



Telecommunications Regulatory Commission

3-Year Strategic Plan (2023-2025)

Telecommunications Industry
of the Virgin Islands

*"Accelerating communications development
in the British Virgin Islands."*

Consultation Document

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*Vision: A model regulator that champions accessible,
leading-edge, and resilient communications.*

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1. Chairman's Address

I am pleased to present the Telecommunications Regulatory Commission's (Commission) inaugural three-year Strategic Plan for the period of 2023 to 2025. The Commission is a statutory body established by the Telecommunications Act, 2006 (Act) and is responsible for the development and regulation of the telecommunications services industry in the Virgin Islands. One of the Commission's first actions was to issue new licences for Cable and Wireless, CCT, BVI Cable and Digicel. The Commission's staffing of administration occurred in May-June 2008 following which an efficient regulatory framework was developed focusing on Public Consultations and Public Hearings, Internet Traffic Exchange, Quality of Service, Investigation of Complaints by Consumers, Granting Frequency Authorisations and Interconnection and Access to Facilities and Utility Installations. These steps supported the liberalisation of the sector, thereby resulting in a more competitive environment.

This opening up of the market has led to immense growth and diversification in the communications sector, enabling further socio-economic progress for the benefit of all citizens. Through the years the Territory has benefited from a tremendous increase in subscribers where customers have transitioned from their reliance on fixed line voice services to dependence on mobile data. Virgin Islands' consumers have been able to ride the digital wave, participating in various messaging platforms, social media and digital applications.

The Covid-19 pandemic has taught us the value of communications as working from home and virtual learning became a necessity, resulting in persons depending on a robust broadband connection. The telecommunications industry has been able to keep pace with the shifting landscape of post-pandemic life through the implementation of fibre to the home to meet the growing demand of residents and businesses.

We expect to see constant improvement of the network infrastructure to further advance education, employment, healthcare and ease of access to other opportunities. Digital transformation facilitates access to communications and contributes to the growth of our economy. Now, more than ever before, the people of the Virgin Islands look to the Commission to advance connectivity to make their lives easier and bridge the digital divide.

Our Strategic Plan (Plan) comes when the Virgin Islands is poised for an ICT-driven evolution in line with the National ICT Policy's vision 'Agile BVI: Connected, Resilient, Smart'. The policy presents a well-rounded perspective on transforming the Virgin Islands into a digital society. The Commission, through this Plan, intends to play its rightful role of catalysing development of the economy and thus turning the vision into reality. As the Commission celebrates 15 years of its existence, we recognise the incredible strides made to establish the regulatory foundation and set the direction for a vibrant and dynamic local ICT industry. The Commission's staff, under the leadership of successive CEOs and in particular CEO Guy L. Malone, has been key to achieving the Commission's objectives and developing the plans for the future.

Therefore, on behalf of the Board of the Commission, I share the highlights of our Strategic Plan. The Plan reflects a forward-looking blueprint for the communications industry which aims to:

- Promote Innovation and Foster Competition;
- Enable ICT Development, Accessibility and Resilience;
- Reform the Local Regulatory Environment;
- Consumer and Public Empowerment and;
- Cultivate Organisational Distinction.



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Through this dynamic approach the Commission endeavors to create a paradigm shift within the communications industry in the Virgin Islands. In the face of continued uncertainty, the Commission continues to forge ahead through this Plan with increased confidence, clear direction, and concise results.

(Sgd.) Vance Lewis.

Chairman of the Board



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2. About This Document

The Telecommunications Regulatory Commission of the British Virgin Islands (**Commission**) is tasked with the regulation and development of the telecommunications services industry in the Territory.

Under section 6(r) of the Telecommunications Act 2006 (**Act**), the Commission is required to promote the systematic development of telecommunications throughout the Virgin Islands.

Our 3-Year Strategic Plan outlines some of the work that we propose to undertake to accelerate telecommunications development in the Territory, in the coming years.

We are publishing this draft to provide our stakeholders with the opportunity to comment on our proposed plan for the telecommunications industry for the period 2023-2025.



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3. CEO's Message

On behalf of the Telecommunication Regulatory Commission (Commission), I am pleased to share the three-year Strategic Plan (Plan) for the period 2023-2025. This Plan focuses on development of the telecommunications industry for which the Commission has responsibility to regulate and delineates vital tasks it intends to take the lead in accomplishing.

In developing this Plan, the Commission obtained input from key stakeholders and undertook a comprehensive SWOT analysis of the industry to ensure that our strategy was fit for purpose and entailed the necessary activities to engender innovation and communications development. We have identified a list of five strategic goals that allow for targeted work aimed at advancing digital transformation in the Virgin Islands, the vision of which are outlined below:

- Cultivate a competitive and innovative telecommunications industry through flexible policies, effective regulations, and valuable investments, to promote new technologies and ensure that the benefits of liberalisation are fully realised.
- Develop effective policies to encourage the deployment of resilient next generation networks and advanced telecommunications services, with a view to removing barriers to access and closing the digital divide.
- Overhaul and revamp the TRC's processes and telecommunications legislation, taking into account regional and international best practices, to enable purposeful regulation, robust enforcement, increased stakeholder relationships and progressive engagements.
- Promoting the public's interest through education, access to information and consumer protection policies and regulation, to enable consumers and the public to effectively and safely navigate the ICT space.
- Our vision is to be a model regulator that champions accessible, leading-edge and resilient communications. To achieve this, we must manage our human resources effectively and in a way that reflects excellence.

As our debut three-year strategy, it is critical for the initiatives presented to promote innovation and foster competition; enable ICT development, accessibility and resilience; reform the local regulatory environment; empower consumers and the public; and cultivate organisational distinction. To facilitate the systematic execution of these goals, this Plan also includes a Strategic Map for calendar years 2023 to 2025, which captures the fluidity and outlines specific time frames of activities and expected outcomes.

The Commission is cognisant of the need for a unified strategy to enhance oversight and planning in the industry, and by extension to foster effective collaboration with our stakeholders, as we aim to build on previous achievements over the next three years.

On behalf of the staff and management of the Commission, I express my gratitude to all who participated or supported us as we researched and prepared for this plan. We especially note contributions from the Governor's Office, BVI Bank Association, BVI Chamber of Commerce and Hotel Association (BVICCHA), BVI Electricity Cooperation (BVI EC), Department of Disaster Management (DDM), Financial Services Commission (FSC), public suppliers and radio broadcasters. It would be remiss of me to close without conveying my sincere appreciation to the Strategic Planning team whose dedication and tenacity has made possible the realisation of this Plan.

(Sgd.) Guy L. Malone.

Chief Executive Officer



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4. Introduction

Commission Overview

- 4.1 The Telecommunications Regulatory Commission (**Commission**) is the independent regulator for telecommunications in the British Virgin Islands, established in 2007 in accordance with the Telecommunications Act 2006 with a mandate to implement the Government's policy with respect to telecommunications as set out in the Telecommunications Liberalisation in the British Virgin Islands Policy 2007.

Our Statutory Mandate

- 4.2 The Commission is governed by the Telecommunications Act 2006. The purpose of the Act was to establish the Commission to license, regulate and develop the telecommunications services industry in the Virgin Islands and to provide for other related matters.
- 4.3 Other instruments that make up the legal framework include the Telecommunications Liberalisation in the British Virgin Islands Policy 2007 and the Telecommunications Codes. The objective of the Liberalisation Policy is to create the circumstances for a fully effective and successful telecommunications sector in the BVI, delivering excellent value for money to users and maximising the contribution of the sector to the economy.
- 4.4 The functions of the Commission are outlined in section 6 of the Telecommunications Act 2006, which include, amongst others, the duty to promote the systematic development of telecommunications throughout the Virgin Islands. The development of this 3-year strategic plan was guided by that purpose.

Vision, Mission and Core Values

- 4.5 The Commission's organisation statements, which were revamped during the 2021-2022 work year, are outlined below:

Our Vision

A model regulator that champions accessible, leading-edge and resilient communications.

Our Mission

Accelerate communications development in the BVI to empower consumers and foster a progressive environment.

Core Values

- Integrity
- Service-driven
- Empowerment
- Family Culture
- Diversity
- Innovative



5. Government Policy

- 5.1 While the sectoral laws provide a framework for the activities and priorities for the Commission, each of those laws also include provisions which mandate the Commission to advise the Government on policies related to telecommunications and implement Government policies associated with telecommunications services.
- 5.2 The Commission is mindful that the Government may issue policies, of a general or specific nature from time to time and, in this regard, took into account the National ICT Policy, Strategy and Implementation Plan 2019-2024, in developing this 3-year Strategic Plan. This Policy ‘presents an overarching, comprehensive, evidence-based and practical perspective on the role of ICT in propelling the BVI on the path to prosperity and expediting the Territory’s transformation into a digital society’.
- 5.3 The ICT vision for the Territory, is **Agile BVI: Connected, Resilient, Smart** and the policy objectives identified in the National ICT Policy are as follows:
- **Access:** To ensure ubiquitous, reliable, secure, affordable and consistent access to high speed, highly resilient, national and international broadband and other appropriate ICT infrastructure and services
 - **Governance:** To ensure, through the use of ICT, seamless, effective and efficient engagement and transactions within Government and between Government and all its local and external clients
 - **Inclusion:** To ensure, through the use of ICT, that all residents have consistent, seamless and robust access to government, community and other information and services, to continually foster a sense of ‘one BVI’
 - **Legislation:** To ensure that an appropriately enabling policy, legal and regulatory environment is established that promotes ICT and ICT-enabled activities and development in a manner that is ethical, secure, sustainable and environmentally sensitive
 - **Economy:** To ensure that ICT is leveraged to facilitate economic efficiencies and the development of new segments in existing industries and sectors, and to create and nurture new industries and sectors that can be established in the Territory



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6. Strategic Focus

The Commission, in accordance with its statutory mandate and in support of its mission, has established five strategic goals. They are:

Strategic Goal 1: Promoting Innovation & Fostering Competition

- 6.1 Cultivate a competitive and innovative telecommunications industry through flexible policies, effective regulations, and valuable investments, to promote new technologies and ensure that the benefits of liberalisation are fully realised.

Strategic Goal 2: Enable ICT Development, Accessibility & Resilience

- 6.2 Develop effective policies to encourage the deployment of resilient next generation networks and advanced telecommunications services, with a view to removing barriers to access and closing the digital divide.

Strategic Goal 3: Reform the Local Regulatory Environment

- 6.3 Overhaul and revamp the TRC's processes and telecommunications legislation, taking into account regional and international best practices, to enable purposeful regulation, robust enforcement, increased stakeholder relationships and progressive engagements.

Strategic Goal 4: Consumer & Public Empowerment

- 6.4 Promoting the public's interest through education, access to information and consumer protection policies and regulation, to enable consumers and the public to effectively and safely navigate the ICT space.

Strategic Goal 5: Cultivate Organisational Distinction

- 6.5 Our vision is to be a model regulator that champions accessible, leading-edge and resilient communications. To achieve this, we must manage our human resources effectively and in a way that reflects excellence.



7. Strategic Goals & Objectives

Strategic Goal 1: Promoting Innovation & Fostering Competition

Vision: Cultivate a competitive and innovative telecommunications industry through flexible policies, effective regulations, and valuable investments, to promote new technologies and ensure that the benefits of liberalisation are fully realised.

Strategic Initiative 1.1: Take targeted steps/action to address anti-competitive practices in the market, through enhanced oversight, economic analysis and vigorous enforcement.

Measurable Objective 1.1.1: Develop a new market review framework that identifies potential anti-competitive practices in specific markets and conduct various market analysis on the identified relevant markets. [Year 1]

Measurable Objective 1.1.2: Regularise the infiltration of satellite services in the BVI by advising the Minister responsible for telecommunications on an appropriate policy position. [Year 2]

Measurable Objective 1.1.3: Acquire and utilise economic analysis tools to effectively monitor competition in the local telecoms market. [Year 3]

Strategic Initiative 1.2: Reduce regulatory barriers to encourage increased investment in new technologies and varied services in the market.

Measurable Objective 1.2.1: Develop a Fifth Generation (5G) and Beyond Technology Strategy for the Territory to ensure the full realisation and benefit of 5G in the Territory. [Year 1]

Measurable Objective 1.2.2: Advance the timely release of spectrum to facilitate and encourage the development of next-generation networks (eg. 5G deployment, etc). [Year 1]

Measurable Objective 1.2.3: Continued execution of certain identified activities outlined in the Implementation Plan of the Spectrum Management Framework (SMF) 2018. [Year 1-2]

Measurable Objective 1.2.4: Revise the Spectrum Management Framework 2018 to address the future needs of spectrum and how the Commission will manage the use of spectrum moving forward by building on the existing SMF framework. [Year 2]

Measurable Objective 1.2.5: Identify technology companies/global benefactors that could foster technological investments in the Territory. [Year 3]

Strategic Initiative 1.3: Safeguard consumer interests and ensure value for money by encouraging infrastructure sharing, with a view to incentivise market players to reduce costs while maintaining competition.

Measurable Objective 1.3.1: Explore the feasibility of green initiatives in the communications sector and implement identified solutions with a view to reducing energy costs, and promote a cleaner environment. [Year 2]



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Measurable Objective 1.3.2: Conduct a pricing review to determine factors that contribute to the cost of communications services in the BVI. [Year 2]

Measurable Objective 1.3.3: Combat high retail and wholesale pricing through, amongst others, the implementation of pricing regulations to address dominance and unfair competition, and the adoption of a memorandum of understanding to reduce importation and utility costs. [Year 3]

Challenges to the Achievement of This Goal:

1. Cooperation from international players
2. Multi-stakeholder consultation and collaboration
3. Small island-nation and market size
4. Costly initiatives



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Strategic Goal 2: Enable ICT Development, Accessibility & Resilience

Vision: Develop effective policies to encourage the deployment of resilient next generation networks and advanced telecommunications services, with a view to removing barriers to access and closing the digital divide.

Strategic Initiative 2.1: Expand broadband deployment in the Territory and incentivise operators to progress the rollout of fibre optic networks.

Measurable Objective 2.1.1: Conduct a spectrum audit to assess any inefficient and illegal use of spectrum. [Year 1]

Measurable Objective 2.1.2: Survey consumers to assess broadband usage and quality of service and implement minimum service standards. [Year 1-2]

Measurable Objective 2.1.3: Evaluate and report on the availability of broadband services in the Territory. [Year 1]

Measurable Objective 2.1.4: Conduct an audit of the local communications infrastructure to determine network capacity and identify any inefficiencies that may exist. Work with operators to implement audit recommendations as necessary. [Year 2-3]

Strategic Initiative 2.2: Maximise Virgin Islands submarine cable count by ensuring high bandwidth in and out of the Territory. Adopt a policy to encourage operators and other entities to realise the benefits of international connectivity.

Measurable Objective 2.2.1: Foster investment in submarine cables by implementing a broadband policy to ensure operators maximise capacity and eliminate vulnerabilities. [Year 3]

Measurable Objective 2.2.2: Collaborate with Ministry of Natural Resources and Labour and other governmental bodies to promote interconnectivity by eliminating unnecessary administrative burdens. [Year 3]

Strategic Initiative 2.3: Achieve universal service and reduce the digital divide by promoting investment and shared infrastructure in difficult to serve areas, to ensure all Virgin Islands' residents have access to the same advanced communications.

Measurable Objective 2.3.1: Conduct a feasibility study to assess the cost and benefit of universal service in the Territory. [Year 2]

Measurable Objective 2.3.2: Develop a policy on universal service which takes into account the needs of the public, affordability of services and advances in technologies. [Year 2]

Measurable Objective 2.3.3: Implement a framework which includes the manner in which communications services shall be provided and funded, in order to meet the requirements of universal service. [Year 3]

Measurable Objective 2.3.4: Facilitate discussions with relevant entities to improve infrastructure sharing through the development of a memorandum of understanding. [Year 3]



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Strategic Initiative 2.4: Promote network and service resiliency by adopting policies and regulations that mandate consideration of disasters, climate change and geographic vulnerabilities.

Measurable Objective 2.4.1: Introduce a telecommunications code to regulate the preparedness and management of communications in the event of a disaster, natural hazard or force majeure. [Year 1]

Measurable Objective 2.4.2: Conduct an assessment of communications networks with a view to determine weaknesses and mandate modifications of infrastructure, as necessary, to address identified vulnerabilities. [Year 2]

Challenges to the Achievement of This Goal:

1. Lack of knowledge and awareness
2. Possible negative environmental impact
3. Affordability of communications services
4. Required cooperation and collaboration among the public suppliers
5. Participation from the public through surveys, consultation documents, etc.



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Strategic Goal 3: Reform the Local Regulatory Environment

Vision: Overhaul and revamp the Commission’s processes and telecommunications legislation, taking into account regional and international best practices, to enable purposeful regulation, robust enforcement, increased stakeholder relationships and progressive engagements.

Strategic Initiative 3.1: Enhance the corporate image of the Commission by building valuable relationships with other regulatory entities to collaborate on activities related to mutual interests in the advancement of ICTs. Modernise the Commission’s ICT infrastructure to support the effective regulation of the industry.

Measurable Objective 3.1.1: Strengthen our relationship with operators and other stakeholders by conducting regular meetings and other interactions that foster an environment conducive for engagement. [Year 1-3]

Measurable Objective 3.1.2: Reduce the regulatory burden experienced by stakeholders through streamlining internal processes and eliminating filing requirements that are inessential and redundant. [Year 1]

Measurable Objective 3.1.3: Establish a dedicated public relations resource to interface with the public, communicate the work of the Commission and tackle ICT related concerns. [Year 1]

Measurable Objective 3.1.4: Address inaccuracies and misconceptions about the Commission’s work so the public is better informed of our regulatory duties. [Year 2-3]

Strategic Initiative 3.2: Pioneer updated regulations that will remain adaptable to effectively manage, develop and regulate the telecommunications services industry in the BVI. Take decisive enforcement action to foster a renewed culture of compliance in the sector.

Measurable Objective 3.2.1: Implement a regulatory reform strategy guided by the vision to advance the industry and revise outdated fees by amending the existing telecommunications legislative framework. [Year 1-2]

Measurable Objective 3.2.2: Take targeted action to tackle problems in the industry, and support our regulatory work, through effective enforcement of appropriate regulatory measures. [Year 1-3]

Strategic Initiative 3.3: Ensure BVI numbering and IP addressing resources are used efficiently by licensees and across all network platforms to enhance the user experience.

Measurable Objective 3.3.1: Increase the utilisation of the .vg domain across the Territory through strategic partnerships and education of the public on the benefits of usage. [Year 2]

Measurable Objective 3.3.2: Develop a framework for the administration and management of the local numbering resource 284 -NXX-XXXX for telecommunications services. [Year 2]

Strategic Initiative 3.4: Enhance governmental relationships so as to achieve policy harmonisation, BVI e-readiness, and non-interference with the Commission’s independence.



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Measurable Objective 3.4.1: Ensure the Commission’s policies properly reflect Government’s telecommunications and ICT policies to reduce regulatory conflict and provide synergies in the sector. [Year 1-2]

Measurable Objective 3.4.2: Resolve telecommunications issues by strict application of laws to combat all political pressure and bolster the Commission’s regulatory independence. [Year 1-3]

Strategic Initiative 3.5: Promote harmonisation of radio frequencies between the Virgin Islands and neighboring US Territories by fostering an improved regulatory relationship with the Federal Communications Commission (FCC) that encourages the realisation of cross border coordination agreements.

Measurable Objective 3.5.1: Strengthen our relationship with the Governor, the Ministry of Communications and Works, the Foreign, Commonwealth and Development Office (FCDO), Office of Communications (Ofcom) and Caribbean Telecommunications Union (CTU) to facilitate improved communications with the FCC on frequency coordination challenges with the USVI. [Year 1]

Challenges to the Achievement of This Goal:

1. Bureaucratic overreach
2. Collaboration with multi-stakeholders
3. Deeply entrenched public perception



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Strategic Goal 4: Consumer & Public Empowerment

Vision: Promoting the public’s interest through education, access to information and consumer protection policies and regulation, to enable consumers and the public to effectively and safely navigate the ICT space.

Strategic Initiative 4.1: Introduce regulations for proper electronic waste management and the modernisation of the emergency services communications infrastructure to allow for the establishment of E911 and NG911 services.

Measurable Objective 4.1.1: Collaborate with the Department of Waste Management to advance the proper disposal of e-waste across the Territory. [Year 2]

Measurable Objective 4.1.2: Develop a co-regulatory code for licencees on the actions and initiatives to be implemented to facilitate e-waste management. [Year 3]

Measurable Objective 4.1.3: Implement strategies to promote proper disposal of electronic devices conducive to protecting the environment. [Year 2]

Measurable Objective 4.1.4: Support the implementation of E911 and NG911 measures by ensuring that regulatory obligations, which are applicable to the communications sector, are complied with by industry stakeholders. [Year 2]

Strategic Initiative 4.2: Improve public engagement through consultative and transparent processes that utilise social media and other advanced communication services, to address community concerns and create awareness of the Commission’s work. Optimise digital literacy through consumer education on the proper and secure use of ICTs.

Measurable Objective 4.2.1: Utilise a combination of virtual and physical engagements, at regular intervals, to educate stakeholders on our regulatory work and activities. [Year 1-3]

Measurable Objective 4.2.2: Create a digital literacy campaign on the uses of ICTs, the capabilities of related devices and the potential of cyber threats to enable safe and effective communication. [Year 1-2]

Strategic Initiative 4.3: Further the consideration and adoption of fair processes and systems that ensure equal access to communications services by disabled and vulnerable users.

Measurable Objective 4.3.1: Create a joint code of conduct that ensures licensees have fair and practical measures in place to provide assistance, support and services to disabled and vulnerable users. [Year 2]

Strategic Initiative 4.4: Strengthen capacity building in the communications sector by promoting training partnerships within the industry and encouraging the establishment of technology as an accepted and viable area of study and career path.

Measurable Objective 4.4.1: Develop a partnership with governmental bodies and international organisations to sponsor or subsidise technical training for the benefit of licensees. [Year 2]



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Measurable Objective 4.4.2: Execute a memorandum of understanding between the Commission, industry stakeholders and local educational institutions to include ICT-related subjects within their curriculum and implement a specific training program for persons interested in ICT. [Year 2]

Measurable Objective 4.4.3: Launch a territory-wide campaign on the importance and acceptability of studying and working in Science, Technology, Engineering and Mathematics (STEM) related fields. [Year 2-3]

Strategic Initiative 4.5: Improve customer autonomy by removing barriers to, and considering options that would enable, choice in communications services. Strengthen operator’s commitment to a better customer experience through efficient complaint resolution and enhanced customer service delivery.

Measurable Objective 4.5.1: Conduct a feasibility study on number portability to assess the interest, costs and benefits on its implementation in the Virgin Islands. [Year 3]

Measurable Objective 4.5.2: Enhance the consumer complaint system to improve/increase the visibility of consumer complaint information to the public. [Year 2]

Measurable Objective 4.5.3: Implement a customer charter to encourage operators to standardise the necessary information to enable consumers to make informed decisions about their communication services. [Year 2]

Challenges to the Achievement of This Goal:

1. Lack of awareness in relation to the STEM field
2. Stereotypes of females being involved in the STEM field
3. Insufficient qualified local persons to deliver high standard ICT programs
4. Absence of an ICT arm and agenda in the Ministry of Telecommunications & Works
5. Multi-stakeholder collaboration



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Goal 5: Cultivate Organisational Distinction

Vision: Our vision is to be a model regulator that champions accessible, leading-edge and resilient communications. To achieve this, we must manage our resources effectively and in a way that reflects excellence.

Strategic Initiative 5.1: Strategise our resources in a way that ensures vital advice and information is considered and used in our decision making and internal processes.

Measurable Objective 5.1.1: The Legal Department will ensure that the Commission is provided with the appropriate support with regard to all legal issues relevant to the activities of the Commission. [Year 1-3]

Measurable Objective 5.1.2: The Economics Department will ensure that the Commission is provided with appropriate economic advice, analysis and consultation on market trends to support its activities. [Year 1-3]

Measurable Objective 5.1.3: The Compliance Department will provide oversight of the compliance and risk mitigation efforts of the Commission and ensure that regulated entities execute relevant obligations. [Year 1-3]

Strategic Initiative 5.2: Reshape and strengthen the Commission's operational capacity (Information Technology, financial, record keeping, facilities, public relations and human capital resources) to best accomplish our mission.

Measurable Objective 5.2.1: Increase representation from the staff of the Commission in the attendance of conferences that will advance their regulatory knowledge and skills. [Year 1-3]

Measurable Objective 5.2.2: Pursue continuing professional development opportunities for staff to enhance their expertise to ensure excellence in all Commission initiatives. [Year 1-3]

Measurable Objective 5.2.3: Come into compliance with our financial and record keeping requirements by completing all outstanding audited financial statements and annual reports and ensuring that these obligations are adhered to thereafter. [Year 1-3]

Measurable Objective 5.2.4: Modernise the ICT resources used by the Commission's staff with a view to ensuring a secure, fully utilised and well-functioning digital infrastructure. [Year 2-3]

Measurable Objective 5.2.5: Construct an office building to provide a more suitable work environment and allow for future growth and expansion of the organisation. The building would include long-term rental space and a modern, technologically advanced conference facility. [Year 2-3]

Challenges to the Achievement of This Goal:

1. Insufficient human resources at the Commission
2. Limited funds for professional development objectives
3. High cost of building a new office
4. Upgrade financial record keeping software



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8. Strategic Map

	Strategic Initiative	Year 1	Year 2	Year 3	
Strategic Goal #1	Strategic Initiative 1.1	Obj 1.1.1			
			Obj 1.1.2		
				Obj 1.1.3	
	Strategic Initiative 1.2	Obj 1.2.1			
		Obj 1.2.2			
		Obj 1.2.3	Obj 1.2.3		
			Obj 1.2.4		
				Obj 1.2.5	
	Strategic Initiative 1.3		Obj 1.3.1		
			Obj 1.3.2		
			Obj 1.3.3		
Strategic Goal #2	Strategic Initiative 2.1	Obj 2.1.1			
		Obj 2.1.2	Obj 2.1.2		
		Obj 2.1.3			
			Obj 2.1.4	Obj 2.1.4	
	Strategic Initiative 2.2			Obj 2.2.1	
				Obj 2.2.2	
	Strategic Initiative 2.3		Obj 2.3.1		
			Obj 2.3.2		
				Obj 2.3.3	
				Obj 2.3.4	
Strategic Initiative 2.4	Obj 2.4.1				
		Obj 2.4.2			
Strategic Goal #3	Strategic Initiative 3.1	Obj 3.1.1	Obj 3.1.1	Obj 3.1.1	
		Obj 3.1.2			
		Obj 3.1.3			
			Obj 3.1.4	Obj 3.1.4	
	Strategic Initiative 3.2	Obj 3.2.1	Obj 3.2.1		
		Obj 3.2.2	Obj 3.2.2	Obj 3.2.2	
	Strategic Initiative 3.3		Obj 3.3.1		
			Obj 3.3.2		
	Strategic Initiative 3.4	Obj 3.4.1	Obj 3.4.1		
		Obj 3.4.2	Obj 3.4.2	Obj 3.4.2	
Strategic Initiative 3.5	Obj 3.5.1				
Strategic Goal #4	Strategic Initiative 4.1		Obj 4.1.1		
				Obj 4.1.2	
			Obj 4.1.3		
			Obj 4.1.4		
	Strategic Initiative 4.2	Obj 4.2.1	Obj 4.2.1	Obj 4.2.1	
		Obj 4.2.2	Obj 4.2.2		
	Strategic Initiative 4.3		Obj 4.3.1		
	Strategic Initiative 4.4		Obj 4.4.1		
			Obj 4.4.2		
			Obj 4.4.3	Obj 4.4.3	
Strategic Initiative 4.5			Obj 4.5.1		
		Obj 4.5.2			
		Obj 4.5.3			
Strategic Goal #5	Strategic Initiative 5.1	Obj 5.1.1	Obj 5.1.1	Obj 5.1.1	
		Obj 5.1.2	Obj 5.1.2	Obj 5.1.2	
		Obj 5.1.3	Obj 5.1.3	Obj 5.1.3	
	Strategic Initiative 5.2	Obj 5.2.1	Obj 5.2.1	Obj 5.2.1	
		Obj 5.2.2	Obj 5.2.2	Obj 5.2.2	
		Obj 5.2.3	Obj 5.2.3	Obj 5.2.3	
			Obj 5.2.4	Obj 5.2.4	
			Obj 5.2.5	Obj 5.2.5	



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Annex - Instructions for submitting a Response

The Telecommunications Regulatory Commission of the British Virgin Islands (the **Commission**) invites comments on this consultation document from all interested parties. Comments should be submitted by 15 December 2022.

We strongly prefer responses to this document to be sent by email to consultations@trc.vg (indicating the subject: "Consultation on the 3-Year Strategic Plan for the Telecommunications Industry (2023-2025)"). Alternatively, responses may be sent to the address (or the P.O. Box number) set out below:

Consultation on the 3-Year Strategic Plan for the Telecommunications Industry (2023-2025) – Telecommunications Regulatory Commission, P.O. Box 4401 or 27 Fish Lock Road, 3rd Floor Road Town, Tortola, British Virgin Islands VG 1110.

Responses from corporate bodies (legal persons) should include:

- the name of the company/institution/association/other organisation;
- the name of a principal contact person; and
- full contact details (physical address, postal address, telephone number, fax number and email address).

Responses from individual (natural) persons, should include name and contact details (including email).

We have produced a cover sheet for responses (see below) and would be grateful if you could send one with your response. This will speed up our processing of the responses and help to maintain confidentiality, where appropriate.

In the interest of transparency, the Commission will make all submissions received available to the public, subject to the confidentiality of the information received. The Commission will evaluate requests for confidentiality according to relevant legal principles.

Respondents are required to clearly mark any information included in their submission which they consider to be confidential and provide reasons why that information should be treated as such. Where information claimed to be confidential is included in a submission, respondents are required to provide both a confidential and a non-confidential version of their submission. The Commission will determine whether information claimed to be confidential is to be treated as such and, if so, will not publish that information. In respect of information that is determined to be non-confidential, the Commission may publish or refrain from publishing such information at its sole discretion.

Once the Commission has received and considered responses to this consultative document, it will finalise the 3-Year Strategic Plan for the Telecommunications Industry covering the period 2023-2025, and it will be published on the Commission's website.



Vision: A model regulator that champions accessible, leading-edge, and resilient communications.

Cover Sheet For Response To A Commission Consultation

BASIC DETAILS

**Consultation title: To
(Commission Contact):**

Name of respondent:

Representing (self or organisation/s):

Address (if not received by email):

CONFIDENTIALITY

Please tick below which part of your response you consider is confidential, giving your reasons why

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

If you want part of your response, your name or your organisation not to be published, we can still publish a reference to the contents of your response (including, for any confidential parts, a general summary that does not disclose the specific information or enable you to be identified)?

DECLARATION

I confirm that the correspondence supplied with this cover sheet is a formal consultation response that the Commission can publish. However, in supplying this response, I understand that the Commission may need to publish all responses, including those which are marked as confidential, in order to meet legal obligations. If I have sent my response by email, the Commission can disregard any standard email text about not disclosing email contents and attachments.

The Commission seeks to publish responses on receipt. If your response is non-confidential (in whole or in part), and you would prefer us to publish your response only once the consultation has ended, please tick here.

Name

Signed (if hard copy)