External Newsletter
21. Complete the implementation of the of Electronic Document Management System (EDMS)

2. SUMMARY OF PERFORMANCE BY STRATEGIC OBJECTIVE

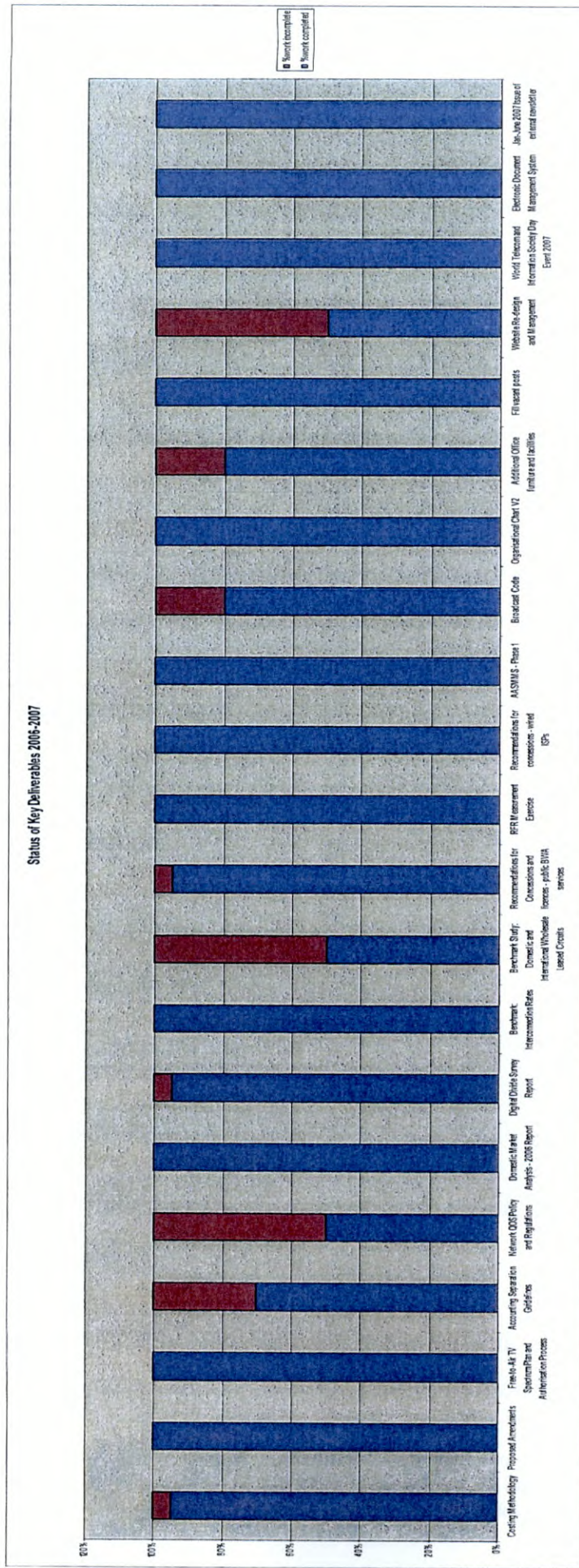
An assessment of the overall performance of the Authority (Figure 1) revealed that 90% of work on the key deliverables was completed at end of September 2007.

Figure 1 Chart Showing Overall Performance on Key Deliverables 2006-2007



A detailed presentation of the level of completion on each of the Deliverables is shown in Figure 2.

Figure 2 Chart showing Status of Key Deliverables 2006-2007



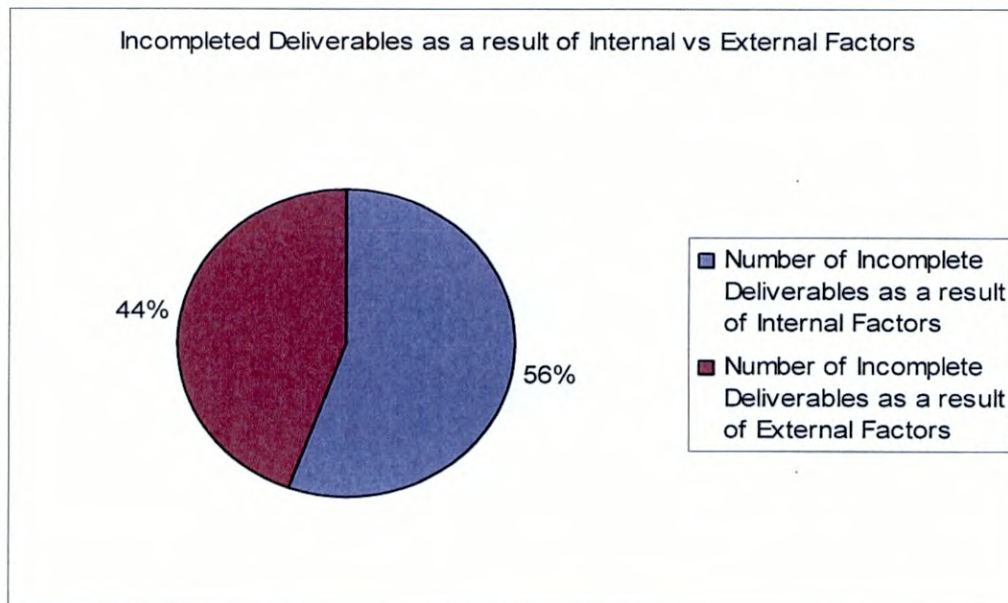
The delays which resulted in the Authority not achieving a 100% performance rate were caused by both internal and external factors.

Figure 3 shows that the external factors, which were completely out of the Authority's control, accounted for 44% of the eight (8) unfinished deliverables not being completed. These factors included:

- Stakeholders not submitting data to the Authority or providing feedback to consultants in a timely manner; and
- TSTT's unexpected attempt to introduce a revised rate structure without notification to the Authority¹.

The key internal factor contributing to the delays of the other 50% is the fact that the Authority was unable to complete the review of the revised organisational structure and begin recruiting in the new positions in order to acquire the resources required for achieving the objectives of the Strategic Plan.

Figure 3



¹ This resulted in the re-direction of resources to holding discussions with, and gathering data from TSTT to assess the basis for the proposed rate change, and to devise a strategy to address the issue in accordance with existing legislation (Refer to Key Issues Report).

Attachment 1 provides a status report in Excel format for each of the key deliverables for the period ending September 30th 2007. The following sub-sections summarise the performance of the Authority in respect of each strategic objective.

Objective 1: Regulatory Framework

1. Submit Proposed Amendments to the Telecommunications Act to the Ministry.

Status: Completed.

Proposals for amendments to the Telecommunications were submitted to the Ministry.

2. Complete the Authorisation Framework for New Free to Air TV Broadcasters.

Status: Completed.

The Authority completed the *Spectrum Plan and Authorisation Process for Additional Free-to-Air Television Providers*. In addition to completing the latter, the Authority also initiated a competitive authorisation process for three (3) additional national, two (2) additional major territorial and two (2) additional minor territorial providers. On 28th September 2007, the Authority received six (6) applications² in response to a Request for Proposals (RFP) issued by the Authority.

3. Complete the Development of the Costing Methodology for use by Concessionaires

Status: 95% Completed.

The Authority has completed two rounds of consultation, reviewed and made amendments to the *Costing Methodology*. However, the Authority

² Two additional applications were also submitted after the RFP deadline but prior to the opening of the bids. Board Tenders Committee to agree on how the Authority should treat with the late applications.

is currently seeking consultancy services to advise on the final document before it is adopted and before the Authority begins developing a cost model or cost models in accordance with the methodology

4. Complete the Development of Account Separation Guidelines for use by Concessionaires

Status: 70% Completed.

One round of consultation was completed in respect of the *Account Separation Guidelines*. The comments and recommendations have been reviewed and the document has been revised and is ready to be published for a second consultation round.

5. Complete the Development of Policy Recommendations and Draft Regulations for Network Quality of Standards to be submitted to the Ministry

Status: 50% Completed.

The Authority was unable to complete this deliverable by end of September 2007 due to unexpected vacancies arising in the period under review.

6. Publish the 2006 Annual Market Review

Status: Completed.

The Authority also completed another key deliverable that was identified in the operational plan for 2006/07 but not originally identified as a key deliverable in the Strategic Plan: *Publication of the 2006 Annual Market Report*. Due to the amount of resources dedicated to completing this task and the wealth of information it has provided on the sector as a whole, it was felt that it should be considered a key accomplishment for the year.

Objective 2: Universality

7. Complete a Digital Divide Survey and Report

Status: 95% Completed.

In May 2007, the Authority embarked on conducting a survey to measure the Digital Divide in Trinidad and Tobago. The results of the survey are meant to inform the development of the Universality Implementation Plan and Regulations. SALISES was contracted to conduct the survey on behalf of the Authority. There were two aspects of the survey:

- A household survey (sample size: 6000 households); and
- A service provider survey.

The household survey was successfully completed, however SALISES encountered challenges with a number of the service providers and some other key stakeholders to submit all of the data required in a timely manner. These challenges resulted in slippages in the project schedule. SALISES has reported that they will submit the results of the survey and their final report by the end of November 2007.

Objective 3: Regulation and Competition

8. Complete the Regularisation of all wired ISPs under the Act.

Status: Completed.

The Authority also sought to *regularise all wired ISPs* who were operating without concessions by publicly inviting applications. Only one application was received and evaluated by the Authority.

9. Complete the Authorisation Process for Concessions and Licences to be granted to Broadband Wireless Access (BWA) Service Providers.

Status: 95% Completed

The Authority completed 95% of the *Authorisation Process for Broadband Wireless Access (BWA) Providers*. A hybrid competitive process was undertaken with the comparative evaluation being conducted in June 2007 resulting in five (5) companies qualifying to participate in a Spectrum Auction. An Auction Manager was hired in August 2007 to manage the Spectrum Action via an open tender process. The auction took place on October 5th 2007. Two companies were successful in acquiring spectrum to begin providing BWA services to the public of Trinidad and Tobago.

10. Complete Benchmarking Study for Interconnection Rates.

Status: Completed.

The Interconnection Benchmarking Study was completed but was not published so as not to prejudice the ongoing dispute between Digicel and TSTT in respect of interconnection rates. The Arbitration Panel is also using benchmarks to assist in resolving that dispute.

11. Complete Benchmarking Study for Leased Circuit Rates

Status: 50% Completed

The Authority initiated a *Benchmarking Study in respect of Wholesale International and Domestic Leased Line Rates*. This study was not completed primarily because in August and September, resources were re-directed toward holding discussions with, and gathering data from TSTT to assess the basis for the proposed rate change, and to devise a strategy to address the issue in accordance with existing legislation. Additionally, because of the relationship between this issue and the access deficit exercise that was already ongoing, priority was placed on completing the internal discussion paper and initial assessment of TSTT's

access deficit claim, the target date for which was originally scheduled for December 2007.

It is expected that the Benchmarking Study on Leased Line Rates would be completed by December 2007.

12. Complete Testing of Radio Frequency Radiation of all Cellular Towers.

Status: Completed.

The Authority successfully completed the *Testing of all Cellular Sites in accordance with the Radio Frequency Radiation (RFR) Standards*. The results for the sites have already been published.

Objective 4: Resource Management

13. Complete the implementation of Phase I of the Advanced Automated Spectrum Management and Monitoring System (AASMMS).

Status: Completed.

In December 2006, a consultant was awarded a contract to implement the *Advanced Automated Spectrum Management and Monitoring System (AASMMS)*. Phase 1 of the Advanced Automated Spectrum Management and Monitoring System was successfully completed.

Objective 5: Broadcast Content Regulation

14. Complete the Draft Broadcast Code for submission to the Ministry

Status: 80% Completed.

In August 2006, the Authority hired a consultant to develop a *Draft Broadcast Code* on behalf of the Authority in consultation with key stakeholders. It was not until May 2007 that a final consultative draft was

agreed upon between the consultants and the Authority. The consultant began meeting with key stakeholder groups in June 2007 but experienced challenges to make appointments due to persons travelling for the “summer vacation” period. Although the consultant was unable to meet with all the stakeholders identified by the Authority, enough comments were received to inform the revision of the draft code. The consultants have already submitted a revised draft code to the Authority and stakeholder comments and recommendations.

Based on feedback from the stakeholder consultations, the Authority believes that there is need for sensitisation³ of stakeholders and the public in respect of broadcast regulation before public consultations begin on the Code, in order to facilitate widespread participation during the public consultation. As a result, the public consultation has been deferred. The code has therefore been identified as a key deliverable to be carried over into the 2007/2008 fiscal year.

Objective 6: Human and Organisational Capacity Building

15. Complete the review of the Organization Structure of the Authority

Status: Completed

Following the finalization of the Strategic Plan, the Authority completed the *Revision of the Organisational Structure*, which was also approved by the HR Committee. In order to ensure that the revised structure would be sufficient to enable the achievement of the Authority’s strategic objectives over the strategic planning period, a consultant was hired to conduct an Effectiveness Review of the proposed Organisational Structure and also to conduct a Compensation Review.

³ This could possibly be in the form of a seminar hosted by the Authority with speakers from broadcast regulators of other jurisdictions who have adopted different approaches to broadcast regulation using a Broadcast Code. The Authority has begun discussing how and when in the New Year an activity such as this could take place. A proposal will be submitted to the Broadcast Committee of the Board in due course.

16. Recruit Staff to fill existing Organization Structure

Status: Completed

All the posts vacant at the time the Strategic Plan was developed have been filled.

Some posts have since been vacated either due to promotions within the organisation or as a result of employees resigning. At the end of September 2007, the following posts remained vacant, although the Authority is at various stages of recruitment to fill these positions:

- Executive Manager, Technical Services and Development
- Senior Policy Pricing and Research Analyst
- Licensing Specialist

The Authority also hired a number of short term contract officers during the review period in order to fill certain human resource gaps. Two (2) of the contract officers hired by the Authority eventually filled posts within the existing structure that became vacant over the last year. At the end of September 2007, there was one (1) short term contract officer employed at the Authority.

17. Complete the re-design of the Authority's website and begin content management internally.

Status: 50 % Completed.

In the Strategic Planning exercise, the Authority determined that a high priority should be placed on the *Re-design and Internal Management of the Authority's Website* in order to achieve the development and implementation of appropriate systems to support the Authority's key business processes. A key milestone of this initiative was to begin hosting the organisation's email server internally. This was accomplished within the review period. Additionally, management of the content on the website was undertaken by the Authority. However due to the dedication of resources to complete the implementation of the Electronic Document

Management System, the Authority was unable to initiate the implementation of a Website Re-design. This deliverable has therefore been identified as a key deliverable for the 2007/2008 fiscal year.

18. Acquire Additional Office Space and Facilities

Status: 80% Completed

As the Authority continues to grow, the accommodation needs of the organisation increases. One of the Authority's key deliverables for the year was to *acquire additional office facilities for staff*. This has been an ongoing activity, particularly as it relates to addressing security concerns. However, the acquisition of additional facilities has been limited to the extent that it is dependent on the Authority's decision to relocate in the short term. Approval was obtained from the Board to engage in negotiations with the landlord/real estate agency for a property located on 6th Avenue, Barataria. There was difficulty in reaching mutually acceptable terms and attention has now been focussed on another property on 12th Street, Barataria.

Objective 7: Information Management and Dissemination

19. Host a World Telecommunications and Information Society Day Event

Status: Completed.

The World Telecom and Information Society Day event was very successful and so much so, that the Authority decided to conduct similar seminars targeted at school children in different parts of the country. At end September 2007, the Authority conducted three (3) educational seminars in Tobago, San Fernando and Mt. Hope, which were attended by 311 students and 35 teachers from 18 schools.

20. Initiate and Publish an External Newsletter

Status: Completed.

The Authority published its first annual external newsletter in August 2007. The newsletter featured a number of articles written by staff members.

Topics included:

- Liberalisation: Opening the door to increased communication opportunities
- Use of ICTs: Everyone can benefit
- From dream to reality: Access for all (universality)
- Broadband wireless technologies
- Spectrum management and monitoring
- Consumer complaints process
- Telecommunications workshops in commemoration of World Telecommunications and Information Society Day (WTISD).

A telecommunications quiz, consumer tips and statistics on consumer complaints were also included in the newsletter.

Based on feedback to date, the Authority considers that the newsletter was well received by its stakeholders.

21. Complete the implementation of the Electronic Document Management System (EDMS)

Status: Completed.

The Authority completed the implementation of the Electronic Document Management System. All registry files have been scanned into the system. Members of staff have been trained and the system is now online,

3. PERFORMANCE INDICATORS

In order for the Authority to monitor and measure its performance over the three (3) year planning period, the Strategic Plan identified Performance Indicators and Strategic Targets. Strategic Targets were set for different periods (Sept. 2007, Sept. 2008, Sept. 2009, Sept. 2010) based on what deliverables needed to be completed in order for the targets to be realistically achieved. For the period ending September 2007, only three (3) strategic targets were set. The extent to which the Authority met these targets is depicted in Table 2.

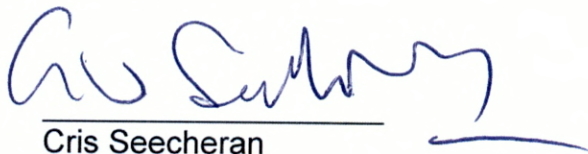
Table 2 Strategic Targets for September 2007.

Strategic Measures	Strategic Targets for September 2007	Performance for period ending September 2007
Average number of days to process concession applications	≤ 90 (time prescribed in the Act or relevant regulation)	63
Concession applications processed within required timeframe : Concession applications received	≥ 0.9	0.85
Actual cost of purchase: Quoted price	≤ 1	1 <i>Costs incurred were consistent with quotation. On all projects. Eg. ASMMS, EDMS, Universality, BWA Auction.</i>

For the current fiscal year, the Authority will monitor, on a quarterly basis, the performance indicators for which strategic targets have been identified for the period ending September 2008.

4. FINANCIAL PERFORMANCE

The Authority's *Actual Income and Expenditure* for the period ending September 2007 is also included at Attachment 2.


Cris Secheran
Executive Director (Ag.)

Date: 04 Jan 2008.

Attachment 1: Performance against Key Deliverables

1. To facilitate the transformation of the telecommunications and broadcasting sectors into environments that encourage investment, pose minimal barriers to entry and that are conducive to competition via a dynamic and comprehensive regulatory framework.							
Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors creating delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: PPR Support: FAH	1.2.1.23 Methodology	Sep-07	95%	Internal	1st Consultation Round	Jan-07	Completed
					Internal Review and Amendments Completed	Jun-07	Completed
					2nd Consultation Round (4 weeks) Completed	Jul-07	Completed
					Internal Review and Amendments Completed	Sep-07	90% Completed. RFP issued and evaluation completed for consultancy services to advise on final document.
Lead: L&R Support: PPR, TSD, FAH	1.2.1.1 Amendments to Telecommunications Act submitted to Ministry	Sep-07	100%		Amendments Drafted	May-07	Completed
					Internal Review Completed	Jul-07	Completed
					Proposed Amendments submitted to Ministry	Aug-07	Completed

1. To facilitate the transformation of the telecommunications and broadcasting sectors into environments that encourage investment, pose minimal barriers to entry and that are conducive to competition via a dynamic and comprehensive regulatory framework.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors creating delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: TSD Support: PPR	1.2.1.12 Spectrum Plan and Authorisation Process for Free-to-Air TV Broadcast Services	Sep-07	100%		Draft completed	4th July	Completed
					Approach approved by Board	Jul-07	Completed
					RFP and Framework completed	Aug-07	Completed. Additionally the application process via RFP closed at the end of September 2007.
Lead: FAH Support: PPR	1.2.1.25 Accounting Separation Guidelines (including template for providers)	Sep-07	70%	Internal	1st Consultation Round	Jan-07	Completed
					Internal Review and Amendments Completed	Jul-07	Completed
					2nd Consultation Round (4 weeks) Completed	Aug-07	Document to be circulated to the Board and issued for a second round of consultation by October 31st 2007.
					Internal Review and Amendments Completed	Sep-07	Pending. Document to be completed by end December 2007.
Lead: TSD Support: L&R, PPR	1.2.1.31 Network Quality of Service Policy and Regulations	Sep-07	50%	Internal	1st Consultation Round	May-06	Completed

1. To facilitate the transformation of the telecommunications and broadcasting sectors into environments that encourage investment, pose minimal barriers to entry and that are conducive to competition via a dynamic and comprehensive regulatory framework.							
Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors creating delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
					Internal Review and Amendments Completed	Jul-07	In progress. Delays incurred due to key vacancy arising in the period.
					2nd Consultation Round (4 weeks) Completed	Aug-07	Pending
					Internal Review and Amendments Completed	Sep-07	Pending
Lead: PPR	I.6.1.1 Domestic Market Analysis of the Telecommunications and Broadcasting Sectors - 2006 Report	Sep-07	100%	External	Document published on website.		Completed. Document published on October 4th 2007. This operational deliverable was not identified as a key deliverable in May 2007, however due to the amount of resources dedicated to completing this task; it was felt that it should be considered a key activity for the year.

2. To create and implement a universality framework that promotes the expansion of the national telecommunications infrastructure and the availability, affordability, accessibility, usage and knowledge of ICTs (Information and Communication Technologies) throughout Trinidad and Tobago.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors Creating Delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: PPR	2.2.1.1 Digital Divide Survey Report	Sep-07	95%	External	Service Provider Survey completed	Jun-07	Completed
					Advertisement Campaign Initiated	Jun-07 - Aug-07	Completed
					Household Survey Completed	Jul-07	Completed
					SALISES Report completed and accepted by TATT	Sep-07	Pending. Delays experienced as a result of late responses from key stakeholders. To be completed by November 30th.
					Draft Policy and Implementation Plan revised subject to results of Report	Sep-07	Pending. Delays experienced as a result of late responses from key stakeholders. To be completed by December 2007.

3. To facilitate the creation of a competitive environment via the effective regulation of the telecommunications and broadcasting sectors in a transparent, efficient, fair and non-discriminatory manner.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors creating Delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: PPR	3.5.2.1 Benchmark: Interconnection Rates	Jun-07	100%		Benchmark Methodology Completed Draft Document Completed Internal Review Completed Benchmark Completed	May-07 Jul-07 Aug-07 Sep-07	Completed Completed Completed Completed
Lead: PPR	3.5.2.2 Benchmark Study: Domestic and International Wholesale Leased Circuits	Jun-07	50%	Internal	Benchmark Methodology Completed Draft Document Completed Internal Review Completed Benchmark Completed	May-07 Jul-07 Aug-07 Sep-07	Completed In progress Pending Pending. To be completed by December 2007.

3. To facilitate the creation of a competitive environment via the effective regulation of the telecommunications and broadcasting sectors in a transparent, efficient, fair and non-discriminatory manner.							
Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors creating Delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: TSD Support: FAH, PPR, L&R	3.1.4.1 Concessions and associated licences granted to providers of public broadband wireless access services	Sep-07	95%	External	Evaluation of RFPs for BWA concessions and Auction manager completed	Jun-07	Completed
					Auction Rules Finalised	Aug-07	Completed
					Auction Completed	Sep-07	Completed on October 5th 2007.
					Recommendation to Minister for the grant of concessions made	Sep-07	Pending. Some slippage. Should be completed by November 2007.
Lead:TSD	3.5.4.1 RFR Measurement Exercise Completed and Report Published	Sep-07	100%	Internal and External	34% of sites tested	Jun-07	Completed. Results published for 85 sites in newspapers.
					57% of sites tested	Jul-07	Completed. Results published.
					79% of sites tested	Aug-07	Completed. Results published.

3. To facilitate the creation of a competitive environment via the effective regulation of the telecommunications and broadcasting sectors in a transparent, efficient, fair and non-discriminatory manner.							
Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors creating Delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: L&R Support: FAH, PPR, TSD	3.1.5.2 Recommendations for concessions submitted to Minister and/ or licences granted to wired ISPs	Sep-07	100%	External	All sites tested Invite Applications Evaluate Applications	Sep-07 Jun-07 Aug-07	Completed. Results published. Advertisement published. 1 application received. Evaluation completed but application was unsuccessful.
					Recommendations to Board	Sep-07	N/A
					Recommendations to Minister	Sep-07	N/A

4. To ensure that the country's radio spectrum and number resources are efficiently managed so that the spectrum and numbering needs of the evolving telecommunications and broadcasting sectors are adequately met.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors contributing to delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: TSD Support: IT, IM	4.2.1.1 Advanced Spectrum Management and Monitoring System (AASMMMS) - Phase 1	Sep-07	100%	Internal and External	Equipment from customs cleared	Jun-07	Completed
					Training, site acceptance tests and inventory completed	Jul-07	Completed
					Updates to database completed	Aug-07	Completed
					Phase 1 completed	Sep-07	Completed

5. To guide the broadcasting industry through effective regulation of broadcast content in such a manner that contributes to the economic, social and cultural development of the country while at the same time, ensuring that the freedoms as enshrined in the Constitution of Trinidad and Tobago are preserved.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% completed)	Factors Contributing to delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: PPR Support: L&R, CPR&CA	5.2.1.1 Broadcast Code	Sep-07	80%	External	Delivery of Working Consultation Document	May-07	Completed
					Stakeholder Consultation and Revision and Delivery of Draft Broadcast Code for Public Consultation	Jun-07	Stakeholder Consultation completed. Revised draft submitted to TATT in Oct 2007. Review with consultants ongoing.
					Public Consultation	Jul-07	Deferred until 2007/2008 as key deliverable
					Recommendation made to Minister	Aug-07	To be treated as a key deliverable for 2007/2008

6. To ensure that the human and organisation capital of the Authority are adequate and are managed efficiently and effectively to meet key deliverables.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors contributing to delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: FAH Support: HODs	6.3.1.1 Organisational Chart V2	May-07	100%		High Level Org. Structure Approved	Sep-06	Completed
					HR Committee Approval of High Level and Components of Detailed Structure	Jun-07	Completed
Lead: FAH Support: Board	6.4.1.2 Additional Office furniture and facilities for staff (including facilities as far as practicable for differently abled persons)	Sep-07	80%	External	Additional facilities provided as new staff hired	Sep-07	Ongoing. This is dependent on the potential decision for the Authority to move office.
Lead: FAH Support: HODs	6.3.1.2 Recruitment of staff to fill all vacant posts in existing structure.	Sep-07	100%	Internal	Manager, FAA, Legal Advisor, Technical Officer, Executive Asst., Administrative Assistants	Jun-07	Completed
					IT Specialist, Snr Mgr PPR, Executive TSD	Jul-07	IT Specialist and Snr. Manager PPR completed. Ex. Manager TSD in progress.
					Corporate Affairs Representative	Sep-07	Completed

6. To ensure that the human and organisation capital of the Authority are adequate and are managed efficiently and effectively to meet key deliverables.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors contributing to delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
					Other vacancies as they arise	Sep-07	This is not a fixed deadline. Posts to be filled within 3 months of the post becoming vacant.
Lead: FAH (IM) Support: TSD (IT)	6.2.3.1 Website Re-design and Management	Sep-07	50%	Internal	Internal Management of Email Server	Jun-07	Completed
					Re-design of Website	Sep-07	Not completed due to focus on EDMS. This deliverable will now be a 2007/08 key deliverable.

7. To ensure that the information resources of the Authority are efficiently managed and disseminated so that customers receive clear, accurate and easily accessible information.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors Contributing to Delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: CPR&CA Support: All	7.2.1.4 World Telecom and Information Society Day Event 2007	May-07	100%		Program conceptualised	Jan-07	Completed
					Internal Team identified	Mar-07	Completed
					Program finalised	Apr-07	Completed
					Program implemented	Jun-07	Completed
Lead: FAH (IM) Support: TSD (IT)	7.3.1.1 Electronic Document Management System	Sep-07	100%	Internal and External	Staff Training and Hardware and Software Installation	Apr-07	Completed
					Backfile Scanning	Jan-07	Completed
					Scanning of Current files	Aug-07	Completed
					Configuration	Sep-07	Completed
					Go-Live	Sep-07	Completed

7. To ensure that the information resources of the Authority are efficiently managed and disseminated so that customers receive clear, accurate and easily accessible information.

Accountability	Deliverables	Deliverable Target End Date	Deliverable Status (% Completed)	Factors Contributing to Delays (if any)	Key Milestones	Milestone Target End Date	Milestone Status
Lead: CPR&CA Support: All	7.2.5.1 Jan-June 2007 Issue of external newsletter	Jul-07	100%	Internal and External	Idea conceptualised and Artist Identified Request for articles made Edited articles, finalised photographs and designed masthead Newsletter printed	Jun-07 Jun-07 Jul-07 Aug-07	Completed Completed Completed Completed

TELECOMMUNICATIONS AUTHORITY OF TRINIDAD AND TOBAGO


Balance Sheet

As at September 30, 2007

	Note	2007	2006
ASSETS			
Non-current assets			
Net fixed assets	1	12,921,945	4,004,759
Current assets			
Receivables		38,686,708	209,164
Cash and bank balance		81,139,057	7,009,558
		<u>132,747,710</u>	<u>11,223,481</u>
RESERVES AND LIABILITIES			
Non-current liabilities			
Deferred income	2	12,921,945	4,004,759
Current liabilities			
Reserves	3	66,470,945	
Accounts payable and accruals		53,354,820	7,218,722
		<u>132,747,710</u>	<u>11,223,481</u>

The notes on pages 7 to 9 form an integral part of these financial statements

Signed on behalf of the Board


 Executive Director (Ag.)


 Executive Manager, Finance, Accounting and HR

Income Statement - Recurrent

For the period ended September 30, 2007

	Note	2007	2006
Income			
Government grant	5,730,000		
Deduct: Fixed assets purchased	640,441	5,089,559	17,941,684
Radio Television & Cable Operators B/Cast Licence		-	13,162,153
Mobile Handset Licence		-	300
Free to Air and Subscription Broadcasting Services		8,719,623	62,613
Dealers Licences - Wireless Telegraphy		-	100
Request for Proposals (RFP)		-	6,503
Other Service Based Fees		1,005,851	178,576
Application/Registration Fee		137,017	52,577
Mobile Concession Fees		13,831,787	-
Mobile Services		89,035,087	-
Aeronautical, Amateur, CB and Maritime Station		159,673	-
Fixed Mobile, Radio, Network Stations		11,955,467	-
RFP (Broadcast Code)		-	600
Bank Interest		673,650	77,877
General Administration		4,836	4,409
Other Income			92,834
Small Enterprise Service Providers		1,041	
Amortization of deferred income		1,718,476	567,445
Sub-total		132,332,066	32,147,671
GORTT - Transfer of Funds to Consolidated Funds		-	(13,457,722)
Total		132,332,066	18,689,949

The notes on pages 7 to 9 form an integral part of these financial statements

Income Statement - Recurrent

For the period ended September 30, 2007

	Note	2007	2006
Expenses			
Remuneration to Board Members		367,006	386,480
Travelling and Subsistence		22,567	6,446
Uniforms		7,272	4,590
Electricity		121,873	68,790
Telephones		374,604	344,102
Rent/Lease - Office Accommodation		759,744	611,848
Rent/Lease - Vehicles and Equipment		38,316	26,123
Office Stationery and Supplies		194,804	145,420
Books and Periodicals		44,472	49,377
Material and Supplies		67,810	-
Maintenance of Vehicles		33,035	26,099
Repairs and Maintenance - Equipment		33,926	15,998
Contract Employment		8,470,838	6,713,848
Training		1,364,854	1,561,212
Repairs and Maintenance - Building		6,082	8,378
Short Term Employment		435,922	-
Fees		3,223,516	1,557,035
Audit Fees		30,000	75,000
Official Overseas Travel		80,561	205,092
Other Contracted Services		983,574	487,671
Janitorial Services		79,537	55,151
Security Services		554,455	361,409
Postage		25,419	12,885
Insurance		51,470	36,714
Promotions, Publicity and Printing		1,634,779	1,077,884
Hosting of Conferences, Seminars		141,659	-
Depreciation		1,718,476	567,445
		20,866,571	14,404,996
Surplus/(deficit) for the year		\$ 111,465,495	\$ 4,284,953

The notes on pages 7 to 9 form an integral part of these financial statements

Income Statement - Public Sector Investment Programme

For the period ended September 30, 2007

Income			
Government Subvention	12,000,000		
Deduct: Fixed assets purchased/commitment	<u>10,304,355</u>	\$ 1,695,645	\$ 1,055,727
Expenditure			
Development of IT Support Systems for the Telecommunication Sector		-	980
Development of a Universal Strategy and Implementation Plan		533,455	-
Development of an Advanced Automated Spectrum and Mgt System		<u>108,848</u>	<u>83,979</u>
		<u>642,302</u>	<u>84,959</u>
Surplus/(Deficit) for the year		<u>\$ 1,053,342</u>	<u>\$ 970,768</u>

The notes on pages 7 to 9 form an integral part of these financial statements

TELECOMMUNICATIONS AUTHORITY OF TRINIDAD AND TOBAGO

Statement of Changes in Reserves

For the year period September 30, 2007

	2007	2006
Accumulated fund - beginning of year	-	-
Surplus/(deficit) for the year	112,518,837	5,255,721
Appropriated Reserves - Building Costs	(10,000,000)	-
Appropriated Reserves - Research and Development	(500,000)	-
Appropriated Reserves - Universality Fund	(20,000,000)	-
Appropriated - USD Account	(35,970,945)	-
Accumulated fund - end of year	46,047,892	5,255,721

The notes on pages 7 to 9 form an integral part of these financial statements.

Cash Flow Statement

For the year period September 30, 2007

	2007	2006
CASH FLOW FROM OPERATING ACTIVITIES		
Surplus/(deficit) for the year	\$ 46,047,892	\$ 5,255,721
Adjustments to net cash used in operating activities		(4,120,127)
Decrease in Payables (Outstanding commitments)	(116,696)	1,499,422
Increase in Prepayment	-	58,622
Increase in Receivables	(38,272,642)	(208,955)
Depreciation	1,718,476	567,445
Amortization of deferred income	(1,718,476)	(567,445)
Net cash from/(used in) operating activities	7,658,554	2,484,684
CASH FLOW FROM INVESTING ACTIVITIES		
Acquisition of fixed assets	(10,635,661)	(2,848,007)
Reserves	66,470,945	
CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from Government grant	10,635,661	2,848,007
Net increase/(decrease) in cash and cash equivalents	74,129,499	2,484,684
Cash and cash equivalent at start of period	7,009,558	4,524,874
Cash and cash equivalent at end of period	\$ 81,139,057	\$ 7,009,558

The notes on pages 7 to 9 form an integral part of these financial statements.

Notes to the Financial Statements

For the period ended September 30, 2007

Incorporation and principal activities

The Telecommunications Authority of Trinidad and Tobago is an independent regulatory body, established by the Telecommunications Act 2001, with responsibility for the liberalization and regulation of the telecommunications and broadcasting sectors. The Authority became operational on July 1, 2004 at BEN Court, 76 Boundary Road, San Juan.

The Authority reports to the Ministry of Public Administration and Information.

Significant accounting policies

(a) Statement of compliance

These financial statements have been prepared in accordance with the International Financial Reporting Standards.

(b) Basis of preparation

These financial statements have been prepared on the historical cost basis.

(c) Reporting currency

These financial statements are expressed in Trinidad and Tobago dollars.

(d) Government grants

Government grant related to fixed assets is deferred in the balance sheet and amortised over the estimated useful lives of the assets to which it relates.

Government grant related to income is included in the statement of income in the year received.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and in bank.

(f) Reserves

There have been no reserves set up in the period under review.

Notes to the Financial Statements

For the period ended September 30, 2007

Significant accounting policies (continued)**(g) Fixed assets**

Fixed assets are stated at cost and are depreciated on the reducing balance basis at the following rates per annum:

Fixtures and fittings	20%
Computer equipment and Software	25%
Office furniture and equipment	20%
Motor vehicles	25%
Books	10%
Telecommunication Equipment and Related Software	25%
Spectrum Monitoring Equipment and Related Software	10%

1. Net fixed assets

	Fixtures & Fittings	Computer Equipment & Software	Office Furniture & Equipment	Motor Vehicles	Books	Telecommunication Equipment and Related Software	Total
Cost							
At October 1, 2006	\$ 73,408	3,187,039	607,811	258,944	1,809	850,864	4,979,875
Additions for the period	3,147	395,368	342,884	192,126	-	9,702,136	10,635,661
At September 30, 2007	\$ 76,555	3,582,407	950,695	451,070	1,809	10,553,000	15,615,536
Depreciation							
At October 1, 2006	\$ 14,877	528,733	172,855	107,136	290	151,224	975,115
Charge for the period	12,112	724,748	138,842	57,289	152	785,333	1,718,476
At September 30, 2007	\$ 26,989	1,253,481	311,697	164,425	442	936,557	2,693,591
Net Book Value							
At September 30, 2006	\$ 58,531	2,658,306	434,956	151,808	1,519	699,640	4,004,759
At September 30, 2007	\$ 49,566	2,328,926	638,998	286,645	1,367	9,616,443	12,921,945

Notes to the Financial Statements

For the period ended September 30, 2007

2. Deferred income

	2007	2006
Government grant relating to fixed asset	15,615,536	4,979,875
Amortization	2,693,591	975,115
	<u>12,921,945</u>	<u>4,004,759</u>

Government Subvention

Funding for the operations of the Authority is provided via subvention from the Government of the Republic of Trinidad and Tobago (GORTT). The Authority received subventions in the sum of \$17,730,000 from GORTT for the period ended September 30, 2007 of which \$12,000,000 to P.S.I.P Funding

3. Payables

	2007	2006
Deferred Revenue	459,737	-
Outstanding commitments	1,591,470	1,963,001
Consolidated Fund	51,303,613	5,255,721
Total	<u>53,354,820</u>	<u>7,218,722</u>

4. Establishment

As at September 30, 2006 the Authority had in its employ forty two staff comprising six(6) managerial, ten (13) professional, four (6) senior and sixteen (17) junior employees.

5. Appropriation of Reserves

The Board has approved the amount of TT\$30,500,000 and US\$5,691,605.24 as appropriation of reserves for the following purposes

Building Cost	10,000,000
Research and Development	500,000
Universality Fund	<u>20,000,000</u>
	30,500,000
USD Fund US\$5,691,605.24	<u>35,970,945</u>
	<u>66,470,945</u>



**Telecommunications Authority
of Trinidad and Tobago**

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