



Corporate Business Plan and Budget



# **2022/2023 – 2025/26**

## **Corporate Business Plan and Budget**



## Corporate Business Plan and Budget

### CURRENCY EQUIVALENTS

Exchange Rate Effective

Currency Unit = Jamaican Dollar

US\$1.00 = JMD\$165

### FISCAL YEAR

April 1 – March 31

### ABBREVIATIONS AND ACRONYMS

CACU	Consumer Advisory Committee on Utilities
CPA	Consumer and Public Affairs
Digicel	Digicel Jamaica Limited
DG	Director General
DDG	Deputy Director General
EAT	Electricity Appeal Tribunal
FY	Fiscal Year
GoJ	Government of Jamaica
ICT	Information and Communication Technology
IRP	Integrated Resource Plan
ISO	International Standards Organization
IT	Information Technology
ITU	International Telecommunications Union
JPS	Jamaica Public Service Company Limited
KPI	Key Performance Indicator
LRIC	Long Run Incremental Cost
MOFPS	Ministry of Finance and the Public Service
MW	Megawatt
NANPA	North American Numbering Plan Administration
NARUC	National Association of Regulatory Utility Commissioners
NP	Number Portability
NPRM	Notice of Proposed Rule Making
NRW	Non-Revenue Water
OOCUR	Organization of Caribbean Utility Regulators
OPM	Office of the Prime Minister
OUR	Office of Utilities Regulation
OURIC	Office of Utilities Regulation Information Centre
PBMA	Public Bodies Management and Accountability Act



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PCJ	Petroleum Corporation of Jamaica
PIOJ	Planning Institute of Jamaica
PPA	Power Purchase Agreement
Responsible Minister	The Minister with portfolio responsibility for a particular regulated utility sector
RFP	Request for Proposal
RIA	Regulatory Impact Assessment
RIM	Records and Information Management
RIO	Reference Interconnection Offer
RPME	Regulation, Policy, Monitoring & Enforcement
SOP	Standard Operating Procedures
STTO	Secretary to the Office
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAT	Telecommunications Appeal Tribunal
The Office	Six (6) members appointed by the Governor General of Jamaica, with the seventh, the Director General, serving as an <i>ex-officio</i> member.
UWI	The University of the West Indies



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### Executive Summary

This Corporate Business Plan and Budget sets out the OUR's work programme and budget for the period 2022/23 – 2025/26. This is a four (4) year rolling Plan and comprises on-going projects, projects planned for fiscal 2022/23 and projects set to commence during fiscal years 2023/24 to 2025/26.

The Corporate Business Plan is structured as follows:

- **Chapter 1** sets out OUR's High Level Strategy including; Legislation; Mission; Vision; Sector and Consumer Goals and Corporate Goals.
- **Chapter 2** outlines the organization's operational framework.
- **Chapter 3** provides a review of the current work programme as at 2021 September 30, highlighting the outputs, status and other relevant information.
- **Chapter 4** sets out the OUR's work programme for the four-year period 2022/23 – 2025/26.
- **Chapter 5** sets out the budget for 2022/23 and projections for fiscal years 2023/24, 2024/25 and 2025/26.

The objectives of this plan are to:

- communicate the high level strategy of the organization
- provide the basis for measuring performance against the agreed deliverables
- give a status update of the current work programme; and
- indicate to stakeholders, the programme of work to which the Office is committed for the period and the implication for their own time and resources.



## 1. Policy Direction

### The Legislation

**1.1.** The Office of Utilities Regulation Act (the OUR Act) is the umbrella legislation which establishes the organization and sets out its functions and responsibilities in respect of the sectors it regulates. Section 4 (1) of the OUR Act states that the functions of the Office shall be to:

- a) *“regulate the provision of prescribed utility services by licensees or specified organization*
- b) *receive and process applications for a licence to provide a prescribed utility service and make such recommendations to the Minister in relation to the application as the Office considers necessary or desirable;*
- c) *conduct such research as it thinks necessary or desirable for the purposes of the performance of its functions under this Act;*
- d) *advise the responsible Minister on such matters relating to the prescribed utility service as it thinks fit or as may be requested by that Minister; and*
- e) *subject to section 8A, carry out, on its own initiative or at the request of any person, such investigations in relation to the provision of prescribed utility services as will enable it to determine whether the interests of consumers are adequately protected”.*

**1.2.** Section 4 (3) of the OUR Act, provides for the Office, in the performance of its functions, to undertake such measures as it considers necessary or desirable to:

- a) *“encourage competition in the provision of prescribed utility services;*
- b) *protect the interests of consumers in relation to the supply of a prescribed utility service;*
- c) *encourage the development and use of indigenous resources; and*
- d) *promote and encourage the development of modern and efficient utility services;*
- e) *enquire into the nature and extent of the prescribed utility services provided by a licensee or specified organization”.*

**1.3.** Schedule 1 of the OUR Act, as amended by the Office of Utilities Regulation (Amendment of the First Schedule to the Act) Order, 2014, defines prescribed utility services (the services over which the OUR exercises regulatory responsibility) as:



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- i. *“The provision of telecommunication services.*
- ii. *The provision of sewerage services.*
- iii. *The generation, transmission, distribution and supply of electricity.*
- iv. *The supply or distribution of water.”*

**1.4.** In addition to the provisions of the OUR Act, there are sector specific legislation and instruments, such as the Telecommunications Act, the Electricity Act, and licences, for example, the Amended and Restated All-Island Electric Licence, 2011, granted to the Jamaica Public Service Company Limited (JPS), which contain specific provisions as to the exercise of the Office’s functions in the particular sector, and/or its relationship to the service provider. It should be noted that the Office’s function with regard to the processing of licence applications no longer applies to the Electricity sector.

**1.5.** In delivering on its mandate, the OUR operates at all times in a manner which is characterized by fairness, timeliness, efficiency, transparency, attention to detail and independence. It adopts regulatory interventions that are the least intrusive but designed to ensure a balance in the relationships among all stakeholders. As part of its *modus operandi* it consults widely and assesses the impact of its proposed actions on all stakeholders before issuing regulatory determinations.

**1.6.** All of this is underpinned by a philosophy that the regulator has a duty to operate in the public interest.

**1.7.** The OUR, in discharging its statutory functions, is required to pay due regard to Government policy. The Government has set out its development policy objectives and directions in Vision 2030. The following objectives are particularly relevant to the OUR’s remit:

- to have an enabling business environment;
- strong economic infrastructure;
- expansion of broadband networks island-wide to all including those with disabilities;
- ensuring adequate and safe water supply and sanitation services;
- diversification of the energy supply mix; and
- promotion of energy efficiency, efficient energy supply systems and conservation.





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### Mission Statement

OUR contributes to national development by effective regulation of utility services that enables consumer access to modern, reliable, affordable and quality utility services while ensuring that service providers have the opportunity to make a reasonable return on their investment.

### Vision Statement

To be a trusted, purpose-driven, forward-looking and stakeholder-focused regulator, that enables Jamaica to be a leader in utility consumer protection and satisfaction, and sustainability of regulated entities.

### Core Values – A.F.I.R.E.

- ✓ Accountability
- ✓ Fairness
- ✓ Integrity
- ✓ Respect
- ✓ Excellence

### Value Propositions

**Consumers:** The OUR commits to empowering consumers of utility services by protecting their interests, enhancing their choices, promoting the awareness of their rights and responsibilities, understanding and being responsive to their needs and keeping them well informed.

**Service Providers:** The OUR commits to being objective, transparent, informed, facilitative and responsive while allowing utility service providers the opportunity to earn a reasonable return on investment.

**Staff:** The OUR commits to providing our staff with a rewarding, fair, respectful, supportive, stimulating, collaborative and ergonomic working environment, and opportunities for personal and professional development.

**Government of Jamaica:** The OUR commits to providing sound and timely advice, and a positive regulatory environment aligned to the government's strategic imperatives, while being compliant with legal obligations.

**Regulatory Agencies:** The OUR commits to being collaborative with, and responsive to, other regulatory agencies, on matters of mutual interest and shared jurisdiction, as appropriate.



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### S.W.O.T. Analysis

STRENGTHS	<ul style="list-style-type: none"> <li>✓ A select number of highly skilled professional staff</li> <li>✓ Maturing Quality Management System</li> <li>✓ ISO 9001:2015 Certified</li> <li>✓ In-depth knowledge of sectors</li> <li>✓ Over two decades of regulatory experience</li> <li>✓ Well known organization with international reputation for high quality work</li> <li>✓ Ability to tap into international networks for specialists</li> <li>✓ Not funded by government</li> <li>✓ Autonomy in regulatory decision-making</li> <li>✓ Legislative framework entrenching the authority and functions of the organization</li> <li>✓ Multisector regulator which enables efficient regulation of converging sectors</li> <li>✓ The composition of the Office</li> <li>✓ Good information technology infrastructure</li> </ul>
WEAKNESSES	<ul style="list-style-type: none"> <li>✓ Human resource constraints as it pertains to technical staff</li> <li>✓ Inadequate monitoring capabilities</li> <li>✓ Inadequate enforcement powers</li> <li>✓ Organizational structure and staffing not fully aligned with strategy</li> <li>✓ No obvious successor for Executive and Director roles</li> <li>✓ Organization does not have a strong culture of acting for others when persons go on vacation</li> <li>✓ No retention strategy to for existing talent</li> <li>✓ Limited scope for upward mobility</li> <li>✓ Limited ability to accurately forecast spikes in workload</li> <li>✓ Inadequacies and ambiguities in government policies</li> <li>✓ Unable to adequately influence the Government</li> <li>✓ Inefficient and inadequate processes for managing tariff reviews, license applications and renewals</li> </ul>
OPPORTUNITIES	<ul style="list-style-type: none"> <li>✓ Opportunity to increase number/scope of regulated sectors, especially in relation to fuel supply</li> <li>✓ Opportunity to influence regulated utilities to become more quality oriented</li> <li>✓ Opportunity to impact national development by influencing modernisation, efficiency and greater access</li> <li>✓ Collaboration with other regulators</li> <li>✓ Collaboration with multilaterals</li> <li>✓ Increase the use of technology throughout the organization</li> <li>✓ Opportunity to increase public awareness about the OUR and its functions and the impact of OUR's activities on sector performance and national development</li> <li>✓ Benchmarking best practices of other organizations</li> </ul>



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THREATS	<ul style="list-style-type: none"><li>✓ Cyber security threats</li><li>✓ Inadequate policy and legislative framework across regulated sectors</li><li>✓ Reduction in number/scope of sectors regulated by the OUR</li><li>✓ Inability to attract and retain critical and core staff due to Ministry of Finance's remuneration constraints</li><li>✓ Inadequate autonomy in hiring and remuneration</li><li>✓ Inappropriate government bureaucratic overreach</li><li>✓ Vulnerability to reputational damage</li><li>✓ Uncertainty caused by the Covid-19 pandemic</li><li>✓ Government not trusting OUR's decision making</li><li>✓ OUR is asked by Government to do the work of Ministries</li></ul>
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## Sector and Consumer and Public Affairs focus for 2022/23

- **Telecommunications** – The main areas of focus in this sector will be widening access to broadband, the current level of competition, improving network quality and reliability, greater information transparency and improving the availability of consumer redress.
- **Electricity** – The main areas of focus in this sector will be conducting tariff reviews, analysis of the practicability of the existing tariff review framework, addressing the implications of developments e.g. introduction of electric vehicles, distributed generation etc., reduction of system losses, measures to address resilience and leveraging technology to offer consumers more choices, autonomy and information.
- **Water** – The main areas of focus in this sector will be the reduction of non-revenue water, regulation of private water and sewerage developments, development of a framework for Public-Private partnerships, support the implementation of the Water Sector Policy, assisting in the drafting of comprehensive sector legislation, the expansion of water supply and conduct tariff reviews.
- **Natural Gas and Petroleum** – Contingent on authorisation, the main areas of focus in this sector will be contributing to the development of a comprehensive legislative and regulatory framework, the formulation of a strategy for competition, and the development of transparent pricing in tandem with monitoring of the Petroleum and allied industries.
- **Consumer and Public Affairs** - The main areas of focus will be stakeholder engagement, education on emerging trends, monitoring of quality of service, research and analysis on private service providers and research and formulation of consumer policy

## Sector Goals

### *Telecommunications Sector*

- TS1. Maximize Jamaicans' access to – and the adoption of—affordable fixed and mobile broadband and Wi-Fi, where they live, work, and travel.



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- TS2. Promote a competitive market for telecommunications services to foster innovation and investment, and for consumers to have meaningful choices in affordable services.
- TS3. Promote the continued protection of consumers through empowerment and availability of suitable modes for redress.
- TS4. Ensure that the OUR's actions and regulations foster a dynamic and innovative market for ICTs, through policies that promote the introduction of new technologies and services, entrepreneurship, and expanded economic opportunity.
- TS5. Promote the availability of reliable, interoperable, redundant, rapidly restorable critical telecommunications infrastructures that are supportive of all required services.
- TS6. Environmental Sustainability – Promote initiatives to encourage climate change resilience and environmentally sustainable operations.

### *Electricity Sector*

- ES1. Lower Price Trajectory – Pursue initiatives to lower the overall cost of electricity.
- ES2. Service Reliability – Promote initiatives to encourage JPS to improve the quality of power delivery.
- ES3. Grid Stability – Promote initiatives to minimize adverse power fluctuations that may be caused by the introduction of more economic renewable energy plants on the system and the digitization of the energy supply to consumers.
- ES4. Grid Resilience – Facilitate initiatives to improve the capacity of the grid to deal with extreme stress situations such as natural disasters and cyber security threats.
- ES5. Customer Choice – Facilitate more service options for customers including the ability to self-generate while mitigating the negative price impact on the grid.
- ES6. Loss Reduction – Promote initiatives to reduce system losses on a sustainable basis.
- ES7. Demand Management – Encourage initiatives focused at the distribution system level from a demand perspective to enhance and optimize the operation of the system and afford customers more options in respect of their usage pattern.
- ES8. Grid Modernisation - Foster the development of a Smart Grid and leverage the benefits of smart technology to deliver better service, expanded service offerings and enhanced consumer welfare.
- ES9. Environmental Sustainability – Promote initiatives to encourage climate change resilience and environmentally sustainable operations.



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### *Water and Sewerage Sector*

- WS1. Non-Revenue Water (NRW) Reduction – Promote initiatives to reduce non-revenue water on a sustainable basis.
- WS2. Cost Efficiency – Promote initiatives to encourage utilities to provide and price service at the most efficient cost.
- WS3. Service Reliability and Resilience – Facilitate initiatives to improve the access to water services, the continuity of supply and the reduction in the frequency of service disruptions.
- WS4. Legislation – Advocate for comprehensive sector legislation.
- WS5. Sector Modernisation – Promote initiatives to encourage utilities to improve the water and sewerage infrastructure.
- WS6. Governance Framework - Support the policy to corporatise/privatise NWC and incentivise it to be more responsive to market signals.
- WS7. Environmental Sustainability – Promote initiatives to encourage climate change resilience and environmentally sustainable operations.

## Consumer Goals

### *Consumer and Public Affairs*

- CS1. Stakeholder Education and Engagement – Planned public communication activities including increased social media and other virtual initiatives to create greater awareness about the OUR's core functions and activities; and emerging trends in the sectors.
- CS2. Appeals – Improvement in resolution rate for appeals including the use of virtual initiatives.
- CS3. Complaints Handling – Improvement in response time and level of follow-ups including the use of virtual initiatives.
- CS4. Service Delivery – Closer monitoring of customer service delivery, both physical and virtual, and the implementation and monitoring of the code of practice.
- CS5. Vulnerable Consumers – Address the needs of vulnerable consumers in the regulated sectors.
- CS6. Private Service Providers – Conduct qualitative and quantitative research on private service providers in order to benchmark customer satisfaction levels and to inform OUR's communications strategy.
- CS7. Research and Analysis - Policy recommendations and operating changes based on analysis of service delivery trends, customer interactions, and results of surveys.



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### Corporate focus for 2022/23

- **Thought leadership** – The OUR is a thought-leader and produces papers on regulatory and related issues within our remit.
- **Project Planning and Execution** – Improved planning with regard to timelines, resource allocation, making provisions for contingencies, and prioritization, as well as determination of the measures by which the organization's performance and the achievement of the Corporate Plan's targets are assessed.
- **Quality and Risk Management** – Develop and maintain an explicit culture of quality and risk management.
- **Build and Sustain Capacity** – Recruit the best, do the best by those we recruit, and get the best out of them.
- **Monitor regulatory compliance** – Maintain compliance database including generation of reports and follow-ups.

### Corporate Goals and Objectives

#### **CG1. Accountability: Accountabilities for results are clearly assigned and consistent with resources**

- a) Agreement to, and measurement against, specific performance targets and measurements at the individual, department and organizational levels.
- b) Regulatory Impact Assessments conducted where necessary.
- c) Procurement strategy reflects the organization's needs and is in keeping with Government procurement guidelines.

#### **CG2. Stewardship: The departmental control regime (assets, finances, people, services, information etc.) is integrated and effective, and its underlying principles are clear to all staff.**

- a) Effective communication procedures and reporting functions are in place to ensure transparency.
- b) Ensure favourable reports from applicable authorities (e.g. internal and external auditors, Integrity Commission, etc.).
- c) Internal policies and procedures assign appropriate level of stewardship responsibility to staff.
- d) Effective management systems provide relevant information and early warning on resources, results and controls.
- e) All processes and procedures are documented and current to ensure the delivery of high quality service.
- f) Compliance with policies, regulations and legislation.
- g) Maintenance of OUR's electronic records and information management system.

#### **CG3. Management: The management team clearly defines the corporate context and practices to proactively manage organizational and strategic risks, quality, finances, legal matters and business continuity.**



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- a) Effective and proper execution of the Corporate Plan and Budget.
- b) Continual Improvement of Quality Management System.
- c) Maintenance and enhancement of Integrated Risk Management Framework.
- d) Measures in place to ensure business continuity.
- e) Protect OUR's interest in legal matters.
- f) Ensure prudent financial management.

### **CG4. People: The staff are highly-skilled, satisfied and committed to the achievement of the organization's mission, vision and goals.**

- a) Increase Employee Satisfaction index year over year.
- b) Establish a clear competency requirement and assessment framework.
- c) Provide opportunities to grow skills and competencies through training and development.
- d) Suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience.
- e) An objective performance management system that results in recognition, rewards, or sanctions.
- f) Effective talent management.
- g) Improve score for Employees' Collective Interest in Health and Well-being.

### **CG5. Environment: The work environment facilitates the achievement of the organisation's strategic goals, allows employees to perform their work efficiently and productively, is safe and secure, ergonomic and eco-friendly.**

- a) Robust health, safety and security standards are in place and adhered to.
- b) IT systems and equipment are modern and support the organisation's strategy.
- c) The physical environment promotes productivity, health, and wellness.
- d) Atmosphere conducive to good mental health and harmonious working relationships.



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### 2. Operational Framework (2022/23 – 2025/26)

- 2.1.** The Vision 2030 sums up the overall vision for Jamaica in the following phrase:

*“Jamaica, the place of choice to live, work, raise families and do business”.*

- 2.2.** The OUR will continue to work, in its mandated area, towards the achievement of the goals of the Vision 2030 by aligning service provider behaviour with the public interest across the various utility sectors. In this regard, it will continue to monitor and regulate service providers closely to ensure the delivery of superior quality and efficient customer service.

#### The Office

- 2.3.** The Office is comprised of six (6) appointed Members and one (1) *ex-officio* member. The Director-General is the ex officio Member of the Office.

#### The Executive

- 2.4.** The Executive consist of the Director General (DG) and the Deputy Directors General (DDG). The Executive has responsibility for the day-to-day oversight of the OUR and is tasked with ensuring that the OUR executes its corporate plan effectively, consistent with the directive of the Office and government policy. Each DDG is assigned a specific core regulatory remit and is responsible to ensure specific sector focus. The assignments in the current construct are: DDG responsible for Water and Electricity Regulation, DDG responsible for ICT Regulation, and DDG responsible for Legal and Consumer-related matters. Oversight of the administrative or non-core responsibilities are also divided among the DDGs, with the DG retaining some areas of direct oversight.

#### Secretary to the Office (STTO) Department

- 2.5.** The Department of the Secretary to the Office (STTO) is central to the operations of the OUR, and to the achievement of the organisation’s strategic objectives to be transparent, accountable, to contribute to national development, and to provide value for money. It is responsible for the functioning of the decision making processes, for compliance with internal and external procedures, and for ensuring that the organisation operates in an effective and efficient manner. It is the interface between the Office and its internal and external stakeholders.
- 2.6.** The STTO supports the effective operations of the Office in accordance with good corporate governance best practices, assists the Office with the development and





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articulation of its strategies and policies, and, in consultation with the Chairman of the Office, sets the regulatory agenda and ensures that matters before the Office are dealt with expeditiously. The Secretary to the Office operates in accordance with the appropriate guidelines for Corporate Secretaries under the Corporate Governance Framework for Public Bodies.

- 2.7.** The STTO Department co-ordinates the preparation of the Corporate Business Plan, and plays a major role in the preparation of the Annual Report. As part of its responsibilities in the areas of effective governance and compliance, the STTO Department monitors the implementation of the work programmes as set out in the Corporate Business Plan to achieve the various agreed departmental goals. It keeps the Office informed of the current status of these programmes and goals and it also reports on a regular basis to the Government, through the Ministry of Finance and the Public Service, on the OUR's performance in achieving the targets established in the work programmes.
- 2.8.** The STTO Department is responsible for the licence processing functions of the OUR, including the coordination of the due diligence process for licence applications, the maintenance of a comprehensive database, a current public register of applications for licences, and the status of licences issued. The Department also undertakes some aspects of monitoring of licensees.
- 2.9.** The STTO manages the OUR's international relations with other regulators and institutions. The Department also coordinates the technical and administrative inputs for the effective execution of projects involving the OUR which are funded by international funding agencies.

### *Objective*

- 2.10.** To ensure that the Office, in its execution of the OUR's strategy, is guided by well-defined and clearly articulated strategic thinking, observes due process, makes decisions in a transparent and timely manner, follows standard procedures, maintains good relations with all stakeholders, and makes available to the public accurate and complete records of decisions.

### *General Activities*

- 2.11.** The STTO is engaged in the following activities:
- maintaining the Office's schedule;
  - attending meetings of the Office and its Committees, and monitoring and driving the enforcement of decisions;
  - developing rules of procedure (in consultation with the General Counsel) for the conduct of the affairs of the Office;



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- drafting and issuing correspondence, position papers, presentations, etc. on behalf of the Office;
- managing the licensing process, and maintaining the licensing records and register;
- initiating enforcement actions for breaches of licences, directives, orders, etc.;
- co-ordinating the preparation and submission of quarterly and other periodic statutory reports;
- co-ordinating the development and presentation of the Corporate Business Plan and Budget, and the preparation of material for annual reports;
- monitoring the Departments' compliance with targets set out in the Corporate Business Plan;
- maintaining correspondence with external parties and stakeholders;
- developing project applications and negotiating project terms;
- representing the OUR in various fora both locally and internationally; and
- playing its part in the implementation of a Quality Management System in the OUR.

## Office of the General Counsel (Legal) Department

- 2.12.** This Department provides legal analysis, support and inputs in the development of the regulatory framework, the establishment of rules of procedure and the drafting of decisions issued by the OUR. It seeks to operate in a manner which minimizes the likelihood of challenges and ensures successful judicial review of the OUR's decisions. The Department is required to respond to all legal challenges to the OUR's decisions and, where necessary, to engage and manage the services of external legal counsel.

### *Objective*

- 2.13.** To develop, maintain and enforce the legal framework of the OUR and to secure an enabling environment for the efficient functioning of utilities through a framework of rules that lend predictability to the OUR's decisions.

### *General Activities*

- 2.14.** The General Counsel Department is engaged in the following activities:
- ensuring that the OUR observes due process and complies with all legal requirements in discharging its functions;
  - the review of consultative documents, Office determinations and other regulatory instruments and contracts for works, goods and services;



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- the conduct of investigations into allegations of breaches of the relevant legislation and/or regulatory instruments, including preparing the Office to conduct hearings;
- the update and maintenance of the Rules of Practice and Procedure of the OUR;
- the review and maintenance of the relevance of the Code of Ethics;
- the preparation of instructions and briefs to external counsel in connection with litigation and other legal processes before the courts and quasi-judicial tribunals;
- the preparation and issuance of enforcement orders and referral to the courts of relevant matters;
- the preparation of matters to be heard by the appeals tribunals established under the Telecommunications Act and various licences;
- the preparation of legal opinions and advice to internal Departments; the preparation of correspondence of legal significance for the OUR; and
- interfacing with external stakeholders to protect the OUR's legal position.

## Regulation, Policy, Monitoring and Enforcement (RPME) Department

- 2.15.** The RPME Department's primary function is to advise the Office on regulatory policy, to analyse, monitor and evaluate the economic, financial and technical performance of all regulated utilities and sectors, and to assess the extent of competition where applicable. It has responsibility to develop tariff models, recommend tariffs and commission a range of technical functions to advise the Office. It also has responsibility for monitoring the performance of utilities against agreed benchmarks and enforce compliance.

### *Objective*

- 2.16** To provide the Office with such economic and technical advice as to ensure that consumers of utility services enjoy acceptable quality of service at least economic cost, and to ensure security of timely service for the future.

### *Strategy*



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- 2.17.** The RPME Department discharges its functions through a combination of financial, economic and technical analyses of the regulated entities, benchmarking of the service providers against comparable organisations internationally. It also commissions as needed, regular surveys of the state of competition in the various sectors. The Utility Monitoring Unit has primary responsibility for ensuring regulated entities are compliant with Office Directives, relevant legislation, licence conditions and tariff requirements as well as KPI's. Its activities provide the Office with on-going assessments of its regulatory effectiveness. The RPME Department also has responsibility for ensuring the incorporation of Regulatory Impact Assessments (RIA's) into regulatory decisions.

### *General Activities*

- 2.18.** The RPME Department, is engaged in the following activities:
- commissions analyses of rate applications and makes recommendations to the Office;
  - provides policy advice to the Office and, through the Office, to the Government when so required;
  - provides the Office with technical and economic advice on matters of dispute between competing utilities;
  - commissions research on all aspects of utilities regulation;
  - commissions market and competition analyses;
  - produces and publishes various documents (consultative documents, notice of proposed rulemaking, position papers, working papers, policy advisories, determination notices, etc.) critical to the regulatory process;
  - engages with overseas counterparts for purposes of information exchange, and provides assistance and collaboration on regulatory matters;
  - represents the Office at various international fora;
  - monitors utility projects through progress reports etc.;
  - monitors service standards through reporting and customer feedback, surveys, etc.;
  - produces regular Regulatory Impact Assessments;
  - commissions periodic audits of specific functions of the utilities;



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- prepares policy papers and recommendations to the Office; and
- maintains communication with service providers on actions/strategies with respect to projects and other regulatory undertakings

## Consumer and Public Affairs (CPA) Department

- 2.19.** This Department incorporates consumer affairs, communication services and the Information Centre. It also liaises with, and provides technical support to the work of the Consumer Advisory Committee on Utilities (CACU), an independent advocacy group whose operations are facilitated by the OUR.
- 2.20.** CPA administers the consumer affairs regulatory function of the OUR. It educates consumers on their rights, and investigates decisions made by the utility companies on consumer complaints with which the consumers remain dissatisfied. The Department is responsible for developing quality of service and customer service standards. It also manages the OUR's public image.
- 2.21.** The OUR's Information Centre (OURIC) is managed by the CPA. Apart from providing vital resources for the staff, the OURIC is also open to the public, and it is through this medium that the OUR's obligations under the Access to Information Act are discharged. The CPA also has the critical function of managing the content of the OUR's website.

### *Objectives*

- 2.22.** CPA is guided by the following objectives to:
- ensure that the perspective of consumers and the public interest are considered in all regulatory decisions and determinations;
  - ensure that customers of the utility companies enjoy acceptable quality of service at economic cost, and are assured of secure and timely supplies;
  - provide an avenue of appeal for consumers in their relationship with the utility service providers;



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- inform and educate consumers and the general public on regulatory matters; and
- highlight the work of the OUR and maintain a positive public image.

### *Strategies*

- Monitoring and survey of consumers to detect concerns and emerging problems; institution of mechanisms for feedback;
- Monitor the performance of the service providers against the established service level agreements; managing media relations; and
- Public education and stakeholder engagement.

### *General Activities*

**2.23.** The CPA Department uses as a primary input to its policy development and advice to the OUR, the results of analyses of appeals received from customers in regard to the services provided by the companies. Feedback from consumers who attend consultations and other events is also utilised in the development of policies. The CPA Department commissions a consumer survey every two years which seeks consumers' feedback on a range of consumer issues and measures utilities' consumer satisfaction. It pursues a programme of public education and consultation via diverse media.

## Administration and Human Resources Department

**2.24.** This Department provides administrative and human resources support to the OUR and is responsible for staff training and development, and the procurement of goods, works and services. The Department plays a key role in driving employee satisfaction.

**2.25.** A multi-sector regulatory body such as the OUR must identify training and development opportunities for its personnel who are required to perform highly complex and technical duties, and compete against the best that the regulated companies have to offer. Utility regulation is a highly technical, specialized and exclusive vocation, hence the need to provide the OUR's professional staff with on-going training offered by internationally recognized training institutions.

**2.26.** This Department ensures that the OUR is organised and that administrative functions are performed smoothly and efficiently. The Department also manages staff recruitment and performance evaluation, talent management and succession planning.



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- 2.27.** The Department also has responsibility for managing and reporting on procurement, particularly with regard to compliance with the Government of Jamaica's requirements. This is a critical function, given the need to ensure transparency and strict adherence to the Government of Jamaica Handbook of Public Sector Procurement Procedures.
- 2.28.** Responsibility for the OUR's records and documents management system also resides within this department.

## Finance Department

- 2.29.** The Department directs, coordinates, monitors and controls the accounting and financial operations of the OUR in accordance with Government of Jamaica regulations and directives, the Laws of Jamaica, and international accounting standards.

### *Objectives*

- 2.30.** To direct the financial management functions of the OUR ensuring effective planning and utilisation of financial resources. To achieve this objective the Department will:
- prepare the annual budget and monitor performance against the budgeted allocations;
  - prepare and analyse monthly, quarterly and annual financial statements;
  - conduct treasury management functions, ensuring a balanced portfolio;
  - establish the regulatory fees for each regulated entity;
  - ensure sound cash management;
  - manage human resources within the Department so as to optimise performance;
  - ensure a robust quality management system is maintained in the Department;
  - ensure that there is cost control;
  - ensure compliance with statutory requirements, in particular, the provisions of the Public Bodies Management and Accountability Act (PBMA), and the Financial Administration and Audit Act (FAAA);
  - ensure that all financial records pertaining to externally funded projects are carefully documented, and that disbursement requests are settled in a timely manner;



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- organise and prepare accounts for annual audit;
- address any other matters likely to affect the financial well-being of the OUR; and
- update and maintain procedures for financial accountability.

**2.31.** The Financial Controller's role is critical to budget preparation and monitoring, cost management and ensuring maximum delivery of services for regulatory dollars. Additional responsibilities and duties performed by this Department include negotiating group health insurance and administering the group pension plan and the staff loan facility.

## Information Technology (IT) Department

**2.32.** The IT Department is pivotal to the successful execution of all activities in the work programme. The Department's work planning process examines plans and priorities for the use and delivery of information technology in support of each four- year work plan of the OUR. As a support, IT Department has focused on delivering fast, accurate, secure information with a minimum of downtime. This, among other things, includes the development and maintenance of a comprehensive relational database system to allow an efficient discharge of OUR's responsibilities. In the face of the Covid-19 pandemic the department has also had to ensure that the OUR maintains a robust network to support the requirement for increased reliable and safe remote access.

**2.33.** The OUR relies on this Department to:

- obtain and maintain standardised information from all service providers in the form of a Regulatory Management System which is secure, scalable and easily accessible;
- leverage technology to improve turnaround time and deliver service cost-effectively;
- provide real time information and cutting edge research;
- deliver a suite of services electronically; and
- afford safe and reliable remote access.

**2.34.** The IT Department will achieve this through the integrated Regulatory Management System (targeted areas include: Business Intelligence/Data Analytics; Stakeholder Management);





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Electronic Filing; Geographical Information; Library and Record Management; Automation of office systems and Online/Mobile Applications), training and investment in relevant hardware and software. The IT Department will continue the process of ensuring that there is a greater technology culture throughout the organization.



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### 3. Review of Major Sector and Consumer Work Plan Activities for the period 2021 April - September

Electricity Sector Review of Work Plan Activities for the period 2021 April – September

Project Title	JPS Annual Rate Review		
Project Number	EL-2021-0004		
Sector	Electricity		
Project Background	The Electricity Licence 2016, provides for the annual revenue true-up as well as adjustments to critical target. The review process, under normal circumstances, is programmed over a 60-day period with an annual adjustment date July 01 each year.		
Initial Timeline	Start Date: 2021 May	Actual Timeline	Start Date: 2021 May
	End Date: 2021 August		End Date: 2021 September
Review to Date	JPS 2021 Annual Tariff Adjustment Determination Notice, was published on 2021 September 01. JPS subsequently requested a reconsideration of several decisions that were made in the tariff. This initiated a different process which the tariff review team is currently engaged with.		
Status	Completed		
Project Title	JPS Corporate Area Capacitor		
Project Number	EL-2021-0002		
Sector	Electricity		
Project Background	The JPS HB-B6 (68.5 MW) generating unit at the Hunts Bay plant in the Corporate Area was retired on 2020 December 31, after over 44 years of commercial. JPS has indicated that the retirement of the unit will cause grid security problems and operational constraints in that area of the network. It is anticipated that this would continue until the planned Old Harbour to Hunts Bay 138 kV transmission line is commissioned at the end of 2023.		



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	JPS has proposed a short to medium term fix by way of a document entitled, "Corporate Area Bulk Capacitor Bank & Hunts Bay GT10 Hot Gas Path Inspection 2021" dated 2020 December 22 . This would require the OUR's approval for the related capital investments.		
Initial Timeline	Start Date: 2021 January	Actual Timeline	Start Date: 2021 January
	End Date: 2021 April		End Date: 2021 July
Review to Date	On 2021 May 20, OUR submitted a response to JPS on its project proposal. JPS was advised that the recovery of the relevant cost associated with the project, can only be accommodated by way of an Extraordinary Rate Review. The company indicated in its response that the project is critical and that it would at the least require regulatory approval before it can proceed. Given that the Office has already indicated its approval for the project, the OUR has indicated to JPS that it can proceed on the basis that the cost will be recovered by way of a future extraordinary rate application.		
Status	Completed		
Project Title	Appeal against the JPS 2019-2024 Rate Review Determination Notice		
Project Number	EL-2021-0003		
Sector	Electricity		
Project Background	On 2020 December 24, the OUR issued to the JPS its decision on the 2019-2024 JPS Rate. An Addendum to the Determination Notice was issued on 2021 January 29 to address the wide spread of the rate increase for large Commercial and Industrial customers. On 2021 January 22, JPS filed an Appeal challenging aspects of the Determination Notice and on 2021 February 21, an amended notice of appeal was filed by JPS against the decisions of the OUR in the Determination Notice as well as the Addendum.		
Initial Timeline	Start Date: 2021 January	Actual Timeline	Start Date: 2021 January
	End Date: 2022 March		End Date: TBD
Review to Date	The trial began on 2021 July 13. On the first day of the trial, the Tribunal ruled that in respect to their selection, the Licence was in conflict with the Electricity Act. Consequently, it was interpreted to mean that the Tribunal was not properly appointed. Accordingly, the trial was aborted. However, the Tribunal recommended that JPS and the OUR try to resolve the issues through discussions.		
Status	Active		



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Project Title	Development of the Electricity Vehicle Framework Policy		
Project Number	EL-1822-0109		
Sector	Electricity		
Project Background	With the increasing appeal of electric vehicles as a means of transportation, it is evident that the existing regulation pertaining to the supply of electricity requires assessment with a view to developing a framework which will allow for the efficient roll out of this new technology.		
Initial Timeline	Start Date: 2018 August	Actual Timeline	Start Date: 2018 August
	End Date: 2021 December		End Date: 2021 December
Review to Date	The response to the Stakeholders feedback on consultation document is being prepared.		
Status	Active		

## Water & Sewerage Sector Review of Work Plan Activities for the period 2021 April - September

<b>Project Title</b>	<b>Tariff and Rate Regime for Small Private Providers</b>		
<b>Project Number</b>	WT-0000-0109		
<b>Sector</b>	Water & Sewerage		
<b>Project Background</b>	This project seeks to encapsulate all activities relating to small providers including tariff determinations, ANPAM adjustments, Quality of Service monitoring, monthly PAM adjustments, and addressing miscellaneous queries. It should be noted that these activities are carried out on an ad hoc basis, but it is possible to anticipate with reasonable certitude that there will be a number of such activities during the four -year work plan period.		
<b>Initial Timeline</b>	Start Date: 2021 April	<b>Actual Timeline</b>	Start Date: 2021 April
	End Date: 2022 March		End Date: 2022 March



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<b>Review to Date</b>	<p><b>Drax Hall Utilities Limited (DHUL)</b> – DHUL submitted an application for tariff approval. Status: On 2021 September 08, the Office of Utilities Regulation (OUR) wrote to Drax Hall Utilities Limited (DHUL), advising the company that the OUR is still awaiting the information, that was requested in a letter dated 2021 May 13. Additionally, DHUL was reminded that they are in breach of their Licence, by charging rates for water being supplied to its customers, that were not approved by the OUR.</p> <p><b>Runaway Bay Water Company Limited (RBWC)</b> – RBWC submitted a tariff application on 2020 July 13. The initial review of this indicated the need for additional information which was eventually provided. Status: <i>Runaway Bay Water Company Limited (RBWCL) Determination Notice was published on 2021 April 28 and submitted for gazetting on 2021 May 04.</i></p>
<b>Status</b>	Active

## Telecommunications Sector Review of Work Plan Activities for the period 2021 April - September

Project Title	Update of the Mobile Long Run Incremental Cost (LRIC) Model		
Project Number	TL-1620-0133		
Sector	Telecommunications		
Project Background	The Mobile Termination rates, which were established in 2013, were scheduled for review in 2018. The purpose of this project is to update the Mobile LRIC Model.		
Initial Timeline	Start Date: 2017 February	Actual Timeline	Start Date: 2017 April
	End Date: 2018 May		End Date: 2021 September
Review to Date	The Determination Notice was issued on 2021 September 1. The new termination rates are: <ul style="list-style-type: none"><li>From 2021 October 1 to 2021 November 30 - 0.721 JMD per minute</li><li>2021 November 30 until the next update - 0.658 JMD per minute</li></ul>		
Status	Completed		



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Project Title	Update of Existing Fixed Cost Model and Development of a Fixed Infrastructure Sharing Model		
Project Number	TL-1620-0151		
Sector	Telecommunications		
Project Background	In its Decision on Fixed Termination Rates the OUR indicated that due to the network changes that were occurring during the development of the Fixed Cost Model, the fixed termination rates would be revised in 2021 instead of on the five-year anniversary. Additionally, 29A empowers the OUR to determine infrastructure sharing rates. In order to have a reliable means by which to determine infrastructure sharing charges, the OUR has decided that it will develop a set of tools to evaluate the costs of infrastructure sharing services. The first tool to be developed is a standalone fixed infrastructure sharing model. The Consultant will therefore be contracted to update the existing Fixed Cost Model and develop a fixed infrastructure sharing Model.		
Initial Timeline	Start Date: 2019 April	Actual Timeline	Start Date: 2019 January
	End Date: 2020 November		End Date: 2022 April
Review to Date	<u>Fixed Cost Models</u> <ul style="list-style-type: none"><li>Termination Cost Model: The Team provided feedback on the draft model and associated Determination Notice to the Consultant.</li><li>Infrastructure Sharing Cost Model: The Supplementary Consultation Document was issued on 2021 September 3.</li></ul> <u>Consultation on WACCs for mobile and fixed carriers</u> <p>The Determination Notice was issued on 2021 September 1. The WACCs for fixed and mobile carriers will become effective on 2021 November 28. This component of the project is closed.</p>		
Status	Active		
Project Title	Equivalence in Access and Choice for Persons with Disabilities		
Project Number	TL-1518-0106		
Sector	Telecommunications		
Project Background	The provision of services for Jamaican consumers with disabilities is becoming increasingly important so that that all Jamaicans will have the opportunity to benefit from new ICT services and fully participate in the fulfilment of Vision 2030. Improved access to telecommunications services will allow persons with disabilities to participate more fully in community life. This project will assess whether access and choice for end-users with disabilities are equivalent, and identify and implement measures to address the issues.		



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Initial Timeline	Start Date: 2016 January	Actual Timeline	Start Date: 2016 January
	End Date: 2016 September		End Date: 2021 December
Review to Date	The Determination Notice is being drafted.		
Status	Active		
Project Title	Review of Universal Service Regime		
Project Number	TL-1620-0103		
Sector	Telecommunications		
Project Background	The OUR proposes to review the current universal service regime to determine its appropriateness given sector developments since it was first established in 2005. The review will evaluate the level of compliance and the effectiveness of the current model. Currently the provision of universal service is funded by a universal service levy on incoming international call minutes. This regime is, however, under threat. The review is required to update the regime to take account of technological developments over the last decade which are resulting in changes to the tariff structure for voice services, as well as to identify priority areas for the use of universal service funds.		
Initial Timeline	Start Date: 2019 April	Actual Timeline	Start Date: 2019 April
	End Date: 2020 February		End Date: 2021 November
Review to Date	The Report is being drafted.		
Status	Active		
Project Title	Regulatory Treatment of Over-The-Top (OTT) providers		
Project Number	TL-1822-0124		
Sector	Telecommunications		
Project Background	The proliferation of IP-based telecommunication networks has facilitated the decoupling of application and network layers, and enabled OTT providers (“OTTs”) to deliver their content and applications directly to end users. In some cases, these OTTs provide services that are similar to those provided by traditional telecommunications operators. Most existing regulations were, however, developed with more static industries in mind, so that although the internet firms may infringe on the business of legacy industries, these regulations were not designed to deal with such players.		
Initial Timeline	Start Date: 2019 April	Actual Timeline	Start Date: 2019 June



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	End Date: 2020 January		End Date: 2022 January
Review to Date	Following a meeting with the Director and Staff of the ITU’s Telecommunication Standardization Bureau (TSB) and the discussions regarding the recent work completed done by the TSB on OTTs, a decision was made to update the document to take account of Recommendations/Technical Reports/Guidance issued by the ITU. The aim is to complete this project by the end of 2022 January.		
Status	Active		
Project Title	Establishment of a Porting Regime for Common Short Codes		
Project Number	TL-1822-0127		
Sector	Telecommunications		
Project Background	The objective of this project is to look at issues related to the porting of Common Short Codes (CSCs). In the Jamaican Common Short Code Determination Notice the OUR indicated that it would conduct a limited consultation to address the method for porting CSCs and amend the respective Industry Number Portability Guidelines accordingly.		
Initial Timeline	Start Date: 2018 March	Actual Timeline	Start Date: 2020 May
	End Date: 2018 December		End Date: 2022 March
Review to Date	The Consultation Document is being reviewed internally.		
Status	Active		
Project Title	Review of Number Portability Framework and Fees		
Project Number	TL-2020-0004		
Sector	Telecommunications		
Project Background	The OUR continues to provide regulatory oversight of number portability which was implemented in Jamaica in 2015 July. The OUR will undertake a review of the current number portability framework with a view to address any challenges as well as align the framework with international best practices.		
Initial Timeline	Start Date: 2020 July	Actual Timeline	Start Date: 2020 October
	End Date: 2021 January		End Date: 2022 April
Review to Date	The Phase 1 draft consultation document is being reviewed internally. The Phase 2 consultation document is being drafted.		
Status	Active		





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Project Title	Consultation on the Use of IMSIs on Fixed Networks		
Project Number	TL-2021-0001		
Sector	Telecommunications		
Project Background	<p>Given the cost of deploying wired fixed networks, new entrants in the fixed segment of telecommunications sectors globally, have been utilizing fixed wireless networks as a more cost effective alternative. In particular, they have been utilizing LTE technology to provide fixed services. Operators using LTE technology need to find a way to authenticate their subscribers when an attempt is made to access their network. They also need to identify their subscribers in order to determine the customer profile (bandwidth, priority, etc.) to be applied to each subscriber. In order to authenticate subscribers, operators assign them SIMs with an International Mobile Subscriber Identity (IMSI). When a subscriber attempts to access a network, the network only allows access if the subscriber has a valid IMSI registered on the network.</p> <p>The first three digits of an IMSI represent the Mobile Country Code (MCC) while the next three digits (in the case of the North American standard which Jamaica follows) represent the Mobile Network Code (MNC). Under the current numbering regulatory framework, MNCs which are required to construct IMSIs can only be assigned to a public network operator offering public mobility services with international roaming. This means that a fixed licensee which does not hold a mobile licence is not allowed to utilize IMSIs in its provision of fixed services.</p> <p>This project will examine a variety of issues including: the benefits of and the licensing, technical and regulatory implications of allowing IMSIs (and by extension Mobile Country Codes/Mobile Network Codes) to be used on fixed networks.</p>		
Initial Timeline	Start Date: 2021 January	Actual Timeline	Start Date: 2021 January
	End Date: 2023 March		End Date: 2023 March
Review to Date	The draft Consultation Document is being reviewed internally.		
Status	Active		



## 4. Work Plan and Deliverables for 2022/23 - 2025/26

### Overview

This chapter contains the work plan and deliverables for the period 2022/23 – 2025/26. This includes projects which began in preceding years and will continue during 2022/23 – 2025/26; projects that were a part of the last 4-year rolling plan and are scheduled to begin during 2022/23 – 2025/26 and new projects included in the work plan for the first time. Chapter 4 therefore contains the organisation’s total planned work programme for the 2022/23 – 2025/26 Financial Years.

### Electricity Sector Work Plan for 2022/23 – 2025/26

#### Overview

The electricity sector remains critical to national development and touches the lives of all citizens. The OUR’s role in the sector runs the gamut from providing policy advice to the government, through facilitating the development of the sector, to ensuring that prices to investors and customers are fair, through to the provision of sustainable and efficient service at satisfactory quality to consumers across the island.

#### Recurring Projects

<b>Project Title</b>	<b>JPS Annual Rate Review</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Electricity
<b>Project Description</b>	The Electricity Licence 2016, provides for the annual revenue true-up as well as adjustments to critical target. The review process, under normal circumstances, is programmed over a 60-day period with an annual adjustment date July 01 each year.
<b>Timeline</b>	Start Date: 2022 May
	End Date: 2022 July

#### Projects Ongoing from the Previous 4-year Work Plan

<b>Project Title</b>	<b>Audit of JPS’s Merit Order System and Generation Dispatch Activities</b>
<b>Project Number</b>	EL-1822-0136
<b>Sector</b>	Electricity
<b>Project Description</b>	Pursuant to <u>Section 45 (7) of the Electricity Act, 2015</u> , and in light of numerous generation dispatch issues that have surfaced, the OUR will undertake an audit of JPS’ Merit Order and Generation Dispatch System. In accordance with the EA, the OUR intends to engage independent/ external consultants to execute this audit.



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<b>Timeline</b>	Start Date: 2022 November
	End Date: 2023 November
<b>Project Title</b>	<b>Assessment and Monitoring of JPS's Smart Streetlight Programme (SSP) – Phase 3</b>
<b>Project Number</b>	EL-2020-0002
<b>Sector</b>	Electricity
<b>Project Description</b>	The SSP is an energy efficiency initiative mandated by the Government of Jamaica (GOJ), in the Electricity Licence, 2016. JPS is required under the programme to implement smart LED technology, that has remote reading capability; provides unique identifiers; allows for out-of-service lamps identification; provides for light dimming; accommodate video surveillance and other features. JPS has indicated that the roll out should be completed by the end of 2021. An assessment is therefore necessary to evaluate the impact the SSP will have on the grid.
<b>Timeline</b>	Start Date: 2022 January
	End Date: 2023 June
<b>Project Title</b>	<b>Support Jamaica's procurement of new generation capacity as determined by the Integrated Resource Plan (IRP)</b>
<b>Project Number</b>	EL-2020-0003
<b>Sector</b>	Electricity
<b>Project Description</b>	It is anticipated that one of the main action items arising from the IRP is the procurement of new generation capacity. The OUR will no doubt have a role in assisting the Generation Procurement Entity (GPE) to draft the RFPs and in aiding in the evaluation of the bids, especially on those aspects which would impact the electricity tariffs. The OUR will also be required to approve power purchase agreements (PPA) between prospective independent power producers (IPPs).
<b>Timeline</b>	Start Date: TBD
	End Date: TBD
<b>Project Title</b>	<b>Electricity Market &amp; Price Study/Path to Reduced Electricity Cost</b>
<b>Project Number</b>	EL-1923-0112
<b>Sector</b>	Electricity



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<b>Project Description</b>	With changes taking place in the electricity sector along with disruptive effect of new technologies it is critical to understand the possible configurations the market could take and associated price trajectory. This assumes even significant given that the Electricity Licence 2016 expires in 2027 and the OUR will be required to provide advices on the direction of the sector.
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2022 December
<b>Project Title</b>	<b>Framework for Power Sector Resilience Planning</b>
<b>Project Number</b>	EL-1923-0109
<b>Sector</b>	Electricity
<b>Project Description</b>	The OUR intends to stage further consultation events which will encompass more targeted and detailed assessment of power sector threats, impacts, vulnerabilities, risks, resilience solutions and adaptation strategies. A consultant will also be contracted to develop the baseline landscape scenario. The results of these assessments will be used to inform a regulatory policy proposal.
<b>Timeline</b>	Start Date: 2023/24
	End Date: TBD
<b>Project Title</b>	<b>Jamaica Gas Market Framework Document - Post Tariff Review</b>
<b>Project Number</b>	EL-1822-0112
<b>Sector</b>	Electricity
<b>Project Description</b>	<p>In accordance with the Draft Petroleum Downstream Activities Act, the OUR was informed that it will be assigned the responsibility of regulating aspects of the emerging natural gas sector.</p> <p>The Draft Act outlines the potential role that OUR will play in regulating the gas sector. The OUR will need to develop the governance structure, rules and procedures that will allow it to carry out these roles and functions. This will be done through the development of the gas sector regulatory policy.</p>
<b>Timeline</b>	Start Date: 2022 September
	End Date: 2023 May



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<b>Project Title</b>	<b>Terms and Conditions of Power Wheeling</b>
<b>Project Number</b>	EL-2020-0005
<b>Sector</b>	Electricity
<b>Project Description</b>	<p>The Electricity Act 2015 (EA) mandates the Jamaica Public Service Company Limited to implement a power wheeling service and the OUR to set power wheeling rates. The EA also entrusts the OUR with the responsibility of developing the terms and conditions for power wheeling service in Jamaica.</p> <p>The OUR intends to convene a public consultation process on the power wheeling tariff methodology to inform its finalisation of the tariffs for wheeling.</p> <p>The OUR also intends to develop the terms and conditions for power wheeling. MSET had begun drafting regulations for power wheeling which would have superseded the OUR's terms and conditions (hence making it unnecessary) but to date the draft regulations have not been finalised by MSET and, as such, in the absence of an overriding regulation from MSET, the OUR must draft the terms and conditions to enable the implementation of power wheeling.</p>
<b>Timeline</b>	Start Date: TBD
	End Date: TBD
<b>Project Title</b>	<b>Review and Approval of JPS' Accounting Cost Allocation Manual and Regulatory Accounts</b>
<b>Project Number</b>	EL-2020-0006
<b>Sector</b>	Electricity
<b>Project Description</b>	<p>On 2019 July 15, the OUR published the guidelines for Accounts Separation at the Jamaica Public Service Company Limited. The guidelines instructed JPS to publish the Accounting Cost Allocation Manual (ACAM) within six (6) months of the publication of the OUR's guidelines. Once the ACAM is received, the OUR is responsible for reviewing and approving the document.</p> <p>The Accounts Separation Guidelines also required that JPS publish its first set of regulatory accounts by 2022 March 31. The OUR will monitor the status of this activity to ensure that JPS remains on track for publication of the first set of regulatory accounts by the due date.</p>
<b>Timeline</b>	Start Date: 2022 June
	End Date: 2023 June



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<b>Project Title</b>	<b>Position paper on viability and impact of Jamaica's IRP study</b>
<b>Project Number</b>	EL-2020-0007
<b>Sector</b>	Electricity
<b>Project Description</b>	As a stakeholder in the IRP process, the OUR has responsibility for reviewing the IRP once it is completed by MSET. The OUR's review shall include an assessment of the technical and economic feasibility of the IRP. A position paper outlining our findings will be developed and disseminated to the Office with recommendations for further communication to MSET and other stakeholders on the matter.
<b>Timeline</b>	Start Date: TBD
	End Date: TBD
<b>Project Title</b>	<b>PetroJam Pricing Framework</b>
<b>Project Number</b>	EL-2021-0001
<b>Sector</b>	Electricity
<b>Project Description</b>	The former Minister of Energy had indicated an intent to transfer the PetroJam pricing mechanism to the custody of the OUR. Currently, this mechanism has been criticized as being bereft of transparency, complex and even unfair in this regard. It is imperative that the OUR deconstruct the mechanism and create a framework in which the prices derived from it are transparent, market-driven and fair.
<b>Timeline</b>	Start Date: TBD
	End Date: TBD

### New Projects

<b>Project Title</b>	<b>Technical Support - JPS Appeal of Tariff Determination Notice 2020 &amp; 2021</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Electricity
<b>Project Description</b>	The Electricity Licence 2016 allows JPS to appeal to the Appeal Tribunal if the company is aggrieved by a decision of, or failure to act, by the Office under the Licence.



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	Given the track record of disagreements on key Rate Review issues provisions should be made in the event an Appeal arises.
Timeline	Start Date: TBD
	End Date: TBD
Project Title	<b>JPS Tariff Criteria 2024 - 2029</b>
Project Number	TBA
Sector	Electricity
Project Description	The JPS Electricity Licence 2016 stipulates that the OUR should issue its draft Tariff Criteria 15 months before the 5-year Rate Review application. Additionally, the Final Tariff Criteria should be published nine months before the application in 2024.
Timeline	Start Date: 2022 November
	End Date: 2023 September
Project Title	<b>Electricity Fuel Tax Study</b>
Project Number	TBA
Sector	Electricity
Project Description	There are a number of tax on fuel inputs into the electricity generation process, the impact on the final price of electricity is not fully understood. The purpose of the study is investigate these taxes and assess their impact on the industry.
Timeline	Start Date: 2022 November
	End Date: 2023 May
Project Title	<b>National Electricity Loss Reduction Plan Consultancy (IDB Collaboration)</b>
Project Number	TBA
Sector	Electricity
Project Description	The GOJ with the support of the IDB is conducting a study to review the current situation and audit the losses on the electricity grid. Additionally, the aim is design a loss reduction plan, which will define the action and roles of the main stakeholders as well as the targets and cost benefits linked to the plan.
Timeline	Start Date: 2021 June



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	End Date: 2023 February
<b>Project Title</b>	<b>Right of First Refusal (14MW Generation Capacity)</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Electricity
<b>Project Description</b>	The electricity regulatory framework grants JPS the 'Right of First Approval' for the replacement of plants in its generation fleet. In 2016 JPS claimed the right to replace 14MW of retired capacity. It has almost completed replacing 10MW and another 4MW is outstanding. The OUR has a responsibility to ensure that the project is completed in an efficient and transparent manner.
<b>Timeline</b>	Start Date: 2022 November
	End Date: 2023 March





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### Water Sector Work Plan for 2022/23 – 2025/26

#### Overview

Activities in this sector cut across a range of services: the provision of potable water, waste water and sewerage treatment, and the supply of irrigation water to the agricultural sector. The absence of a comprehensive policy framework enshrined in a specific sector umbrella legislation continues to be a major shortcoming in terms of regulation of the sector. Nevertheless, opportunities abound within this sector for investment, efficiency improvements, increased service accessibility and quality enhancements to the delivery of service to customers.

#### Recurring Projects

<b>Project Title</b>	<b>Enhancement of the K-Factor Programme</b>
<b>Project Number</b>	WT-1822-0118
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	The OUR intends to improve the mechanisms for tracking and monitoring the NWC's K-Factor capital expenditure programme. This will include the development of a formal document that encapsulates the rules of the Fund. Additionally, the OUR will construct a K-Factor regulatory model to be used by NWC in the financial management of projects associated with the fund.
<b>Timeline</b>	Start Date: 2022 January
	End Date: 2022 March
<b>Project Title</b>	<b>Tariff Reviews for Private Water and Sewerage Providers</b>
<b>Project Number</b>	WT-0000-0109
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	There are a number of private water providers with approved Licences. These water providers, in keeping with their Licence, will apply for rate increases. It is therefore important that they are included in the work plan however it should be noted that there is no specific timeframe for the submission.
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 March



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### Projects Ongoing from the Previous 4-year Work Plan

<b>Project Title</b>	<b>Technical Assessment of NWC's Non-Revenue Water (NRW) Performance</b>
<b>Project Number</b>	WT-2020-0001
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>The NWC's operation continues to experience significant challenges with low operational efficiency, including the prevailing high NRW level, limited reduction initiatives and slow pace of improvements. NRW represents the gap between total water inflow volume into the water supply network and the total volume of water actually billed to customers.</p> <p>The NRW estimated for the system can be disaggregated into several categories, including, unbilled consumption, unauthorized consumption, metering inaccuracies, systematic data handling errors, as well as water leakage at various points on the water supply network. NRW will be assessed on a technical and economic basis to establish the optimal level for the network.</p>
<b>Timeline</b>	Start Date: 2023/24
	End Date: TBD
<b>Project Title</b>	<b>Monitoring the Implementation of the NWC's Rio Cobre Water Supply Project</b>
<b>Project Number</b>	WT-2020-0002
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>This project involves the construction of a 15 million gallons per day water treatment plant at Content, St. Catherine, using raw water from the Rio Cobre river. The NWC posits that the project was planned as a critical component of its long-term drought mitigation and operational strategy to address seasonal water deficit in the Kingston Metropolitan Area (KMA).</p> <p><u>Project Structure</u> Public Private Partnership (PPP) arrangement with the NWC and private companies.</p> <p><u>Scope of Activities</u></p> <ul style="list-style-type: none"> <li>• Monitoring of the implementation process of this water supply project.</li> <li>• Assessment of project impact on NWC's water demand/supply dynamics.</li> </ul>
<b>Timeline</b>	Start Date: 2022/23
	End Date: TBD



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<b>Project Title</b>	<b>Framework for Public Private Partnership Structured Water Sector Projects</b>
<b>Project Number</b>	WT-2020-0003
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>The need for modernization of water and wastewater systems/infrastructure compounded by scarcity of financial resources to fund associated projects is increasingly sparking interest in Public Private Partnerships (PPP) as a reasonable and practicable option. In the case of the Jamaican water sector, there is currently no established framework including guidelines and criteria for development and evaluation of projects utilizing a PPP structure/arrangements.</p> <p><u>Objective</u> Given the absence of such framework, the goal of this task is to establish a PPP Project guidelines/criteria for the development and evaluation of water sector projects.</p> <p>This framework is intended to inform and guide the relevant water sector stakeholders of the requirements for the development and implementation of PPP projects</p> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• To develop the necessary guidelines through a collaborative and consultative process.</li> <li>• Prepare and promulgate approved guidelines.</li> </ul>
<b>Timeline</b>	Start Date: 2023/24
	End Date: TBD
<b>Project Title</b>	<b>Assessment of NWC Impact Fee</b>
<b>Project Number</b>	WT-1923-0112
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>An impact fee is imposed by the NWC on any new development project that demands a large volume of water. NWC states that the impact fee is required to cover a portion of the cost of construction of new facilities or the expansion of NWC's existing network that is required to provide water and/or sewerage services to the new development.</p> <p>The NWC currently has a draft impact fee policy, which the OUR will review and make recommendations to the Office for approval.</p>
<b>Timeline</b>	Start Date: 2022/23
	End Date: TBD



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<b>Project Title</b>	<b>NWC Regional, Seasonal Tariff &amp; Asset Base Proxy Study</b>
<b>Project Number</b>	WT-2021-0002
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	The data has shown that there are clear differences in the wet seasons and dry seasons which has had significant impact on NWC's operating cost. Similarly there is a striking disparity between the availability and supply of water in the Northern parishes compared to those in the South. Consequently, the OUR considers it important that an evaluation be done with a view of determining whether the economics of these disparities justify the construction of rates that reflect these dimensions of cost.
<b>Timeline</b>	Start Date: 2021 November
	End Date: 2022 May
<b>Project Title</b>	<b>National Irrigation Commission (NIC) Tariff Review - NIDP</b>
<b>Project Number</b>	WT-1923-0103
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>The National Irrigation Development Programme (NIDP) was developed in 1998 and is being implemented by the NIC. This programme is aimed at increasing Jamaica's agricultural areas through improved irrigation management practices, and this ultimately should contribute to increased high payoff agricultural production and other farming outcomes.</p> <p>Over the period 2006 to 2013, the NIC submitted a number of rate applications to which the Office gave its approval by way of Determination Notices. Determination Notices were issued for the following NIDP Schemes:</p> <ul style="list-style-type: none"> <li>• Seven Rivers (St. James);</li> <li>• Beacon/Little Park (St. Elizabeth);</li> <li>• Hounslow (St. Elizabeth); and</li> <li>• Colbeck (St. Catherine) &amp; New Forest/Duff House (Manchester).</li> </ul> <p>The OUR-approved rates that are in effect were for periods of at least fifteen (15) months. Fifteen (15) months have long passed since decisions issued in the last Determination Notice came into effect (2013 June 14). We anticipate that the NIC will be making application/s for the review of rates during the 2021/22 fiscal year.</p>



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<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 March

## New Projects

<b>Project Title</b>	<b>NWC 2022 Rate Review</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	In 2019 December the OUR issued the NWC Interim Determination Notice. This was with the expectation that NWC would submit an application in time for new rates to be approved 24-month later. However, the NWC has indicated that it plans to submit its application in 2022 June.
<b>Timeline</b>	Start Date: 2021 November
	End Date: 2022 September



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## Telecommunications Sector Work Plan for 2022/23 – 2025/26

### Overview

The OUR is responsible to the Jamaican people to facilitate the development of a competitive telecommunications sector which delivers products and services efficiently and effectively to individuals, households and businesses. In doing so, the OUR must also ensure the universal availability of “basic” telecommunications service; strive to make telecommunications services accessible to all persons; protect and empower consumers in the telecommunications marketplace, and address public interest issues such as cybersecurity and emergency access operations.

### Projects Ongoing from the Previous 4-year Work Plan

<b>Project Title</b>	<b>Regulatory Framework for Mobile Virtual Network Operators (MVNOs)</b>
<b>Project Number</b>	TL-1620-0124
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>The introduction of Mobile Virtual Network Operators (MVNOs) is seen as a natural progression in the facilitation of competition in the telecommunications sector. The MVNO model has gained popularity globally, and new value added services are constantly emerging. Given that MVNOs tend to focus on niche markets, it is believed that valued-added niche services are better handled by these operators.</p> <p>The Minister with responsibility for telecommunications has created a licence category for MVNOs. The formulation of a regulatory framework for MVNOs could increase the level of competition in the provision of specified services. Consumers would therefore be afforded more options in terms of service providers and types of services. This should eventually lead to lower and more efficient prices. In this project, the OUR will examine a variety of issues including: - MVNO models, benefits, and the licensing, technical and regulatory implications of MVNO entry.</p> <p>This project will address how Mobile Virtual Network Operators (MVNOs) will be regulated. It will address the rights and responsibilities of these virtual operators and their interactions with facilities based operators. It will not address the issues already covered under the Infrastructure Sharing Rules.</p>
<b>Timeline</b>	Start Date: 2021 October
	End Date: 2023 January



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<b>Project Title</b>	<b>Review of Number Portability Framework and Fees</b>
<b>Project Number</b>	TL-2020-0004
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>The OUR continues to provide regulatory oversight of number portability which was implemented in Jamaica in July 2015. During the 2020/21 the OUR will undertake a review of the current number portability framework with a view to address any challenges as well as align the framework with international best practices. Additionally, the Number Portability Administrator's annual fee was fixed for five years which means that the licensee can apply for a tariff review during 2020/21.</p> <p>The review will only address the current modalities of porting that are already in effect. It will not address intermodal porting. The project will be conducted in two Phases Phase one will focus on the issues/proposals that only impact the Industry Number Portability Guidelines (INPG), which the OUR has the authority to modify. Phase two will focus on the remaining issues/proposals that will require amendment to both the INPG and the Telecommunications Act (Number Portability) Rules.</p>
<b>Timeline</b>	Phase 1: Start Date: 2020 November Phase 2: Start Date: 2021 October
	Phase 1: End Date: 2022 May Phase 2: End Date: 2022 November
<b>Project Title</b>	<b>Establishment of a "Porting" Regime for Common Short Codes</b>
<b>Project Number</b>	TL-1822-0127
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Numbering resources that are non-standard in length and with fewer digits than a typical phone number are referred to as "Short Codes". These codes typically have lengths of between 4 and 6 digits and provide a useful balance between ease of recall for the mobile subscribers and the ability to convey meaningful information. Whenever a short code can be used to access the same service across different mobile networks, it is referred to as a Common Short Code.</p> <p>The Telecommunications (Number Portability) Rules, 2014 provide for the porting of short codes where these codes can be reached from outside the network and are exclusively assigned to a customer. This project will examine the issues related to the porting of common short codes and propose a porting framework for these codes.</p>
<b>Timeline</b>	Start Date: 2020 May



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	End Date: 2022 July
<b>Project Title</b>	<b>Assessing the Potential of Jamaica's Digital Transformation</b>
<b>Project Number</b>	TL-2020-0001
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Globally, both developed and developing countries have come to the realization that market forces alone will not deliver ubiquitous broadband or the types of speed that allow for "meaningful connectivity" and that proactive and deliberate (direct and indirect) interventions on the part of the public sector will be required. 5G broadband technology allows for more reliable connectivity, faster data transmission rates and lower latency and thus can significantly improve business processes and consumer experiences. The low latency of 5G broadband technology also means that it has the potential to digitally transform (economic and social) a country on a larger scale than previous generations of broadband technology.</p> <p>Given the importance of broadband to Jamaica's development, it is necessary to conduct an assessment of the cost and benefits of 5G deployment in Jamaica as well as possible deployment strategies and barriers. It is expected that the output of this project will provide ICT policy makers and regulators with an understanding of how 5G deployment can impact the country's digital transformation objectives and whether any proactive and deliberate (direct and indirect) interventions on the part of the public sector will be required.</p>
<b>Timeline</b>	Start Date: 2020 June
	End Date: 2023 May
<b>Project Title</b>	<b>Consultation on the Use of IMSIs on Fixed Networks</b>
<b>Project Number</b>	TL-2021-0001
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Given the cost of deploying wired fixed networks, new entrants in the fixed segment of telecommunications sectors globally, have been utilizing fixed wireless networks as a more cost effective alternative. In particular, they have been utilizing LTE technology to provide fixed services. Operators using LTE technology need to find a way to authenticate their subscribers when an attempt is made to access their network. In order to</p>





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	<p>authenticate subscribers, operators assign them SIMs with an International Mobile Subscriber Identity (IMSI).</p> <p>The first three digits of an IMSI represent the Mobile Country Code (MCC) while the next three digits (in the case of the North American standard which Jamaica follows) represent the Mobile Network Code (MNC). Under the current numbering regulatory framework, MNCs which are required to construct IMSIs can only be assigned to a public network operator offering public mobility services with international roaming. This means that a fixed licensee which does not hold a mobile licensee is not allowed to utilize IMSIs in its provision of fixed services.</p> <p>This project will examine a variety of issues including: the benefits of and the licensing, technical and regulatory implications of allowing IMSIs (and by extension Mobile Country Codes/Mobile Network Codes) to be used on fixed networks.</p>
<b>Timeline</b>	Start Date: 2021 January
	End Date: 2022 September
<b>Project Title</b>	<b>Establishment of Outage Protocol for Telecommunications Sector</b>
<b>Project Number</b>	TL-2020-0002
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Telecommunications infrastructure is recognized as being critical to national security, emergency preparedness, public health and the economic well-being of Jamaicans. Telecommunications technological developments over the years have given the general public (including the corporate community) the ability to remain in contact with one another, manage finances, share information from anywhere in the world and at any time, and more. Society is more reliant than ever on telecommunications infrastructure. Unavailability of telecommunications can result in adverse security, public safety (including response and recovery capabilities) and economic consequences. It is also recognized that service disruptions have the potential to impact a significant portion of the population.</p> <p>The project involves establishing notification processes for telecommunications licensees in the event of service disruptions or failures.</p> <p>The project will be limited to the categorization of different types of outages, the establishment of reporting measures based on the type of outages.</p>
<b>Timeline</b>	Start Date: 2021 November
	End Date: 2022 December



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<b>Project Title</b>	<b>Development of Protocol for Consultations with environmental and planning agencies</b>
<b>Project Number</b>	TL-2020-0003
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Section 29A of the Telecommunications Act gives the OUR the mandate to impose sharing obligations on licensees where it feels it is justified. In imposing such obligations, the OUR must give consideration to matters relating to public health or to the environment or town planning or other development considerations. In determining whether to impose an infrastructure sharing obligation on a licensee, or in determining the terms and conditions of an infrastructure sharing obligation imposed under the Office is required to consult with the relevant environmental and planning authorities.</p> <p>The project will develop a consultation protocol with the relevant authorities, in order to streamline the process by which mandatory sharing may be triggered due to section 29A(1)(a)(i). This will allow for greater coordination on matters of mutual concern between relevant authorities.</p>
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 January
<b>Project Title</b>	<b>Review of Fixed and Mobile RIOs</b>
<b>Project Number</b>	TL-1620-0109
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Having mandated interconnection, regulators still need to ensure that their rules are applied fairly. In most jurisdictions this takes the form of a requirement for dominant operators to develop a Reference Interconnection Offer (RIO), the contents of which must be approved by the regulator. The RIO provides a transparent basis for the negotiation and conclusion of all agreements for the provision of interconnection services that are subject to regulation. It provides legal certainty to new entrants as they can be certain that they are being granted interconnection on terms which are no less favourable than that accorded to other operators, including the retail arm of the interconnection provider.</p> <p>Currently, in the voice segment of the sector, there is an obligation on all mobile carriers and C&amp;WJ fixed network to submit their RIOs for the OUR's approval. While the traffic-related tariff portions of the Fixed and Mobile RIOs are automatically updated by the</p>



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	<p>Determination Notices (2017, 2021) which set those rates, the other portions of the RIOs have not been updated since 2013.</p> <p>The review will examine the RIOs to determine the aspects which require updating given technological and other developments since the RIOs were developed.</p>
<b>Timeline</b>	Start Date: 2022 October
	End Date: 2024 April
<b>Project Title</b>	<b>Assessment of the Costs and Benefits for Intermodal Porting</b>
<b>Project Number</b>	TL-1820-0112
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Telephone numbers constitute a finite national resource which must be administered in the public interest. The implementation of Number Portability, in addition to enhancing competition in the telecommunications markets, allows for more efficient use of numbering resources. Currently, numbers can only be ported to like networks, i.e. from fixed to fixed and mobile to mobile. One carrier has indicated its interest in intermodal porting. While intermodal number portability could further enhance competition in the market, there are concerns about consumer protection issues relating to the practice. For instance, a reduction in customer ability to control spend as they will not know whether a number they wish to call resides on a fixed or mobile network. The Telecommunications Act requires that the OUR has regard to the role that numbers can play in conveying useful information to customers. However, the draft ICT Act includes a provision which will allow the regulator to determine whether intermodal porting should be implemented.</p> <p>This project will assess the benefits and costs of implementing intermodal number portability and determine if implementation of the practice is in the public interest.</p>
<b>Timeline</b>	Start Date: 2024/25
	End Date: TBD
<b>Project Title</b>	<b>Investigation of Charging Regime for Numbering Resources</b>
<b>Project Number</b>	TL-1620-0145
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Telephone numbers constitute a finite national resource which must be administered in the public interest. In many jurisdictions, carriers and service providers are required to pay number administration fees. Policy Element 5.2 of Jamaica's ICT Policy (2011)</p>



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	<p>addresses Number Administration and one of the strategies indicated thereunder is the recovery of administrative costs by the Number Administrator, i.e. the Regulator.</p> <p>This project will investigate and advise the Office on industry practices in relation to charging for numbering resources with a view to choose the most appropriate cost recovery mechanism.</p>
<b>Timeline</b>	Start Date: 2025/26
	End Date: TBD
<b>Project Title</b>	<b>Regulatory Framework for Next Generation Networks (NGNs)</b>
<b>Project Number</b>	TL-1620-0127
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>The migration to Next Generation Networks (NGNs) has significant implications for the architecture and design of the access and core networks of the telecommunication sector. At a wider level, it also has implications for the service value chains and business models in the ICT sector. As a result of these changes the nature and scope of competition in the sector will be affected. This implies a need for regulatory changes such as adjustments in how markets in the sector are analyzed and the design of appropriate remedies.</p> <p>The project will seek to establish clear and transparent NGN regulations will promote broadband and advanced services for users, promote innovations, and ensure customer security and protection.</p>
<b>Timeline</b>	Start Date: 2023/24
	End Date: TBD
<b>Project Title</b>	<b>Review of QoS Rules</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>In the ever-connected, globalized, digital environment that is developing faster and faster electronic communication services play a key role in citizens' everyday activities. As set out in the QoS regulation manual ITU 2017 "[t]he profusion of ever-evolving technologies, networks, services and devices with different QoS capabilities further adds to the complexity of regulation in this area". The draft QoS Rules were created during 2014/2016. Since then there have been several ICT-related technological development</p>



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	<p>locally and globally. For instance, locally both mobile operators have begun to deploy LTE networks. Globally, operators have begun deploying 5G networks.</p> <p>With this project the OUR will undertake a review of the QoS regulatory framework with a view to take account of technological developments as well as align the framework with international best practices.</p>
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 July
<b>Project Title</b>	<b>Creating a Regulatory Framework for the Extraterritorial Use of Jamaican telephone numbers</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Extra-territorial use of national numbers is defined as the use of the numbers of one country in another country on a permanent basis. The permanent use of number from a numbering plan is the use of a number belonging to the national numbering plan of one country in another country for a long term period. Globally telecommunications regulators have been considering the extraterritorial use of their jurisdictions' national numbers primarily due to two main issues:</p> <ul style="list-style-type: none"> <li>• The provision of nomadic telecommunications services</li> <li>• The management of M2M communications.</li> </ul> <p>The provision of nomadic telecommunications services: - Nomadic services like VoIP offer users a possibility to place and receive calls based on a telephone number which does not necessarily belong to the numbering plan of the country in which the user is located on a permanent basis. VoIP services will become increasingly nomadic in their nature, particularly with the increase in fixed mobile converged services.</p> <p>The management of M2M communications: - The identifiers used for M2M applications in public networks are: E.164 (e.g. MSISDN) and E.212 (IMSI) numbers as well as IPv4 and IPv6 addresses. In the short and medium term – and perhaps even in the long term – classical telecommunications numbers (E.164 and E.212) will continue to be one solution to identify M2M entities. The permissibility of the extra-territorial use of national E.164 and E.212 therefore appear to be key for M2M services to be economically viable. A fragmented distribution model, involving a separate SIM/IMSI per country and integration with each national MNO “platform,” would require a manufacturer to use multiple platforms that would not be integrated and therefore would not work together.</p>



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	This project will create a regulatory framework for the extra-territorial use of national numbers which allows Jamaicans to harness the benefits of extraterritoriality while avoiding/mitigating any associated challenges.
<b>Timeline</b>	Start Date: 2023/24
	End Date: TBD
<b>Project Title</b>	<b>Regulatory Framework for the use of USSD and SMS in the delivery of value-added services</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>There is immense scope to develop an ecosystem for Mobile Value-Added Services (MVAS). Such services can bring M-education, M-health, M-banking, M-governance, M-agriculture and other mobile services through digital highway to all sections of our population. The key is to identify constraints that may restrict the development of MVAS services and put in place a conducive policy framework and supporting infrastructure for MVAS.</p> <p>This project will focus on the provision of wholesale USSD and SMS access services to third-party MVAS providers by mobile network operators (MNOs). It will examine how current commercial, legal and regulatory policies and practices relating to the SMS and USSD channels affect and are likely to affect the development of MVAS in Jamaica.</p>
<b>Timeline</b>	Start Date: 2023/24
	End Date: TBD
<b>Project Title</b>	<b>Regulatory Framework governing access to in-building wiring</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Access to utility corridors and in-building wiring is crucial for fixed network competition. Lack of access to in-building wiring could stymie an entrant's ability to compete effectively in the sector. This lack of access can also stymie subscribers' ability to port their numbers. In multi-tenanted environments (MTEs), tenants or lessees should have the choice of getting any licensee to provide communication services. However, there are times where the property developer/landlord enters into an exclusive agreement with a communications provider at the time when the MTE is being built or the MTE is built in a</p>



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	<p>manner which only allows for the infrastructure of one service provider. Where consumers in such MTEs wants to change service providers, the new provider will not be able to install its own wiring and will need to appropriate the wiring of the first service provider in order to deploy its service.</p> <p>This project will seek to create rules governing the disposition of physically inaccessible in-building wiring where a service provider needs access to such facilities to deploy its service.</p>
<b>Timeline</b>	Start Date: 2024/25
	End Date: TBD

## New Projects

<b>Project Title</b>	<b>Facilitating Innovation within the Telecoms Sector</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Regulations can pose a barrier to innovation where it is unable to adapt quickly to the changes in the environment or impose unnecessarily burdensome requirements. Telecommunications regulators can facilitate innovation by reducing some regulatory barriers through the utilization of mechanisms such as experimental licensing, innovation testbeds and regulatory sandboxes as a mean of enabling emerging innovations. These mechanisms allow a regulator to support innovation by reducing cost and time for an innovative concept to be ready for the market, while ensuring that the appropriate consumer safeguards are in place.</p> <p>Recent local and global developments highlight a need for such mechanisms if Jamaica is to develop a sustainable ICT eco-system. The 5G technology for instance, has several use cases that are different from those of earlier technologies in that they involve deployment by sectors other than telecommunications sector such as the manufacturing, building maintenance, agriculture health and transportation sectors. Several of the 5G use cases will require that entities that are not telecommunications operators will need access to telecommunications resources as numbers and identifiers. The use of mechanisms such as experimental licences and regulatory sandboxes have been used by several jurisdictions to facilitate the development of the 5G ecosystem. These mechanisms allow entities to test use cases associated with 5G in a non-commercial environment. They also allow entities to have access to telecommunications resources required during this</p>



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	<p>testing phase without being subject to the full suite of the legislative and regulatory instruments which govern the telecommunications sector. During this testing period, the regulator monitors the impact or likely impact of the service on consumers to determine whether it can forbear from any of the regulations in question.</p> <p>The current telecommunications legislative/regulatory framework in Jamaica does not speak to the experimental licensing, regulatory sandboxes or any other innovation-facilitating mechanism. The OUR has been dealing with requests from entities on an ad hoc basis. The proposed project will develop a framework for such mechanisms as well as make recommendations, where necessary, about how these matters should be addressed in future legislations/regulations.</p>
<b>Timeline</b>	Start Date: 2022 October
	End Date: 2023 December
<b>Project Title</b>	<b>Establishing Performance Targets in relation to Time Limits prescribed in the Number Portability Process</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Section 29A of the Telecommunications Act gives the OUR the mandate to impose sharing obligations on licensees where it feels it is justified. In imposing such obligations, the OUR must give consideration to matters relating to public health or to the environment or town planning or other development considerations. In determining whether to impose an infrastructure sharing obligation on a licensee, or in determining the terms and conditions of an infrastructure sharing obligation imposed under the Office is required to consult with the relevant environmental and planning authorities.</p> <p>The project will develop a consultation protocol with the relevant authorities, in order to streamline the process by which mandatory sharing may be triggered due to section 29A(1)(a)(i). This will allow for greater coordination on matters of mutual concern between relevant authorities</p>
<b>Timeline</b>	Start Date: 2022 December
	End Date: 2024 March
<b>Project Title</b>	<b>Review of Wholesale Telecommunications Markets</b>
<b>Project Number</b>	TBA





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<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Jamaican consumers need vibrant, competitive telecommunications markets, where operators compete against each other to earn consumers' trust and satisfaction with high quality, affordable services. The level of competition in retail telecommunications markets and the differentiation between operators' service offerings will be dependent on the level of competition at the wholesale level. Where wholesale markets are not competitive, there is a need for regulatory intervention.</p> <p>The OUR will undertake an assessment of the wholesale segment of the telecommunications sector to determine if there has been any change in the relevant markets which were previously defined and whether additional markets now exist. The project will also assess which operators, if any, are to be classified as dominant in those markets or whether existing dominant operators should be reclassified as non-dominant. It will also look at possible remedies to prevent abuse of a dominant position.</p>
<b>Timeline</b>	Start Date: 2022 September
	End Date: 2024 April



Corporate Business Plan and Budget  
General Regulation Work Plan for 2022/23 – 2025/26

**Projects Ongoing from the Previous 4-year Work Plan**

<b>Project Title</b>	<b>Key Regulatory Indicators Database</b>
<b>Project Number</b>	TBA
<b>Sector</b>	General Regulation
<b>Project Description</b>	There is a need for a central database which hosts the key indicators for all the utilities for which the OUR has oversight. Such a database would put information at the finger tips of OUR's staff and the Office. In addition it would enable greater efficiency in many of the analyses done.
<b>Timeline</b>	Start Date: 2023/24
	End Date: TBD



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## Consumer and Public Affairs Work Plan for 2022/23 – 2025/26

The major ongoing activities of this department include:

1. **Community Outreach Programme** - The objectives are to provide valuable information, especially about the OUR's Appeals Process and complaints handling procedures, as well as the Guaranteed Standards, to utility consumers and customers. This programme will utilise existing meetings being held in these communities.
2. **Public Awareness Campaigns** - The Public Awareness campaigns is expected to address the declining levels of awareness, via social media, traditional media and using cultural vehicles for product/concept placement about the OUR.
3. **Stakeholder Engagement** – This includes quarterly webinars; media workshops and/or briefings; and targeted engagement of selected OUR customers. The engagement is aimed at enhancing stakeholders' trust in and ability to engage with the OUR, thereby increasing the impact of the OUR's operations.
4. **Development of Consumer Policies, Research and Consumer Intervention** – These activities include development of the relevant standards, policies and procedures relating to the investigation and processing of appeals/complaints from the consumers. Conducting research designed to assist in the continuous improvement of the consumer affairs policies and procedures.

### Recurring Projects

<b>Project Title</b>	<b>Symposium on Utilities Customer Service and QOS</b>
<b>Project Number</b>	TBA
<b>Sector</b>	General Regulation
<b>Project Description</b>	The hosting of the Symposium is undertaken against the background of the findings from the Customer Satisfaction and Mystery Shopping Surveys conducted by the OUR. These surveys revealed that the quality of service being offered by the utility providers was unsatisfactory. This project has been undertaken to help improve customer service delivery by providing training and information sharing opportunities for utilities' customer service personnel. The Symposium will be to update and address any concerns from the now implemented Code of Practice for Complaints Handling for Utility Service Providers.
<b>Timeline</b>	Start Date: 2022 March
	End Date: 2022 December



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<b>Project Title</b>	<b>OUR Mystery Shopping Programme 2022/23</b>
<b>Project Number</b>	TBA
<b>Sector</b>	General Regulation
<b>Project Description</b>	The purpose of this project is to ensure that the utility providers are adhering to the stipulations that are outlined in their tariff agreements and/or the terms and conditions of the licences. Specifically, the research is to allow the regulator to assess the quality of customer service being offered by the providers in-store, online, as well as through their call centres. The outcomes are likely to be recommendations resulting from the findings, as well as the monitoring of the codes of practice for complaints-handling and customer service delivery across the sectors. The expected impact is improvement in the level of customer service delivery as well as specific call centre KPIs.
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2022 November
<b>Project Title</b>	<b>Director General's Stakeholder Engagement Event</b>
<b>Project Number</b>	TBA
<b>Sector</b>	General Regulation
<b>Project Description</b>	<p>The annual Director General's Stakeholder Engagement has been one medium through which stakeholders are updated on the work of the OUR. Typically, at this event, the Director General hosts a meeting with key stakeholders in various industries, and updates them on the work done by the regulator in the just concluding year, and major plans for the upcoming fiscal year.</p> <p>The event includes a panel discussion on a salient issue impacting all the utilities regulated by the OUR, to help build national awareness about developing local, regional and global sector issues, bringing them to the forefront for discussion and as information to help decision-making. The dialogue is expected to positively impact the organization's reputation as a responsible, national entity at the forefront of sector developments.</p>
<b>Timeline</b>	Start Date: 2022 September
	End Date: 2023 April
<b>Project Title</b>	<b>Production of the Annual Report for 2021</b>



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<b>Project Number</b>	TBA
<b>Sector</b>	General Regulation
<b>Project Description</b>	The OUR provides an annual report on sector and general activities as well as audited financial statements for submission to the Cabinet. The publication is due by 2022 July 31 i.e. four months after the end of the fiscal year. This report is tabled in the Houses of Parliament.
<b>Timeline</b>	Start Date: 2021 December
	End Date: 2022 December
<b>Project Title</b>	<b>Consumer Satisfaction Survey 2023</b>
<b>Project Number</b>	CP-2021-0004
<b>Sector</b>	General Regulation
<b>Project Description</b>	<p>The purpose of the project is to conduct a national survey using appropriate methodologies, to collect, data and information for the following purposes:</p> <ul style="list-style-type: none"> <li>a) Ascertaining the current awareness level of the operations of the OUR and the public's understanding of the organisation's role and function;</li> <li>b) Ascertaining customer satisfaction ratings for service providers; and</li> <li>c) Determining the level of knowledge of the public of the OUR's services, ascertain major areas of satisfaction and dissatisfaction, and ascertain from the public the means by which the areas of dissatisfaction can be improved, among other issues.</li> </ul>
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 September
<b>Project Title</b>	<b>Private Water Providers Quality of Service Monitoring and Consultation</b>
<b>Project Number</b>	CP-2021-0005
<b>Sector</b>	General Regulation
<b>Project Description</b>	The OUR has recognized, based on its dealings with the private service providers and the nature of customer complaints, that most are not sufficiently knowledgeable about operating a water and/or sewerage facility in order to delivery an acceptable Quality of Service (QOS). In an effort to assist these private service providers in their QOS delivery, they are required, as part of the OUR's tariff determinations, to:



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	<ol style="list-style-type: none"> <li>1. Develop (QOS) documents such as Customer Charters and Operations Manuals;</li> <li>2. Submit reports on their QOS performance to the OUR, which includes a Guaranteed Standards reports; and</li> <li>3. Address any particular QOS issue that may be specific to their operations.</li> </ol> <p>The OUR has recognized that:</p> <ol style="list-style-type: none"> <li>1. For those service providers that submit the Customer Charters and Operations Manuals, the documents require significant amendments in order for them to meet the regulatory requirements;</li> <li>2. The required reports, per the tariff determination, are either not submitted at all or are submitted haphazardly; and</li> <li>3. Complaints from customers include issues that should be addressed by the processes and procedures in the Customer Charter and Operations Manual, where followed.</li> </ol> <p>Accordingly, this project is being undertaken to:</p> <ol style="list-style-type: none"> <li>1. Assess the specific needs of the private water and/or sewerage providers particularly with respect to their QOS requirements and delivery; and</li> <li>2. Consult with private water and/or sewerage providers in order to provide them with a better understanding of the regulatory requirements, particularly as it relates to their QOS requirements and delivery.</li> </ol>
<b>Timeline</b>	Start Date: 2021 April
	End Date: 2022 May
<b>Project Title</b>	<b>Monitor Service Providers Customer Complaints</b>
<b>Project Number</b>	CP-2021-0006
<b>Sector</b>	General Regulation
<b>Project Description</b>	This project is being undertaken to obtain and analyse the total number of complaints that service providers are in receipt of, the nature of the complaints and the locality of where the complaints originate from on a quarterly basis. The findings from the analysis will be used to make recommendations for appropriate corrective measures and highlight opportunities for improvement where necessary.
<b>Timeline</b>	Start Date: 2020 October



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	End Date: 2022 February

### Projects Ongoing from the Previous 4-year Work Plan

<b>Project Title</b>	<b>Market Research Survey of Private Licensees <u>2022/23</u></b>
<b>Project Number</b>	<u>TBACP-1923-0109</u>
<b>Sector</b>	General Regulation
<b>Project Description</b>	<p>In carrying out its functions, the OUR must ensure that it takes into account the needs of licensees as well as their rights and responsibilities. The OUR sees the need to assess the views of the various operators in the electricity, telecommunications, and water and sewerage sectors. Through this project, the OUR aims to assess the knowledge of the private licensees as it relates to the roles and functions of the OUR; the licensees' perception of the OUR; and the extent to which the licensees believe the OUR is performing at a satisfactory level and is executing its mandate efficiently.</p> <p>The Consultant will be expected to, through agreed selected quantitative and qualitative research methods, collect data from a sample of the licensees who are currently operating within the various sectors. This information will be used to develop an appropriate communications strategy to respond to the public education and other needs of licensees and to benchmark and track the licensees' satisfaction index over time. The information will also be used, inter alia, to assess compliance/enforcement measures in instances where there may be companies operating without the requisite licence or in contravention of the licence.</p>
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 March
<b>Project Title</b>	<b>Comprehensive analysis of the Guaranteed Standards Schemes for JPS and NWC</b>
<b>Project Number</b>	CP-2020-0008
<b>Sector</b>	General Regulation
<b>Project Description</b>	<p>The Guaranteed Standards (GS) Scheme has been developed and implemented for the JPS since 2004 and NWC 2001; thereby making the GS Scheme being in existence for at least 15 years. The GS Scheme is reviewed and revised for both JPS and NWC as part of the tariff application review process. It is the view however that given the time that has</p>



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	<p>elapsed since the implementation of both Schemes that a comprehensive analysis is conducted that will involve:</p> <ul style="list-style-type: none"> <li>• An assessment of the effectiveness of the GS scheme</li> <li>• Assessing the JPS and NWC's performance of individual standards and the effectiveness of each standard</li> <li>• Examining how similar Schemes are treated in other jurisdictions</li> <li>• Developing and recommending a mechanism to be used to add and/or remove GS from the Scheme</li> </ul>
<b>Timeline</b>	Start Date: 2020 April
	End Date: 2022 June

<b>Project Title</b>	<b>Utility Consumer <i>Force Majeure</i> Relief Concept Paper</b>
<b>Project Number</b>	CP-2021-0007
<b>Sector</b>	General Regulation
<b>Project Description</b>	<p><i>Force majeure</i> clauses are contractual clauses which alter parties' obligations and/or liabilities under a contract when an extraordinary event or circumstance beyond their control prevents one or all of them from fulfilling those obligations. These extraordinary events or circumstances include: pandemics (such as COVID-19), natural disasters (hurricanes etc.).</p> <p>Consumers are experiencing financial constraints in paying their bills because of job loss or reduced income caused by economic fall-out. As well, providers are facing financial and manpower issues as a result of the highly contagious nature of the illness.</p> <p>The research project is being undertaken to give due consideration to development of recommendations for relief for utilities customers under force majeure conditions. Research will be undertaken to review existing powers under the OUR Act to provide such relief; new and existing relief provided to consumers; the issue of attendant costs; regional and international examples of such relief.</p>
<b>Timeline</b>	Start Date: 2020 December





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	End Date: 2022 June
<b>Project Title</b>	<b>OURIC Digital Strategy</b>
<b>Project Number</b>	CP-2021-0008
<b>Sector</b>	Support
<b>Project Description</b>	<p>The digital strategy will outline how we plan to use digital transformation to modify our library processes over the next few years, thereby impacting our library programmes, collections, loan and research services and reference and information services. The use of digital technology will move users along a path from awareness to discovery, through all our interactions and information dissemination techniques.</p> <p>This project will focus on the acquisition of an eBook platform that allows for uploads and management of content while giving electronic access to the end user for content created by the OUR, and other content uploaded to the platform. The Information Officer will maintain and manage content on the digital library, however in addition to this, the suppliers would provide access to ebooks that match the subject of Utilities Regulation and related topics such as energy, and negotiate with publishers to obtain other titles.</p> <p>The digital collection will be searchable and interactive, and provide a suitable complement to the Koha Integrated Library Management System which is used to manage our physical collection.</p>
<b>Timeline</b>	Start Date: 2022 May
	End Date: 2023 March
<b>Project Title</b>	<b>OUR TV</b>
<b>Project Number</b>	CP-2021-0009
<b>Sector</b>	Support
<b>Project Description</b>	<p>OUR TV will see the creation of more video content in a continuing effort to connect with utility consumers and provided critical information that they can easily absorb.</p> <p>The main features will include:</p> <ul style="list-style-type: none"> <li>• Drama Series – Consumer Rights</li> <li>• OUR Testimonials</li> </ul>
<b>Timeline</b>	Start Date: 2020 December



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	End Date: 2022 January
<b>Project Title</b>	<b>Utility Expert Social Media Competition</b>
<b>Project Number</b>	CP-2021-0010
<b>Sector</b>	Support
<b>Project Description</b>	There is currently an information gap among utility customers who are unfamiliar with relevant regulatory concepts and terms concerning the provision of their electricity, water, telecommunications supplies. It is expected this competition will provide a playful, competitive way for them to understand some basic concepts while having fun and being incentivized by prizes.
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 March
<b>Project Title</b>	<b>“Get to Know the OUR” Video Series</b>
<b>Project Number</b>	CP-2021-0011
<b>Sector</b>	Support
<b>Project Description</b>	Comments and engagement on social media over the past 9 months have shown that there are certain misconceptions/misunderstandings about the OUR regarding the organization’s role/function as utility regulator. This video series is intended to introduce the online public to OUR and its functions.
<b>Timeline</b>	Start Date: 2020 October
	End Date: 2021 October



## Corporate Business Plan and Budget

### New Projects

<b>Project Title</b>	<b>Workplace &amp; community stakeholder engagement for 2022-2023</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	To support the CPA Department in fulfilment of the OUR's Value Proposition for utility consumers (empowerment), as well as the sector focus on stakeholder engagement and education on emerging trends.
<b>Timeline</b>	Start Date: 2022 May
	End Date: 2023 January
<b>Project Title</b>	<b>Integrated Communications Campaign – Phase 2</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	<ol style="list-style-type: none"> <li>The findings in the last OUR National Customer Satisfaction Survey (2019), found that: <ol style="list-style-type: none"> <li>A significant portion of utility providers and consumers are not aware of the roles and functions of the OUR.</li> <li>Many utility customers are not aware of their rights and responsibilities.</li> <li>Many utility customers are not aware of the quality of service standards implemented for their benefit.</li> </ol> </li> <li>Guided by the findings, the CPA Department started a process in 2021-22 to identify a consultant for an Integrated Communications project, spanning two years.</li> <li>The Consultant's main objective was to implement a broad, far-reaching and integrated communications programme, emphasizing radio, television, the use of social media and other online platforms (eg., Social media ads).</li> <li>2021-22: <ol style="list-style-type: none"> <li>Develop a detailed integrated communications programme to include, but not limited to: strategy, key issues and desired outcomes, methodology, project schedule and timelines, measurement and evaluation.</li> </ol> </li> </ol>



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	<p>b. Conceptualize key messages etc., to be used across various media channels</p> <p>5. 2022-23:</p> <p>a. Finalise and develop the key messages</p> <p>b. Produce the messages for radio, television, press advertisements, graphics for social media, website and any other online platforms</p> <p>c. Placement</p> <p>6. Therefore, 2022-23 should see a continuation of this project.</p>
<b>Timeline</b>	Start Date: 2022 May
	End Date: 2023 December
<b>Project Title</b>	<b>Consultation to Review Utility Providers' Refund Policies/Procedures</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	<p>The OUR is aware, through complaints received, that there are instances when a utility customer may, erroneously make an overpayment to their service provider. The customers oftentimes requests a refund of the overpayment and complains about the length of time that it takes the service provider to effect the refund, despite submitting all requested information. This causes inconvenience to the customer as they are usually not able to meet other financial obligations.</p> <p>The OUR is also aware that the service providers have established refund policies/procedures, with varying requirements and completion timelines.</p> <p>This project is intended to review the refund policies and procedures for all service providers operating within the electricity, telecommunications, water and sewerage sectors, to ensure that customers are not unduly inconvenienced and are aware of the service providers' refunds policies/procedures. Where there might be gaps in policy/procedures, the intention is to rectify and streamline these so that they meet the customers' expectations.</p>
<b>Timeline</b>	Start Date: 2022 July
	End Date: 2023 March



## Corporate Business Plan and Budget

<b>Project Title</b>	<b>Stakeholder Engagement – Making Bills Payment Accessible for Senior Citizens</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	<p>In recent years, and more so since the advent of COVID-19, utility providers have been devising bill payment options for its customers. At first, it was the introduction of other bill payment venues and agencies such as Paymaster and Bill Express, then a push to online bill access and payment and lately, via software applications (apps).</p> <p>While these measures work to the benefit of the utility providers and, ostensibly, customers, the vulnerable – chiefly the elderly – are left floundering.</p> <p>The OUR has received complaints and is cognisant of the challenges posed to some customers with the closure of utility retail outlets which provide payment facilities, and the push to make payments online. There is a category of persons who cannot operate in this space. They are either too old to catch on, do not know anything about online platforms of any form of technology, or are illiterate. Many of the persons who fall in this category are faithful ratepayers and are frustrated by the new challenges.</p> <p>There is a need to ensure that their interest is protected and for them to know what options they have for bill payment.</p>
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2022 September



Corporate Business Plan and Budget  
Legal Work Plan for 2022/23 – 2025/26

**Projects Ongoing from the Previous 4-year Work Plan**

<b>Project Title</b>	<b>Regulations to establish a “fixed penalty offences” regime under the Telecommunications Act</b>
<b>Project Number</b>	TL-1518-0112
<b>Sector</b>	Telecommunications
<b>Project Description</b>	Development of recommendations to the Ministry of Science Energy and Technology for the promulgation of regulations establishing the fixed penalty offences regime under section 63B of the Telecommunications Act.
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 March
<b>Project Title</b>	<b>Review of Unfair Terms in Telecommunication Contracts</b>
<b>Project Number</b>	TL-1518-0115
<b>Sector</b>	Telecommunications
<b>Project Description</b>	Development of a framework to examine customer contracts and direct the modification of any term which appears unreasonable or unfair pursuant to powers under section 44(5) of the Telecommunications Act.
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 March



Corporate Business Plan and Budget

## Secretary to the Office Work Plan for 2022/23 – 2025/26

The major ongoing activities of this department include:

### 1. **Production of Major External Reports**

- 1.1. **Preparation of Quarterly Reports for MOFP** - As a statutory requirement, reports on the activities in the Corporate Plan are sent to the MOFP on a quarterly basis.
- 1.2. **Preparation of Annual Report for PIOJ** - The OUR provides an annual report on the sector activities to the PIOJ. The report provides information that is required for the production of the Economic and Social Survey publication.

### 2. **Managing the Licensing Process** - Coordination of the due diligence process for licences applications; maintenance of a comprehensive database on licences issued; and monitoring the status of all licences.

### 3. **Monitoring Activities of the Corporate Business Plan** - The STTO Department monitors the implementation of the work programmes in the approved Corporate Plan through;

- 3.1. The management of the project performance portal;
- 3.2. Monthly reports submitted by Heads of Departments; and
- 3.3. Preparation of status reports to keep the Executives informed of the status of these activities.

### 4. **Management of the Regulatory Agenda** - The STTO supports the effective operations of the Office by:

- 4.1. Providing guidance and advice to the Members of the Office, in accordance with the relevant guidelines on the Roles and Responsibilities of a Corporate Secretary, as developed by the Ministry of Finance and the Public Service under its Corporate Governance Framework for Public Bodies; and the relevant provisions of the Office's Governance Manual;
- 4.2. Preparation of the budget and monitoring of expenditure for the Office and the Committees of the Office;
- 4.3. Arranging and attending all meetings of the Office, the Committees of the Office, and other meetings involving Members of the Office;
- 4.4. Preparation of the notes and action items for these meetings;
- 4.5. Coordinating the preparation of documents and reports for these meetings; and
- 4.6. Liaising between the Office and HODs and other members of staff.

### 5. **Managing the OUR's external relations**

- 5.1. **Managing the OUR's external and international relations with other regulators and institutions** - The OUR establishes/participates in dialogue and cross-training with other regulators and institutions.
- 5.2. **Engagement with utility operators and other stakeholders** - This is to promote smooth stakeholder relations, encourage dialogue, transparency and greater efficiencies.

### 6. **Gazetting of Regulatory Fees/Tariffs/Number Portability Administration Fees and Other documents/notifications** - This is a statutory requirement. The required documents are prepared and sent to the Jamaica Printing Office for gazetting within 5 working days of Office approval.



## Corporate Business Plan and Budget

### Recurring Projects

<b>Project Title</b>	<b>Preparation of the Corporate Business Plan 2023/24 – 2026/27</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	Development of the Work Programme and Budget for the four-year period 2023/24 – 2026/2027. This involves work in the sectors as well as the supporting aspects of the business.
<b>Timeline</b>	Start Date: 2022 June
	End Date: 2022 December





Corporate Business Plan and Budget

## Administration and Human Resources Work Plan for 2022/23 – 2025/26

The major ongoing activities of this department include:

### 1. Talent Management

- 1.1. **Coordinate the OUR's Performance Management and Appraisal System** - The co-ordination of target setting, mid-year reviews, and final performance appraisals.
- 1.2. **Facilitation and Evaluation of Capacity Development** - Enabling learning and development interventions for staff.
- 1.3. **Coordination of Staff Sensitisation Sessions** - Facilitate sensitisation for members of staff in various areas that may be of interest to the general employee population. This includes health and wellness, financial management, retirement, business etiquette, employees' and employers' responsibilities, among other areas.
- 1.4. **Succession Planning** – Provide support for the implementation of the organisation's succession management programme.

### 2. Procurement Management

- 2.1. **Preparation of Annual Procurement Plan** - Update the Procurement Plan, based on the new projects, which will emerge from the Corporate Strategic Planning process.
- 2.2. **Coordination of the Procurement of Goods, Works, and General Consultancy Services** - This involves the process of coordinating the procurement of goods, works, and general and consultancy services within the OUR.
- 2.3. **Preparation of Quarterly Contract Awards Report to the Integrity Commission** - This involves the preparation and submission of quarterly reports of all contract awards above J\$500,000.
- 2.4. **Review and Revision of Procurement Procedures** – The review and or revision of aspects of the procurement procedures, as set out in the Operations Manual.

### 3. Record and Information Management

- 3.1. **Coordination of the Capture and Maintenance Documented Information** - This process supports the management of documented information of all types that are found in the custody, possession, and control of the OUR.
- 3.2. **Review of Records and Information Management Policies and Procedures** – The review and revision of policies and procedures that are relevant to the records and information management function.

### 4. Disaster Preparedness and Emergency Management

- 4.1. **Collaborate with the PCJ on Disaster Preparedness and Emergency Management** - The OUR continues to focus on improving its disaster preparedness and emergency management strategies. As such, it will continue to collaborate with the Petroleum Corporation of Jamaica (PCJ) and other relevant stakeholders towards further improvements.



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### Recurring Projects

<b>Project Title</b>	<b>OUR Health Fair 2022/23</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	Creating and sustaining a culture of well-being that enables staff to provide greater outputs to the OUR. The OUR is desirous of recreating an environment that enables a multi-dimensional state of being (emotional, social, financial, intellectual, occupational, environmental, spiritual and physical) for employees. This fair is only one aspect of the OUR's direction towards improved staff well-being. In that regard, the Administration and HR Department will collaborate with internal and external stakeholders to host another health fair for the staff.
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2022 September

### Projects Ongoing from the Previous 4-year Work Plan

<b>Project Title</b>	<b>Consultancy for Review and Revision of the Personnel Policy and Procedural Manual</b>
<b>Project Number</b>	HR-2020-0003
<b>Sector</b>	Support
<b>Project Description</b>	Currently, policies and procedures are both contained in the Personnel Policy and Procedural Manual. A decision was, however, taken by the Members of the Office for the separation of policies and procedures. Of equal importance is the needs to review and revise different aspects of the content of the Manual as well as to add content to it in order to ensure completeness, consistency, and accuracy. To this end, a project is required for this undertaking.
<b>Timeline</b>	Start Date: 2021 October
	End Date: 2022 November



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<b>Project Title</b>	<b>OUR Learning Management System</b>
<b>Project Number</b>	HR-2021-0002
<b>Sector</b>	Support
<b>Project Description</b>	Enabling a culture of continual employee development is the responsibility of the human resource function of the OUR. A web-based Learning Management System (LMS) serves new employees by helping them to learn about the OUR, at the point of entry and beyond. For employees, who are already in the organisation, the LMS is a tool that will help promote continual improvement in different aspects of knowledge that are relevant to the OUR. All employees will be afforded the opportunity to become better knowledge-workers, at their own pace. Having consumed the content in the LMS, staff are then required to do an assessment, in the same LMS and receive a score. The employees' LMS scores is intended for a part of their final performance score for each appraisal period. This contribution to the performance management system is one way of demonstrating that staff do not only know their job but know about the OUR and its functions. The LMS should therefore serve as a useful measure for identifying employees' knowledge gaps on matters there are specific to the OUR.
<b>Timeline</b>	Start Date: 2021 April
	End Date: 2022 April
<b>Project Title</b>	<b>Talent Management Review and Implementation</b>
<b>Project Number</b>	HR-2021-0003
<b>Sector</b>	Support
<b>Project Description</b>	Put systems in place to enable to OUR to attract and retain the right talents to carry out its functions.
<b>Timeline</b>	Start Date: 2022 January
	End Date: 2022 September



## Corporate Business Plan and Budget

### RIM Unit

#### Recurring Projects

<b>Project Title</b>	<b>Improve the OUR's Electronic Document and Records Management System</b>
<b>Project Number</b>	RM-0000-0103
<b>Sector</b>	Support
<b>Project Description</b>	This activity involves collaborating with the IT Department and business process owners to improve the OUR's electronic document and records management system (EDRMS) that supports the capture, distribution, use, maintenance, and disposition of documented information.
<b>Timeline</b>	Start Date: 2022 April
	End Date: 2023 March



Corporate Business Plan and Budget

## Information Technology Department Work Plan for 2022/23 – 2025/26

The major ongoing activities of this department include:

### 1. **Quality Management**

- 1.1. **The documentation of business processes and procedures** – The documenting and updating of the OUR operations manual with previously undocumented processes and procedures. Also the continued testing and modifying of the already documented processes and procedures as part of continual improvement.

### 2. **Enterprise Risk Management** – The management and maintenance of the OUR enterprise risk management framework for each Department and Unit, and the production of a comprehensive risk register with mitigation strategy for the organization on a quarterly basis for the Office.

### 3. **Information Technology Management**

- 3.1. **Management of Data Storage/Backup Systems** - Expansion of the performance and resilience of the network to introduce clustering of the information system.
- 3.2. **Telecommunication System infrastructure** - Expansion and enhancement of the telecommunication network. This component is focused on the management of internet bandwidth and establishment of backup telephone system.
- 3.3. **Management of the Disaster Recovery and Business Continuity systems** - The maintenance and testing of the information system disaster recovery and business continuity systems.
- 3.4. **Software Acquisition and Upgrade: Server Class Applications** - The main driver for this is that Server Class Applications are at the core of the network, facilitating collaboration and sharing of data and information. They are constantly adding new feature sets and improving the user experience. They also are under constant threat from malware designed either to extract data or to disable the system. As a result, there is a constant need to patch and/or upgrade the system. The OUR utilises several such applications and each will in turn need to be upgraded.
- 3.5. **In-house Software Development** - The development of custom applications represents a major thrust of the Department to provide solutions to business problems that cannot be easily solved by off-the-shelf applications.
- 3.6. **Upgrading of System/ Network Security and the Management Cybersecurity and Incident Response** - The OUR's growing dependence on technology to deliver on its mandate has necessitated a growing demand to improve the resilience of the network to events that can disrupt the services offered. In light of this there will be investments in protecting the network.
- 3.7. **Maintenance Broadband Dashboard** - The maintenance of the broadband deployment monitoring mechanism using geographic information system.



Corporate Business Plan and Budget  
**Quality Management System Projects**

**Recurring Projects**

<b>Project Title</b>	<b>Quality Management System Management Review</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	<p>The Management Review of the QMS will be held annually to review and determine the improvement requirements in the quality of the products (Determination Notices, Decisions, etc.) produced by the OUR. The improvement will lead to increased customer satisfaction with the services provided by the organization in the following ways:</p> <ul style="list-style-type: none"> <li>a) increase Customer Satisfaction with our service;</li> <li>b) communicate the OUR's processes;</li> <li>c) develop a professional culture and better employee morale; and</li> <li>d) consistency in operations.</li> </ul>
<b>Timeline</b>	Start Date: 2022 July
	End Date: 2022 August
<b>Project Title</b>	<b>Quality Management System Surveillance Audit 2022</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	<p>An annual surveillance audit will be performed by the Registrar to verify that the quality management system remains effective and compliant with the ISO 9001 standard. The Registrar will check key elements of the quality management system to ensure that the Internal Audit and Management Review functions continue to be effective, and verify that corrective actions for non-conformances identified have been taken without undue delay.</p>
<b>Timeline</b>	Start Date: 2022 May
	End Date: 2022 September



## Corporate Business Plan and Budget

### Finance Department Work Plan for 2022/23 – 2025/26

The major ongoing activities of this department include:

1. **Preparation of Financial Reports for Management, The Office, and the MOFPS** – These include, inter alia,
  - 1.1. Monthly Financial Reports, and Project Status Reports, for the organization, and
  - 1.2. Monthly Statements A&B, Quarterly reports, and Net Credit Reports for the ministry.
2. **Preparation of Department Expense Analyses** - Monthly, quarterly, semi-annually expenditure and variance analyses are reported to all Heads of Department.
3. **Finance Manual Review and Update** - Annual review and update of the OUR's Finance Manual.
4. **Billing and Collections** - Undertake appropriate activities to enable the OUR to: i) produce timely billings for large and small providers and ii) maintain day's collections outstanding to below established standards.
5. **Supplier and Other Payments** - Undertake appropriate activities to ensure disbursements are made within the established timelines without exceptions.
6. **Payroll Preparation** – timely preparation of the organizations payroll including voluntary and non-voluntary deductions
7. **External Audit** – Conduct an annual audit and submit audit report to the Cabinet Office.

#### Recurring Projects

<b>Project Title</b>	<b>Preparation of the Annual Budget</b>
<b>Project Number</b>	FN-0000-0103
<b>Sector</b>	Support
<b>Project Description</b>	Drafting Budget for 2023/24– 2026/27 for consultation with stakeholders by mid – 2022 October. The Draft and Final Budgets are then prepared and submitted to MOFPS by 2022 December 31.
<b>Timeline</b>	Start Date: 2022 August
	End Date: 2023 March
<b>Project Title</b>	<b>Annual External Audit</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support



## Corporate Business Plan and Budget

<b>Project Description</b>	Facilitate the execution of the external audit leading to the preparation of the audited financial statements for inclusion in the annual report.
<b>Timeline</b>	Start Date: 2022 March
	End Date: 2022 July

## Projects Ongoing from the Previous 4-year Work Plan

<b>Project Title</b>	<b>General Taxation Review</b>
<b>Project Number</b>	FN-1923-0106
<b>Sector</b>	Support
<b>Project Description</b>	A general review of matters relating to taxation and the OUR's operations.
<b>Timeline</b>	Start Date: 2018 November
	End Date: 2021 December

## New Projects

<b>Project Title</b>	<b>SAGE 300 Upgrade</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	Upgrade to ensure that new features available are recognized and of use in the operations of the OUR.
<b>Timeline</b>	Start Date: 2022 July
	End Date: 2023 January





## Corporate Business Plan and Budget

### 5. OUR's Budget for 2022/23 – 2025/26

#### 5.1. Overview

The Office of Utilities Regulation (OUR), being a self-financing public body must prepare a Corporate Plan inclusive of the corresponding organization's budget, annually.

The individual budgets submitted by the various Department Heads in support of the corporate plan, had to significantly reduce in order to ensure that any increase over the previous year's budget, was kept in line with or below the anticipated inflation rate for the budget year.

Senior Managers were therefore asked to amend their Work Plans to reflect priorities that can be accommodated by the reduced budgeted amounts.

In addition, amounts from internal resources have been identified to reduce the funding requirements from the utility providers.

**The figures presented are in Jamaican dollars unless otherwise stated.**

#### 5.2. Summary

The preliminary budget, shows net financing required from the regulated entities of \$990M a 4.9% increase over prior year's budget of \$944M.

The net amount of \$990M represents the net expenses for running the organization together with the cost of acquiring and replacing several capital items, after internal financing of \$121.4M.

The budget was developed on the following assumptions for averages:

1. Inflation during the year will average 5%; and
2. Foreign Exchange Rate will be J\$160 to US\$1.

#### 5.3. The OUR's Funding Requirements

Fiscal Year	Net Cash Req. to Fund Operations	Funding Req. From Internal Sources	Total Funding Req. For Admin. Expenses
	\$M	\$M	\$M
2022/2023	990	121	1,070
2023/2024	1,104	81	1,141
2024/2025	1,159	85	1,198
2025/2026	1,217	89	1,258

#### 5.4. Sector Allocation Summary

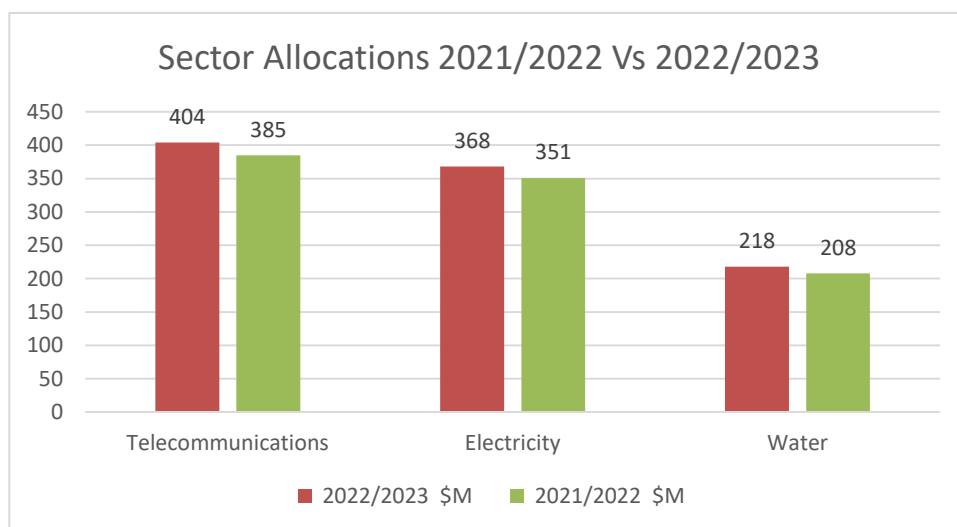


## Corporate Business Plan and Budget

The preliminary budget allocation of the 2022/2023 budget across the sectors and the sector allocation for the 2021/2022 budget are as follows:

Sector	2022/2023		2021/2022	
	\$M	%	\$M	%
Telecommunications	404	41	385	41
Electricity	368	37	351	37
Water	218	22	208	22
<b>Total</b>	<b>990</b>	<b>100</b>	<b>944</b>	<b>100</b>

### 5.4A Sector Allocation Summary Cont'd





## Corporate Business Plan and Budget

### 5.5. Budget Summary

<b>Budget 2021/2022 (\$)</b>	<b>Budget Summary</b>	<b>Budget 2022/2023 (\$)</b>	<b>Change (%)</b>
692,502,744	People Costs	746,251,837	8%
112,250,000	Consulting Services	76,715,000	-32%
221,283,242	Other Administration Expenses	247,140,257	12%
29,374,000	Capital expenditure	41,240,800	40%
<b>1,055,409,986</b>	<b>Gross Operating Costs</b>	<b>1,111,347,894</b>	5%
(111,345,000)	Internal Funding	(121,400,000)	9%
<b>944,064,986</b>	<b>Net Operating Expenses</b>	<b>989,947,894</b>	5%

### 5.6. Payroll Costs

Payroll costs reflect an 8% increase over the budgeted amount for fiscal year 2021/2022, and comprises 67% of Total Cash Required to Fund Operations; for the previous budget year, 2021/2022 payroll costs represents 66%..

### 5.7. Administration Expenses

Administration Costs budget of \$1.07B is 4% higher than last financial year's budget of \$1.03B. The main drivers for non-payroll administration costs are information technology costs, consultancy services and training costs. See the consultancy fee schedule below.



## Corporate Business Plan and Budget

### 5.8. Consultancy Fees Schedule

<b>Consultancy Fees - 2022/2023</b>	<b>Total (\$)</b>
<b><u>RPME</u></b>	
JPS 2022 Annual Rate Review	2,400,000
JPS Appeal of 2021 Annual Rate Review	2,400,000
Electricity Market & Price Study	3,500,000
Review -JPS' Accounting Cost Allocation Manual & Accounts	7,200,000
Audit: Merit Order System and Generation Despatch Operations	12,800,000
Electric Vehicle	1,000,000
Assessment of JPS's Smart Streetlight Programme (SSP)	300,000
NWC 2021 Rate Review	500,000
NWC Regional, Seasonal Rates & Asset Base proxy Study	13,250,000
Rate Review: Private Water and/or Sewerage Providers	500,000
National Irrigation Commission (NIC) Tariff Review- NIDP	600,000
Monitoring Framework: K-Factor Investment Plans/	1,725,000
Jamaica Gas Market Framework Document - Post Tariff Review	500,000
	<b>46,675,000</b>
<b><u>ICT</u></b>	
Satellite Communications	<b>2,000,000</b>
<b><u>CPA</u></b>	
QOS Symposium Facilitator	500,000
Mystery Shopping	1,700,000
Media Monitoring	1,500,000
Consultancy for NWC Consultations	700,000
OUR Internship programme	400,000
	<b>4,800,000</b>
<b><u>Information Technology, Risk &amp; Governance</u></b>	
ISO 27001 Standard implementation	3,200,000
ISO 37001 Standard Implementation	3,200,000
	<b>6,400,000</b>
<b><u>Executives</u></b>	
General Audit Management	2,500,000
Conference	2,500,000
	<b>5,000,000</b>
<b><u>STTO</u></b>	
Consultant to assist in setting up the restructured STTO	840,000
	<b>840,000</b>
<b><u>Finance</u></b>	
Taxation Review	<b>1,000,000</b>
<b><u>Legal</u></b>	
External Legal Services support - Project - TL1518-0115	5,000,000
External Legal Services support - Project - TL1518-0112	5,000,000
	<b>10,000,000</b>
<b>Total</b>	<b>76,715,000</b>



## Corporate Business Plan and Budget

### 5.9. Capital Expenditure

Capex costs reflect a 40% increase over the budgeted amount for fiscal year 2021/2022. The detailed schedule for 2022/2023 is given below..

### Capital Expenditure Schedule

**Capital Budget**  
**Financial Year 2022/2023**  
**Fixed assets to be bought in 2022/2023**

	U.S.\$	Rate	J\$	J\$
<b><u>INFORMATION TECHNOLOGY</u></b>				Total
Replacement of Backup/Disaster Recovery Servers	50,000	160	8,000,000	
Replacement of laptops	105,000	160	16,800,000	
New laptops	36,000	160	5,760,000	
Flatbed Scanners with ADF, OCR upto 11x17 size paper (RIM Unit)	600	160	96,000	
Professional Book Scanner, Auto-Flatten & Deskew Technology, OCR, Convert to PDF/Searchable	1,000	160	160,000	
Commercial Shredder (RIM Unit)	1,000	160	160,000	
Printers (RIM Unit)	12,000	160	1,920,000	
Avaya IP 500 Backup unit	1,000	160	160,000	
Mobile Telephone	7,500	160	1,200,000	
Windows Server 2019 Upgrade	6,155	160	984,800	
<b>Sub-total</b>				<b>35,240,800</b>
<b><u>HR/ADMIN</u></b>				
<b><u>FURNITURE AND FIXTURES</u></b>				
Desks, chairs, pedestals, shredders	37,500	160	6,000,000	
<b>Sub-total</b>				<b>6,000,000</b>
<b>Cost of capital additions: -</b>			<b>Total</b>	<b>41,240,800</b>



Corporate Business Plan and Budget  
5.10. Budget 2021/2022 to 2025/2026

Budget (\$) 2021/2022	EXPENSES	Proposed Budget 2022/2023(\$)	% change over 2021/2022 Budget	Projected 2023/2024	Projected 2024/2025	Projected 2025/2026
523,891,384	Salaries	554,393,451		582,113,124	611,218,780	641,779,719
32,608,546	Statutory charges	45,311,071		47,576,625	49,955,456	52,453,229
129,367,813	Employee benefits	139,472,314		146,445,930	153,768,226	161,456,638
6,635,000	Other payroll-related costs	7,075,000		7,428,750	7,800,188	8,190,197
<b>692,502,744</b>	<b>Payroll Related Costs</b>	<b>746,251,837</b>	<b>7.8</b>	<b>783,564,428</b>	<b>822,742,650</b>	<b>863,879,782</b>
52,245,432	Training and development	40,000,000	(23.4)	42,000,000	44,100,000	46,305,000
3,000,000	Foreign travel	4,760,000	58.7	4,998,000	5,247,900	5,510,295
3,500,000	Local travel	2,000,000	(42.9)	2,100,000	2,205,000	2,315,250
1,260,000	Repairs and maintenance	340,000	(73.0)	357,000	374,850	393,593
37,334,670	Information Technology costs	61,403,045	64.5	64,473,197	67,696,857	71,081,700
1,500,000	Printing and stationery	1,500,000	-	1,575,000	1,653,750	1,736,438
6,632,859	Telephones	7,280,000	9.8	7,644,000	8,026,200	8,427,510
8,094,000	General expenses	8,366,800	3.4	8,785,140	9,224,397	9,685,617
1,900,000	Insurance	1,900,000	-	1,995,000	2,094,750	2,199,488
2,128,700	Planning Meetings and Retreat	2,128,700	-	2,235,135	2,346,892	2,464,236
1,800,000	Audit Fees and Expenses	1,800,000	-	1,890,000	1,984,500	2,083,725
0	Actuarial Valuation	1,000,000	-	1,050,000	1,102,500	1,157,625
1,300,000	Research Database	0	(100.0)	0	0	0
12,000,000	Public education and Outreach	15,530,004	29.4	16,306,504	17,121,829	17,977,921
0	OUR's 25th Anniversary	5,750,000		6,037,500	6,339,375	6,656,344
1,171,000	Annual Report & Internal Newsletter	941,000	(19.6)	988,050	1,037,453	1,089,325
900,000	C.A.Committee	900,000	-	945,000	992,250	1,041,863
3,397,300	Motor vehicle expenses	2,500,000	(26.4)	2,625,000	2,756,250	2,894,063
112,250,000	Consulting services	76,715,000	(31.7)	80,550,750	84,578,288	88,807,202
1,260,000	ISO Certification	4,560,000	261.9	4,788,000	5,027,400	5,278,770
9,000,000	Professional/Legal Fees	9,000,000	-	9,450,000	9,922,500	10,418,625
30,974,306	Office rental	31,497,306	1.7	33,072,171	34,725,780	36,462,069
1,500,000	Advertising	1,500,000	-	1,575,000	1,653,750	1,736,438
600,000	Finance charges	300,000	(50.0)	315,000	330,750	347,288
28,554,975	Membership dues	29,543,402	3.5	31,020,572	32,571,601	34,200,181
11,230,000	Office Remuneration	12,640,000	163.1	31,020,572	32,571,601	34,200,181
<b>1,026,035,986</b>	<b>Total Funding Requirements - Administrative Expenses</b>	<b>1,070,107,094</b>	<b>4.3</b>	<b>1,141,361,020</b>	<b>1,198,429,071</b>	<b>1,258,350,525</b>
29,374,000	ADD: Capital expenditure	41,240,800	40.4	43,302,840	45,467,982	47,741,381
<b>1,055,409,986</b>	<b>Operations</b>	<b>1,111,347,894</b>	<b>5.3</b>	<b>1,184,663,860</b>	<b>1,243,897,053</b>	<b>1,306,091,906</b>
	Less, miscellaneous income:-					
(12,000,000)	Interest earned	(14,500,000)	20.8	(14,500,000)	(15,225,000)	(15,986,250)
(8,000,000)	(Other income & Gains)/ Loss	(15,000,000)	87.5	(15,000,000)	(15,750,000)	(16,537,500)
(845,000)	License processing fees	(1,400,000)	65.7	(1,400,000)	(1,470,000)	(1,543,500)
(90,500,000)	Financial Resources from Prior Period	(90,500,000)	-	(50,000,000)	(52,500,000)	(55,125,000)
<b>944,064,986</b>	<b>Net cash requirement</b>	<b>989,947,894</b>	<b>4.9</b>	<b>1,103,763,860</b>	<b>1,158,952,053</b>	<b>1,216,899,656</b>



## Corporate Business Plan and Budget

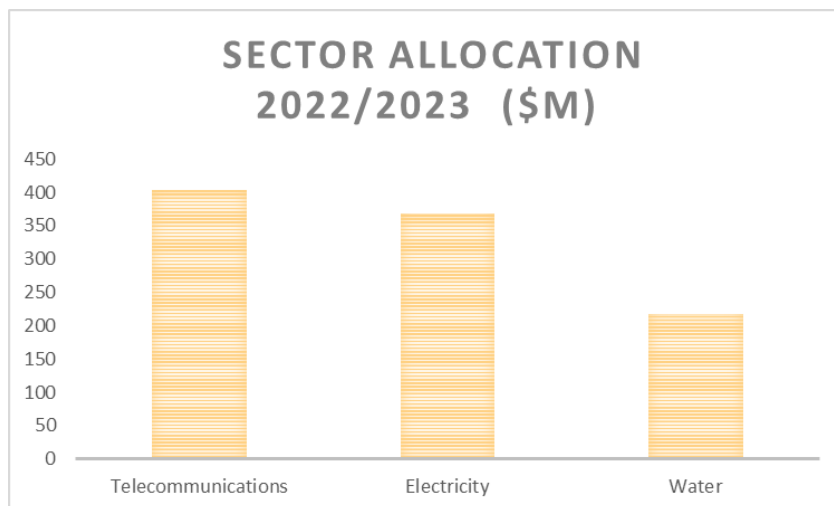
### 5.11. Sector Allocation

Budget (\$) 2021/2022	EXPENSES	Proposed Budget 2022/2023(\$)	% change over 2021/2022 Budget	Sectors		
				Telecoms(\$)	Electricity(\$)	Water(\$)
523,891,384	Salaries	554,393,451		206,367,959	211,010,641	137,014,851
32,608,546	Statutory charges	45,311,071		16,866,637	17,246,088	11,198,346
129,367,813	Employee benefits	139,472,314		51,917,310	53,085,300	34,469,704
6,635,000	Other payroll-related costs	7,075,000		2,633,605	2,692,853	1,748,542
<b>692,502,744</b>	<b>Payroll Related Costs</b>	<b>746,251,837</b>	<b>7.8</b>	<b>277,785,512</b>	<b>284,034,882</b>	<b>184,431,442</b>
52,245,432	Training and development	40,000,000	(23.4)	20,000,000	14,000,000	6,000,000
3,000,000	Foreign travel	4,760,000	58.7	2,142,000	1,904,000	714,000
3,500,000	Local travel	2,000,000	(42.9)	900,000	800,000	300,000
1,260,000	Repairs and maintenance	340,000	(73.0)	153,000	136,000	51,000
37,334,670	Information Technology costs	61,403,045	64.5	27,631,370	24,561,218	9,210,457
6,632,859	Telephones	7,280,000	9.8	3,276,000	2,912,000	1,092,000
8,094,000	General expenses	8,366,800	3.4	3,375,000	3,000,000	1,125,000
1,900,000	Insurance	1,900,000	-	855,000	760,000	285,000
2,128,700	Planning Meetings and Retreat	2,128,700	-	957,915	851,480	319,305
1,800,000	Audit Fees and Expenses	1,800,000	-	810,000	720,000	270,000
0	Actuarial Valuation	1,000,000	-	450,000	400,000	150,000
1,300,000	Research Database	0	(100.0)	0	0	0
12,000,000	Public education and Outreach	15,530,004	29.4	5,435,501	5,435,501	4,659,001
0	OUR's 25th Anniversary	5,750,000	-	2,012,500	2,012,500	1,725,000
1,171,000	Annual Report & Internal Newsletter	941,000	(19.6)	329,350	329,350	282,300
900,000	C.A.Committee	900,000	-	315,000	315,000	270,000
3,397,300	Motor vehicle expenses	2,500,000	(26.4)	875,000	875,000	750,000
112,250,000	Consulting services	76,715,000	(31.7)	19,178,750	34,521,750	23,014,500
1,260,000	ISO Certification	4,560,000	261.9	1,596,000	1,596,000	1,368,000
9,000,000	Professional/Legal Fees	9,000,000	-	3,350,169	3,425,538	2,224,293
30,974,306	Office rental	31,497,306	1.7	11,724,588	11,988,357	7,784,361
1,500,000	Advertising	1,500,000	-	558,361	570,923	370,716
600,000	Finance charges	300,000	(50.0)	111,672	114,185	74,143
28,554,975	Membership dues	29,543,402	3.5	25,111,892	2,954,340	1,477,170
11,230,000	Office Remuneration	12,640,000	12.6	4,705,126	4,810,978	3,123,896
	<b>Total Funding Requirements -</b>					
<b>1,026,035,986</b>	<b>Administrative Expenses</b>	<b>1,070,107,094</b>	<b>4.3</b>	<b>414,314,707</b>	<b>403,629,002</b>	<b>251,296,585</b>
29,374,000	ADD: Capital expenditure	41,240,800	40.4	15,351,516	15,696,880	10,192,404
<b>1,055,409,986</b>	<b>Total Cash Required to Fund Operations</b>	<b>1,111,347,894</b>	<b>5.3</b>	<b>429,666,222</b>	<b>419,325,883</b>	<b>261,488,989</b>
	Less, Miscellaneous income:-					
(12,000,000)	Interest earned	(14,500,000)	20.8	(5,397,494)	(5,518,922)	(3,583,584)
(8,000,000)	(Other income & Gains)/ Loss	(15,000,000)	87.5	(5,583,615)	(5,709,230)	(3,707,156)
(845,000)	License processing fees	(1,400,000)	65.7	(521,137)	(532,861)	(346,001)
(90,500,000)	Financial Resources from Prior Period	(90,500,000)	-	(14,300,000)	(40,200,000)	(36,000,000)
<b>944,064,986</b>	<b>Net cash requirement</b>	<b>989,947,894</b>	<b>4.9</b>	<b>403,863,976</b>	<b>367,364,869</b>	<b>217,852,248</b>



## Corporate Business Plan and Budget

### 5.11A Budget Sector Allocation Graph



### 5.12. Sector Comparison – Budget 2021/2022 Vs Budget 2022/2023

<b>Budgets 2022/2023 &amp; 2021/2022</b>	<b>Total(\$)</b>	<b>Telecoms(\$)</b>	<b>Electricity(\$)</b>	<b>Water(\$)</b>
Budget for 2022/2023	989,947,894	403,863,976	367,364,869	217,852,248
Budget for 2021/2022	944,064,986	385,529,334	350,672,492	207,863,160
Increase/ (Decrease)	4.9%	4.9%	4.9%	4.9%

### 5.13. Sector Allocation Details

#### Telecommunications

For 2022/2023, \$404M or 41% of the total regulatory fees has been allocated to the telecommunications sector versus \$386M or 41% in the 2021/2022 budget.

There are three main providers of telecommunications services (considering LIME and FLOW as separate entities) as well as a number of smaller operators.

The main providers will be allocated a portion of the budget based on the gross revenues reflected in their current audited financial statements and after deductions of the minimum regulatory fees from the small providers..

With regard to the small providers, the same methodology (allocation based on audited gross revenue) applies but subject to a minimum annual fee of:





#### Corporate Business Plan and Budget

- \$300,000 to holders of Carrier licences, and
- \$50,000 to holders of Service Provider Licences

#### Electricity

\$367M or 37% (Prior year: \$351M or 37%) of the total regulatory fees has been allocated to the electricity sector. The applicable regulatory fees for the Jamaica Public Service Company Ltd (JPS), the dominant player, will be based on the company's revenues net of Fuel and Independent Power Producer (IPP) charges. Small providers are required to pay regulatory fees as stated in the respective licences.

#### Water and Sewerage

The allocation for financial year 2022/2023 for the water and sewage sector is \$218M or 22% (prior year: \$208M or 22%) of the total regulatory fees.

The National Water Commission (NWC), is the dominant player and will be charged regulatory fees net of the fees to the National Irrigation Commission and fees charged to other small water and sewerage service providers.