OUR

Corporate Business Plan and Budget

OUR

2023/2024 – 2026/27
Draft Corporate Business Plan and Budget

CURRENCY EQUIVALENTS

Exchange Rate Effective

Currency Unit = Jamaican Dollar

US$1.00 = JMD$160

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
Go	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

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 *ex-officio* member.
UWI	The University of the West Indies

Corporate Business Plan and Budget

Contents

Corporate Business Plan and Budget

Executive Summary

This Corporate Business Plan and Budget sets out the OUR's work programme and budget for the period 2023/24 – 2026/27. This is a four (4) year rolling Plan and comprises ongoing projects, projects planned for fiscal 2023/24, and projects set to commence during fiscal years 2023/24 to 2026/27.

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 of 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 2023/24 and projections for fiscal years 2024/25, 2025/26, and 2026/27.

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. <u>Policy Direction</u>

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:

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.

Mission Statement

OUR contributes to national development by effective regulation of utility services that enables consumer access to modern, reliable, affordable, sustainable 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 services.

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.

Corporate Business Plan and Budget

S.W.O.T. Analysis

STRENGTHS	✓ Highly skilled professionally oriented staff ✓ Maturing Quality Management System ✓ ISO 9001:2015 Certified ✓ In-depth knowledge of sectors ✓ Over two decades of regulatory experience ✓ Well-known organization with an international reputation for high-quality work ✓ Ability to tap into international networks for specialists ✓ Not funded by government ✓ Autonomy in regulatory decision-making ✓ Legislative framework entrenching the authority and functions of the organization ✓ Multisector regulator which enables efficient regulation of converging sectors ✓ The composition of the Office ✓ Good information technology infrastructure ✓ Ability to adapt to changes in the environment
WEAKNESSES	✓ Human resource constraints as it pertains to technical staff ✓ Inadequate monitoring capabilities ✓ Inadequate enforcement powers ✓ Organizational structure and staffing not fully aligned with strategy ✓ No obvious successor for Executive and Director roles ✓ Succession planning culture is still embryonic ✓ No retention strategy for existing talent ✓ Limited scope for upward mobility ✓ Limited ability to accurately forecast spikes in workload ✓ Processes for managing tariff reviews, licence applications and renewals are not optimal
OPPORTUNITIES	✓ To increase number/scope of regulated sectors, especially in relation to fuel supply ✓ To influence regulated utilities to become more quality-oriented ✓ To impact national development by influencing modernisation, efficiency, and greater access ✓ Collaboration with other regulators ✓ Collaboration with multilaterals ✓ Increase the use of technology throughout the organization ✓ To increase public awareness about the OUR and its functions and the impact of OUR's activities on sector performance and national development ✓ Benchmarking best practices of other organisations

THREATS	✓ Cyber security threats ✓ Inadequate policy and legislative framework across regulated sectors ✓ Negative impact on structure and funding of the OUR in the event of a reduction in number/scope of sectors currently regulated ✓ Inadequate autonomy in optimally aligning Organizational structure and staffing with strategy ✓ Inability to attract and retain critical and core staff due to Ministry of Finance's remuneration constraints ✓ Government bureaucratic overreach ✓ Vulnerability to reputational damage ✓ The uncertainty caused by global disruptions ✓ OUR is sometimes asked to do the work of Ministries ✓ Short statutory timelines for tariff review processes

Sector and Consumer and Public Affairs focus for 2023/24

1. **Telecommunications** – The main areas of focus in this sector will be:
   1.1. Facilitation of widening access to broadband
   1.2. To evaluate and improve sector competition and competitiveness
   1.3. Promotion of the availability of improved network quality and reliability
   1.4. Promotion of the availability of consumer redress
   1.5. Continued improvement and modernisation of the numbering and licensing administration framework
2. **Electricity** – The main areas of focus in this sector will be:
   2.1. Conducting tariff reviews
   2.2. Analysis of the evolving market structure and the determination of an optimal path
   2.3. Addressing the implications of developments e.g., introduction of electric vehicles, distributed generation, etc.
   2.4. Promotion of initiatives/incentives to reduce system losses
   2.5. Measures to address sector resilience to technology change, losses and natural disasters
   2.6. Leveraging technology to offer consumers more choices, autonomy, and information.
3. **Water** – The main areas of focus in this sector will be:
   3.1. Promotion of initiatives to reduce non-revenue water
   3.2. Regulation of private water and sewerage developments
   3.3. Development of a framework for Public-Private partnerships
   3.4. Support the implementation of the Water Sector Policy
   3.5. Promotion of initiatives to expand the water supply
   3.6. Conducting tariff reviews
4. **Natural Gas and Petroleum** – Contingent on authorisation, the main areas of focus in this sector will be:

4.1. Contributing to the development of a comprehensive legislative and regulatory framework

4.2. Formulation of a strategy for competition

4.3. Development of transparent pricing in tandem with monitoring of the Petroleum and allied industries

5. **Consumer and Public Affairs** - The main areas of focus will be:

5.1. Stakeholder engagement

5.2. Education on emerging trends

5.3. Monitoring of quality of service

5.4. Research and analysis of private service providers

5.5. Research and formulation of consumer policy

5.6. Encouraging the use of the net promoter score

Corporate focus for 2023/24

The Corporate focus will be:

6.1. **Thought leadership** – The OUR is a thought leader and produces papers on regulatory and related issues within our remit.

6.2. **Project Planning and Execution** – Improved planning with regard to timelines, resource allocation, making provisions for contingencies, and prioritization, creation and maintenance of project records, as well as determination of the measures by which the organization's performance and the achievement of the Corporate Plan's targets are assessed.

6.3. **Quality and Risk Management** – Develop and maintain an explicit culture of quality and risk management.

6.4. **Build and Sustain Capacity** – Recruit the best, do the best by those we recruit and get the best out of them.

6.5. **Monitor regulatory compliance –** Maintain compliance database including generation of reports and follow-ups.

6.6. **Enhance the OUR's Brand** - Maintain a positive corporate image in a way that enhances the OUR's brand and reputation**.**

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.

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 on 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 - Promote initiatives to foster the development of a Smart Grid and leverage the benefits of smart technology to deliver better service, expand service offerings, and enhance consumer welfare.

ES9   Environmental Sustainability – Promote initiatives to encourage climate change resilience and environmentally sustainable operations.

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.

WS8.   Private Service Providers – Promote initiatives to encourage improved efficiency, better record keeping and consistent and adequate reporting.

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 physical and virtual customer service delivery utilizing customer experience metric such as Net Promoter Score, improvement of the early warning system and the implementation and monitoring of the code of practice.

CS5: Vulnerable Consumers – Promote initiatives to address the needs of vulnerable consumers in the regulated sectors.

CS6: Private Service Providers – Conduct qualitative and quantitative research on private service providers 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.

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 an 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.

a) Effective and proper creation and 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, goals and focus.

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.

2. <u>Operational Framework (2023/24 – 2026/27)</u>

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 effectively and efficiently. 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

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 coordinates 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 regularly 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;

- 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.;
- coordinating the preparation and submission of quarterly and other periodic statutory reports;
- coordinating 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;

- 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

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;

- 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;

- 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.

Human Resources and Administration 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.

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;

- 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);

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.

3. Review of Major Sector Activities for the period 2022 April - September

Electricity Sector Review of Work Plan Activities for the period 2022 April – September

Project Title	**JPS Annual Rate Review 2022**
Project Number	EL-2022-0007
Sector	Electricity
Project Background	The Electricity Licence 2016 provides for the annual revenue true-up as well as adjustments to critical targets. The review process, under normal circumstances, is programmed over a 60-day period with an annual adjustment date of July 01 each year.

Initial Timeline	Start Date: 2022 May	**Actual Timeline**	Start Date: 2022 May
	End Date: 2022 July		End Date: 2022 August

Review to Date	The JPS' 2022 Annual Tariff and Extra Ordinary Determination was published on 2022 August 19 and took effect on 2022 August 22.
Status	Completed

Project Title	**Investigation into JPS' High Billing for 2021 December**
Project Number	EL-2022-0002
Sector	Electricity
Project Background	JPS alerted the OUR in early 2021 December that steep increases in fuel costs and other related charges was expected and it would impact customers' bills in the coming months. The company attributed the increases inter alia, to: Higher commodity prices for oil and natural gas internationally; Devaluation of the Jamaican dollar to the US dollar; and Temporary switch from natural gas to the more expensive automotive diesel oil (ADO) at several plants for a combination of reasons.

	In light of this, the OUR deemed it necessary to conduct an investigation into the changes.		
Initial Timeline	Start Date: 2021 December	**Actual Timeline**	Start Date: 2021 December
	End Date: 2022 December		End Date: TBD
Review to Date	The draft report was submitted to the Executives for their review.		
Status	Active		

Project Title	**Investigation into JPS Transformer Protection Programme**		
Project Number	EL-2022-0001		
Sector	Electricity		
Project Background	In 2021 July, the OUR received complaints about prolonged, and in many instances daily, power outages in several communities. In response, the OUR wrote commenced an investigation into the complaints. On 2021 October 4, JPS responded to the OUR's queries indicating for the first time that it had implemented a 'Transformer Protection Programme' pilot project (TTPP) as a result of what the company deemed to be a high failure rate of transformers. It was also evident that the project had indiscriminately affected JPS's paying customers and illegal consumers in approximately eighty-eight communities across the island. In light of this, the OUR issued a 'Cease and Desist Directive' to JPS in relation to its TTPP on 2021 October 15. In addition, the OUR took the decision to conduct a deeper investigation into the matter.		
Initial Timeline	Start Date: 2021 July	**Actual Timeline**	Start Date: 2021 July
	End Date: 2022 December		End Date: TBD
Review to Date	A presentation on the findings and recommendations of the investigation into JPS' TPP was made at the Technical Committee meeting held on 2022 September 13.		
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 that 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: 2022 July
Review to Date	On 2022 July 13, the recommendations for a Regulatory Framework for Electric Vehicles in Jamaica, were submitted to MSET for consideration. A copy was also shared with the Ministry of Finance and Planning. This project is now completed.		
Status	Completed		

Water & Sewerage Sector Review of Work Plan Activities for the period 2022 April - September

Project Title	**Tariff and Rate Regime for Small Private Providers**
Project Number	WT-0000-0109
Sector	Water & Sewerage
Project Background	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.

Initial Timeline	Start Date: 2022 April	**Actual Timeline**	Start Date: 2022 April
	End Date: 2023 March		End Date: 2023 March

Review to Date	**St. Jago Hills Development Company Limited (SJHDC) -** On 2022 March 14, SJHDC submitted an application to the OUR for tariff approval. Status: *The application is currently being reviewed.* **Richmond Environmental Services** – On 2022 August 18, Richmond Environmental Services (RESL) applied for a rate increase. Status: *The application is currently being reviewed.*
Status	Active

Project Title	**NWC Proposed PPP Project: Floating Solar Photovoltaics Renewable Energy System**
Project Number	N/A
Sector	Water & Sewerage
Project Background	OUR was asked to review NWC's project proposal and give its opinion on the matter.

Initial Timeline	Start Date: 2022 February	**Actual Timeline**	Start Date: 2022 February
	End Date: 2022 May		End Date: 2022 May

Review to Date	The review was completed and the OUR submitted its comments on 2022 May 27.
Status	Completed

Telecommunications Sector Review of Work Plan Activities for the period
2022 April - September

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 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. 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.

Initial Timeline	Start Date: 2020 November	**Actual Timeline**	Start Date: 2020 November
	End Date: 2022 November		End Date: 2024 February

Review to Date	Phase 1 • The revised Industry Number Portability Guidelines was published on 2022 April 14 and became effective on 2022 April 19. Phase 2 • The Consultation document is being drafted for internal review. Publication of Consultation document is scheduled for the first quarter of the fiscal year 2023/24.
Status	Completed

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 July
Review to Date	Fixed Cost Models Infrastructure Sharing Cost Model: Efforts to attain the necessary data from operators to finalise the Infrastructure Sharing Cost Model yielded little additional input data. In light of this, the OUR will not be able to utilize the Model to determine rates in an ex-ante manner but will utilize the Model where required to validate/assess rates in a dispute. However, given the configurations which could be required to accurately determine the appropriate rates in each dispute, the OUR will not be able to issue an indicative model.		
Status	Completed		
Project Title	**Establishment of Outage Protocol for Telecommunications Sector**		
Project Number	TL-2020-0002		
Sector	Telecommunications		
Project Background	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. The project involves establishing notification processes for telecommunications licensees in the event of service disruptions or failures. The project will be limited to the categorization of different types of outages, the establishment of reporting measures based on the type of outages.		
Initial Timeline	Start Date: 2021 November	**Actual Timeline**	Start Date: 2021 November
	End Date: 2022 December		End Date: 2023 May

Review to Date	The draft Determination Notice is being prepared.
Status	Active
Project Title	**Review of QoS Rules**
Project Number	TL-2022-0001
Sector	Telecommunications
Project Background	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 locally and globally. For instance, locally both mobile operators have begun to deploy LTE networks. Globally, operators have begun deploying 5G networks. 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.

Initial Timeline	Start Date: 2022 April	Actual Timeline	Start Date: 2022 April
	End Date: 2023 July		End Date: 2023 December

Review to Date	QoS Rules The updated QoS Consultation Document is being reviewed for publication in the third quarter of fiscal year 2022/23. Qos/QoE Monitoring Regime A Concept Paper outlining the design of a QOS/E monitoring protocol is being prepared. This will include the recommendations for required monitoring equipment. The RFP for the procurement of the equipment/solutions required for monitoring the quality of service provided by fixed and mobile operators is also being prepared.
Status	Active
Project Title	**Use of IMSIs on Fixed Networks**
Project Number	TL-2021-0001
Sector	Telecommunications

Project Background	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. 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. 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.		
Initial Timeline	Start Date: 2021 January	**Actual Timeline**	Start Date: 2021 January
	End Date: 2023 March		End Date: 2023 November
Review to Date	The Consultation Document is being finalized for publication by the end of November.		
Status	Active		

4. Work Plan and Deliverables for 2023/24 - 2026/27

Overview

This chapter contains the work plan and deliverables for the period 2023/24 – 2026/27. This includes projects which began in preceding years and will continue during 2023/24 – 2026/27; projects that were a part of the last 4-year rolling plan and are scheduled to begin during 2023/24 – 2026/27 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 2023/24 – 2026/27 Financial Years.

Electricity Sector Work Plan

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

Project Title	**JPS Annual Rate Review 2023**
Project Number	TBA
Sector	Electricity
Project Description	The Electricity Licence 2016 provides for Annual Reviews of JPS' rates. This involves adjustments for inflation and foreign exchange rate movements; revenue true-up; the realignment of demand and technical targets; and the review of tariff designs. The review process, under normal circumstances, is programmed over 60 days with an annual adjustment date of July 01 each year.
Start Date	2023 May
End Date	2023 August

Projects from the Previous 4-year Work Plan

Project Title	**Audit of JPS's Merit Order System and Generation Dispatch Activities**
Project Number	EL-1822-0136
Sector	Electricity
Project Description	Pursuant to Section 45 (7) of the Electricity Act, 2015, 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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Start Date	2023 November
End Date	2024 October

Project Title	**Assessment of JPS's Smart Streetlight Programme (SSP)**
Project Number	EL-2020-0002
Sector	Electricity
Project Description	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; accommodates video surveillance, and other features. JPS had indicated that the rollout should have been completed by the end of 2021. An assessment I, therefore, necessary to evaluate the impact the SSP will have on the grid.
Start Date	2023 January
End Date	2023 September

Project Title	**Electricity Market & Price Study/Path to Reduced Electricity Cost**
Project Number	EL-1923-0112
Sector	Electricity
Project Description	With changes taking place in the electricity sector along with the disruptive effect of new technologies it is critical to understand the possible configurations the market could take and the associated price trajectory. This assumes even significance given that the Electricity Licence 2016 expires in 2027 and the OUR will be required to provide advice on the direction of the sector.
Start Date	2023 January
End Date	2023 November

Project Title	**Terms and Conditions of Power Wheeling**
Project Number	EL-2020-0005
Sector	Electricity
Project Description	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. As such, in the absence of an overriding regulation from MSET, the OUR drafted the terms and conditions to enable the implementation of power wheeling and submitted the document to MSET for review.

Start Date	*Timeline is externally driven*
End Date	*Timeline is externally driven*

Project Title	**Review and Approval of JPS' Accounting Cost Allocation Manual and Regulatory Accounts**
Project Number	EL-2020-0006
Sector	Electricity
Project Description	In 2019 the OUR published a set of rules to facilitate the smooth, efficient, and transparent preparation of regulatory accounts by JPS. A part of the requirement is that JPS submits for the OUR's review and approval its Cost Allocation Manual that will guide the separation of the company's accounts.
Start Date	2022 October
End Date	2023 August

Project Title	**Technical Support – JPS Tribunal Appeal**
Project Number	EL-2021-0003
Sector	Electricity
Start Date	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. There are currently four (4) applications for appeals in the upcoming planning period.
Start Date	*Timeline is externally driven*
End Date	*Timeline is externally driven*

Project Title	**JPS Tariff Criteria 2024 - 2029**
Project Number	EL-2022-0004
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.
Start Date	2022 November
End Date	2023 June

Project Title	**National Electricity Loss Reduction Plan Consultancy (IDB Collaboration)**
Project Number	EL-2022-0005
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 to 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.
Start Date	*Timeline is externally driven*
End Date	*Timeline is externally driven*

Project Title	**Power Sector Resilience Framework - USAID**
Project Number	EL-1923-0109
Sector	Electricity
Project Description	The OUR intends to stage further consultation events, which will encompass a more targeted and detailed assessment of power sector threats, impacts, vulnerabilities, risks, resilience solutions, and adaptation strategies. It is envisaged that a baseline resilience study will be done. The results of these assessments will be used to inform a regulatory policy proposal.
Start Date	*Timeline is externally driven*
End Date	*Timeline is externally driven*

New Projects

Project Title	**Review of JPS TOU Rates & Implementation**
Project Number	TBA
Sector	Electricity
Project Description	Implement the refinement to the original residential and small commercial time of use (TOU) Rates. Additionally, this will entail the monitoring of the revised TOU rates with a view to improve on the design.
Start Date	2022 November
End Date	2024 December

Project Title	**Wigton-1 Repowering Project**
Project Number	TBA
Sector	Electricity
Project Description	Cabinet has agreed to a new Licence to Wigton. Based on this, the OUR is tasked with the responsibility of examining the terms & conditions of the Licence. Additionally, the OUR will be required to monitor the implementation of the new plant.
Start Date	2023 March
End Date	2024 December

Project Title	**Power Purchase Agreements Renewals**
Project Number	TBA
Sector	Electricity
Project Description	IPP facilities operate under a 20-year Power Purchase Agreement (PPA) that govern the commercial relationship between the IPPs and the Single Buyer. These PPAs are approved by the Office. Consequently, the Terms and Conditions for their renewal must be approved by the OUR.
Start Date	2023 March
End Date	2026 December

Project Title	**JPS Plant Life Extension & Right of First Refusal (4MW Generation Capacity)**
Project Number	EL-2022-0006
Sector	Electricity
Project Description	Based on the Minster's Plant Retirement Schedule, JPS was required to replace approximately 170MW of retired capacity in 2023 based on its Right of First Refusal (ROFR) privilege. Because of issues relating to timing, the replacement will no longer be possible until 2026. Consequently, JPS has gotten approval to extend the life of several plants that were scheduled for retirement in 2023. Additionally, JPS still has 4MW of residual capacity to install from an earlier ROFR of 14MW. In this regard, the OUR is tasked with the responsibility of monitoring the implementation of the project.
Start Date	2023 April
End Date	2024 October

Project Title	**RAMI Realignment**

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Project Number	TBA
Sector	Electricity
Project Description	The Residential Automated Metering Infrastructure (RAMI) system was introduced in the low-voltage network (secondary distribution level) by JPS back in 2009, as a feasible anti-theft solution. The RAMI system is equipped with advanced metering features, that can limit the degree of electricity theft. However, the RAMI system in recent times has not been meeting the original objective. In this regard, the OUR intends to investigate the operation and impact of the RAMI programme.
Start Date	2023 April
End Date	2024 March

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Water Sector Work Plan

Overview

Activities in this sector cut across a range of services: the provision of potable water, wastewater 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

Project Title	**Tariff Reviews for Private Water and Sewerage Providers**
Project Number	WT-0000-0109
Sector	Water & Sewerage
Project Description	There are several 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.
Start Date	2023 April
End Date	2024 March

Projects from the Previous 4-year Work Plan

Project Title	**Enhancement of the K-Factor Programme**
Project Number	WT-1822-0118
Sector	Water & Sewerage
Project Description	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.
Start Date	2023 May
End Date	2024 February

Project Title	**Framework for Public-Private Partnership Structured Water Sector Projects**
Project Number	WT-2020-0003
Sector	Water & Sewerage
Project Description	The need for modernization of water and wastewater systems/infrastructure compounded by the 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 the development and evaluation of projects utilizing a PPP structure/arrangements.

Objective

Given the absence of such a framework, the goal of this task is to establish PPP Project guidelines/criteria for the development and evaluation of water sector projects.

This framework is intended to inform and guide the relevant water sector stakeholders of the requirements for the development and implementation of PPP projects.

Scope

- To develop the necessary guidelines through a collaborative and consultative process.
- Prepare and promulgate approved guidelines.

| Start Date | FY 2024/25 |
| End Date | TBD |

Project Title	**NWC Regional, Seasonal Tariff & Asset Base Proxy Study**
Project Number	WT-2021-0002
Sector	Water & Sewerage
Project Description	The OUR aims to engage consultants to examine the relevance and application of regional and seasonal rates to NWC's tariff. Additionally, the issue of NWC's asset base is complex. In this regard, a study of a suitable proxy for rate-making purposes is necessary.
Start Date	2024 January
End Date	2024 September

Project Title	**National Irrigation Commission (NIC) Tariff Review - NIDP**
Project Number	WT-1923-0103
Sector	Water & Sewerage
Project Description	The National Irrigation Commission (NIC) is the leading provider of irrigation water in Jamaica. The NIC is expected to supply service at an economic rate based on new tariff on each year. Over the period 2006 to 2013 the NIC submitted a number of rate applications for which the Office gave its approval for four schemes.
Start Date	*Timeline is externally driven*
End Date	*Timeline is externally driven*

Project Title	**NWC 2022 Rate Review**
Project Number	WT-2021-0001
Sector	Water & Sewerage
Project Description	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 December.
Start Date	2023 January

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End Date	2023 June

Telecommunications Sector Work Plan

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 ensures 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 from the Previous 4-year Work Plan

Project Title	**Establishment of Outage Protocol for Telecommunications Sector**
Project Number	TL-2020-0002
Sector	Telecommunications
Project Description	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. The project involves establishing notification processes for telecommunications licensees in the event of service disruptions or failures. The project will be limited to the categorization of different types of outages, the establishment of reporting measures based on the type of outages.
Start Date	2021 October
End Date	2023 May

Project Title	**Review of QoS Rules**
Project Number	TL-2022-0001
Sector	Telecommunications
Project Description	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 developments locally and globally. For instance, locally both mobile

	operators have begun to deploy LTE networks. Globally, operators have begun deploying 5G networks.
	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 aligning the framework with international best practices.
Start Date	2022 January
End Date	2023 December

Project Title	**Review of Number Portability Framework - Phase II**
Project Number	TL-2020-0004
Sector	Telecommunications
Project Description	The OUR continues to provide regulatory oversight of number portability which was implemented in Jamaica in July 2015. The project is being conducted in two Phases. Phase I which focussed on the issues/proposals that only impact the Industry Number Portability Guidelines (INPG), was completed in April 2022. Phase II will focus on the issues/proposals that will require an amendment to both the INPG and the Telecommunications Act (Number Portability) Rules.
	Under Phase II the OUR will, inter alia, seek to establish performance targets specific to time limits to promote efficiency in the process, and to hold the service providers accountable for delivering on said targets. The OUR will also set penalties to be imposed if a donor telecommunications carrier/service provider fails to meet the performance targets set. Phase II will also include Guidelines for the porting of Common Short Codes and Local Toll-Free Numbers.
Start Date	2022 September
End Date	2024 February

Project Title	**Use of IMSIs on Fixed Networks**
Project Number	TL-2021-0001
Sector	Telecommunications
Project Description	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 authenticate subscribers, operators assign them SIMs with an International Mobile Subscriber Identity (IMSI).
	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.

	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.
Start Date	2021 January
End Date	2023 November
Project Title	**Regulatory Framework for Mobile Virtual Network Operators (MVNOs)**
Project Number	TL-1620-0124
Sector	Telecommunications
Project Description	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 value-added niche services are better handled by these operators.
	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. 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.
Start Date	2023 September
End Date	2024 December
Project Title	**Review of Wholesale Telecommunications Markets**
Project Number	TL-2020-0005
Sector	Telecommunications
Project Description	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.
	The OUR will assess 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 the abuse of a dominant position.
Start Date	2023 May
End Date	2025 January
Project Title	**Review of Fixed and Mobile RIOs and RAOs**
Project Number	TL-1620-0109
Sector	**Telecommunications**
Project Description	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 that are no less favourable than that accorded to other operators, including the retail arm of the interconnection provider.
	Currently, in the voice segment of the sector, there is an obligation on all mobile carriers and C&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 Determination Notices (2017, 2021) which set those rates, the other portions of the RIOs have not been updated since 2013. The review will examine the RIOs to determine the aspects which require updating given technological and other developments since the RIOs were developed.
	Additionally, the OUR will need to review the Reference Access Offers (RAOs) of all infrastructure providers, once the Infrastructure Rules have been promulgated.
Start Date	2023 July
End Date	2025 March
Project Title	**Facilitating Innovation within the Telecoms Sector**
Project Number	TL-2022-0002
Sector	Telecommunications
Project Description	Regulations can pose a barrier to innovation when 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 means of enabling emerging innovations. These mechanisms allow a regulator to support innovation by reducing the cost and time for an innovative concept to be ready for the market while ensuring that the appropriate consumer safeguards are in place.
	Recent local and global developments highlight a need for such mechanisms if Jamaica is to develop a sustainable ICT ecosystem. 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 the 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 such 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 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 any of the regulations in question. The current telecommunications legislative/regulatory framework in Jamaica does not speak to 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 legislation/regulations.
Start Date	2024 January
End Date	2025 August
Project Title	**Regulatory Framework for the use of USSD and SMS in the delivery of value-added services**
Project Number	TBA
Sector	Telecommunications
Project Description	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 highways 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. 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.
Start Date	2024/25
End Date	TBD
Project Title	**Creating a Regulatory Framework for the Extraterritorial Use of Jamaican telephone numbers**
Project Number	TBA
Sector	Telecommunications
Project Description	Extra-territorial use of national numbers is defined as the use of the numbers of one country in another country permanently. The permanent use of numbers 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:

- The provision of nomadic telecommunications services
- The management of M2M communications.

The provision of nomadic telecommunications services: - Nomadic services like VoIP offers users the possibility to place and receive calls based on a telephone number that does not necessarily belong to the numbering plan of the country in which the user is located permanently. VoIP services will become increasingly nomadic in their nature, particularly with the increase in fixed-mobile converged services.

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 appears 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.

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.

Start Date	2025/26
End Date	TBD

Project Title	**Regulatory Framework governing access to in-building wiring**
Project Number	TBA
Sector	Telecommunications
Project Description	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 when 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 manner that only allows for the infrastructure of one service provider. Where consumers in such MTEs want to change service providers, the new provider will not be able to install its wiring and will need to appropriate the wiring of the first service provider in order to deploy its service. 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.
Start Date	2025/6
End Date	TBD

Corporate Business Plan and Budget

Project Title	**Assessment of the Costs and Benefits of Intermodal Porting**
Project Number	TL-1822-0112
Sector	Telecommunications
Project Description	Telephone numbers constitute a finite national resource that 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 that will allow the regulator to determine whether intermodal porting should be implemented. This project will assess the benefits and costs of implementing intermodal number portability and determine if the implementation of the practice is in the public interest.
Start Date	2026/27
End Date	TBD

Consumer and Public Affairs Work Plan

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 handing 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

Project Title	**Quality of Service Symposium 2023**
Project Number	TBD
Sector	Support
Project Description	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.
Start Date	2023 March
End Date	2023 December
Project Title	**OUR Mystery Shopping Programme 2023/24**

Project Number	TBD
Sector	Support
Project Description	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.
Start Date	2023 July
End Date	2024 May

Project Title	**Director General's Stakeholder Engagement Event 2023/24**
Project Number	TBD
Sector	Support
Project Description	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. 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.
Start Date	2024 January
End Date	2024 April

Project Title	**Production of the 2022/23 Annual Report**
Project Number	TBD
Sector	Support
Project Description	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 2023 July 31 i.e., four months after the end of the fiscal year. This report is tabled in the Houses of Parliament.
Timeline	Start Date: 2022 December

	End Date: 2023 December
Project Title	**Consumer Satisfaction Survey 2023/24**
Project Number	CP-2021-0004
Sector	Support
Project Description	The purpose of the project is to conduct a national survey using appropriate methodologies, to collect, data and information for the following purposes: a) Ascertaining the current awareness level of the operations of the OUR and the public's understanding of the organisation's role and functions; b) Ascertaining customer satisfaction ratings for service providers; and c) Determining the level of knowledge of the public of the OUR's services, ascertaining major areas of satisfaction and dissatisfaction, and ascertaining from the public how the areas of dissatisfaction can be improved, among other issues.
Start Date	2023 April
End Date	2024 March
Project Title	**Monitor Service Providers Customer Complaints Phase 2**
Project Number	TBD
Sector	Support
Project Description	This project is being undertaken to obtain and analyse the total number of complaints that service providers receive, the nature of the complaints, and the locality of where the complaints originate from every quarter. The findings from the analysis will be used to make recommendations for appropriate corrective measures and highlight opportunities for improvement where necessary.
Start Date	2023 July
End Date	2024 March
Project Title	**Workplace & community stakeholder engagement for 2023/2024**
Project Number	TBD
Sector	Support
Project Description	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.
Start Date	2023 April

End Date	2024 March

Projects from the Previous 4-year Work Plan

Project Title	**Utility Expert Social Media Competition**
Project Number	CP-2021-0010
Sector	Support
Project Description	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, and 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.
Start Date	2023 January
End Date	2023 December

Project Title	**Integrated Communications Campaign – Phase 2**
Project Number	CP-2022-0007
Sector	Support

Project Description	1. The findings in the last OUR National Customer Satisfaction Survey (2019), found that:
	    a. A significant portion of utility providers and consumers are not aware of the roles and functions of the OUR.
	    b. Many utility customers are not aware of their rights and responsibilities.
	    c. Many utility customers are not aware of the quality of service standards implemented for their benefit.
	2. 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.
	3. 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 (e.g., social media ads).
	4. 2021 - 2022:
	    a. 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.

	b. Conceptualize key messages etc., to be used across various media channels
	5. 2022 - 2023:
	    a. Finalise and develop the key messages
	    b. Produce the messages for radio, television, press advertisements, graphics for social media, website, and any other online platforms
	    c. Placement
	6. This project will continue into FY 2023/24.

Start Date	2023 April
End Date	2025 March

Project Title	**Consultation to Review Utility Providers' Refund Policies/Procedures**
Project Number	CP-2022-0008
Sector	Support
Project Description	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 request a refund of the overpayment and complain 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. The OUR is also aware that the service providers have established refund policies/procedures, with varying requirements and completion timelines. 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' refund 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.
Start Date	2022 July
End Date	2023 June

New Projects

Project Title	**OUR App**
Project Number	TBD
Sector	Support
Project Description	To support the CPA Department in fulfilment of the OUR's Value Proposition for empowering utility consumers, enhancing their choices, promoting the awareness of their rights and responsibilities, being responsive to their needs, and keeping them informed.
Start Date	2023 March
End Date	2024 March

Project Title	**OUR 411 Podcast Series**
Project Number	TBD
Sector	Support
Project Description	Utility consumers still lack an understanding of the OUR, despite the various communication tactics employed over the years. There has been a significant uptick in the use of social media spaces to disseminate messages, as more persons are utilizing the platforms for timely information. It is proposed that podcasts are introduced as another avenue through which consumers can be informed about the OUR and other matters. Podcasts are not a new trend, but since COVID-19, the podcast trend has picked up. Consumers can listen to it anytime, and it is much cheaper to produce than a video. The objectives podcasts are to: • Add another digital media platform to the OUR, thus increasing its opportunity to spread its messaging; • To get at least 100 listeners for season one; and • To increase awareness about the work of the OUR.
Start Date	2022 December
End Date	2024 February

Project Title	**JPS Parish Office Closure Impact Assessment (Phase 2)**
Project Number	TBD
Sector	Support

Project Description	In 2021 March, the OUR was advised of JPS's decision to close seven (7) Customer Service Offices (CSOs) across several parishes. This was in addition to the prior closure of three (3) offices in 2020 February. In light of the closure of the parish offices, JPS advised of several alternate measures that it would implement to continue to engage with its customers. This included:
	• Mobile Office visits
	• Customer Service Improvement Initiatives, namely: existing Customer Service Offices, Call Centre, and Public Education
	• External Pop-up Events (shops, malls, plazas, business places, outdoor events) and roadshows; and
	• An advertising campaign to educate customers on its digitization programme.
	In 2021 November, the OUR decided to undertake an impact assessment of the JPS parish CSOs closures (Phase 1), to ascertain whether customer needs were being met through the alternative measures implemented by JPS. Consequent to the Phase 1 findings, it is proposed that further assessment (Phase 2) is conducted to include a scientific survey of the impact of the CSO closures on JPS customers in all parishes. The Phase 2 assessment will also form the basis for the recommendations on the way forward on this matter.
Start Date	2023 March
End Date	2024 March

Project Title	**Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers**
Project Number	TBD
Sector	Support
Project Description	Guaranteed Standards (GS) form part of the Quality of Service (QoS) provisions of the Licence for Small/Private Water and Sewerage Service Providers (SWSSP). There are approximately 17 SWSSP licensees who provide service to specific areas as stipulated in their Licences. Similar to the larger service providers, JPS and the NWC, the GS Schemes for the SWSSPs are customarily established, reviewed, and amended during the tariff application/review processes. While GS Schemes are established for each SWSSP, there are commonalities among the schemes.
	In light of the number of GS Schemes that have been established for the SWSSP licensees, the varying timelines for their establishment, and the peculiarities that may exist for each licensee, the OUR will undertake a comprehensive review of the GS Schemes for these service providers to assess, among other things, the:
	• Effectiveness of the GS Schemes
	• Levels of satisfaction or dissatisfaction with the areas of focus under the existing GS Schemes
	• Changes, if any that are needed to ensure that the GS Schemes meet the needs of the customers.
Start Date	2023 June
End Date	2024 June

Corporate Business Plan and Budget

Project Title	**Private Licensees Outreach**
Project Number	TBD
Sector	Support
Project Description	The OUR conducted a Small Private Licensee Synthesis Final Report Quantitative and Qualitative Research project which produced the following recommendations based on the findings: • Develop marketing strategies to bring increased awareness to OUR's roles and functions as well as services • Improve customer service by seeking to develop key performance indicators (KPI) of follow-up and dispute resolution with small providers • Identify pain points during the application and renewal process and implement solutions that can minimise these and so increase satisfaction with the process. Identification of pain points could be done using a feedback mechanism during the actual application and renewal process. The feedback mechanism would encourage private licensees to document relevant areas of frustration and areas needing improvement while they are going through the application or renewal process • Conduct follow-up with private licensees to ensure licences are understood and provide additional information as is necessary • Minimize stigma associated with the OUR of being bureaucratic and providing slow service. While the CPA Department does not handle the licencing process, it recognizes that there is a need for improved relations with the small utility providers who perhaps feel disconnected from their regulator. The OUR has recognized, based on its Interactions with the private water and/or sewerage providers that it was important to maintain a consistent flow of communication to provide them with a better understanding of the regulatory requirements, particularly as it relates to their QoS, as well as the role and functions of the OUR. This project will have two major activities: • A workshop for small telecoms providers (including cable operators who are illegally offering this service) • Develop a communication strategy for information dissemination
Start Date	2024 January
End Date	2024 December

Project Title	**NWC's Billing Cycle Review**
Project Number	TBD
Sector	Support

Project Description	The OUR is aware, through complaints received, that there are instances in which utility customers receive monthly bills with billing cycles of varying duration. As a result, the NWC bills customers for a different number of days, which may be less than or greater than 31 days.
	Additionally, the NWC stops billing an account when it disconnects a supply. As such, the fixed Service Charge that is determined by the OUR may be varied on the NWC bill based on the number of days applicable to the billing period. The NWC advises that it prorates the Service Charge based on the number of days in the billing cycle since it does not collect a Security Deposit.
	This project is intended to review the NWC's Billing Cycle in which the following issues will be considered:
	1. Defining/establishing the number of days in a month for NWC's billing.
	2. Assessing the reasonableness of the NWC prorating the OUR approved fixed Service Charge, based on the number of billing days
	3. Assessing the reasonableness of allowing the NWC to charge a Security Deposit.
	4. Assessing the reasonableness of the NWC's practice to stop billing an account upon disconnection
Start Date	2023 April
End Date	2024 March

Project Title	**OUR TV – YouTube Relaunch**
Project Number	TBD
Sector	Support
Project Description	The revamp of the YouTube channel will involve increased production of content that will be useful for utility consumers, and the utilization of features such as shorts and lives. The OUR's page will also be revamped and reorganized with playlists for easier use by consumers. It is also being recommended that the page be renamed to improve search results and make it easier for viewers to find.
Start Date	2023 April
End Date	2024 September

Project Title	**Market Research Survey of Private Licensees 2024/25**
Project Number	TBD
Sector	General Regulation
Project Description	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 periodically assess the views of the various operators in the electricity, telecommunications, and water and sewerage sectors.

	The OUR undertook its first Market Research Survey of Private Licensees in FY 2021/22 with the findings unveiled in the 2022/23 FY. Activities will be rolled out during the 2023/24 FY based on the major findings. These include strategies to improve communication with and to these providers, as well as provide information to improve their compliance with their licences.
	Another survey will be conducted in the 2024/25 period to assess whether there has been an improvement in 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.
	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 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.
Start Date	2024 April
End Date	2025 March

Corporate Business Plan and Budget
Secretary to the Office Work Plan

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.

Recurring Projects

Project Title	**Preparation of the Corporate Business Plan for 2024/25 – 2027/28**
Project Number	TBD
Sector	Support
Project Description	Development of the Work Plan and Budget for the four-year period 2024/25 – 2027/2028. This includes work in the sectors as well as the supporting aspects of the business.
Start Date	2023 June
End Date	2023 December

Project Title	**The Office's Performance Evaluation 2023/24**
Project Number	TBA
Sector	Support
Project Description	A consultancy to conduct the annual assessment of the performance of The Office.
Start Date	2023 April
End Date	2023 September

Project Title	**Quarterly Work Plan Status Reporting and Meetings**
Project Number	TBD
Sector	Support
Project Description	This involves the preparation of quarterly status reports on the organisation's work plan including planned and ad hoc projects, as well as a quarterly meeting with heads of departments and project owners to discuss project-related matters.
Start Date	2023 March
End Date	2024 April

New Project

Project Title	**Conference: Financing Public Utilities – Options and Considerations**
Project Number	TBA
Sector	Support
Project Description	The OUR proposes to host a high-level conference crafted to bring together investors and executives of regulated utility companies to discuss the outlook for investment in the regulated sectors. The conference will provide the opportunity for networking with senior-level investors, utilities, bankers, regulators, academics, and representatives of international development partners.

Corporate Business Plan and Budget

Start Date	2023 January
End Date	2024 June

Human Resources and Administration Work Plan

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.

Recurring Projects

Project Title	**OUR Health and Wellness Fair 2023/24**
Project Number	HR-2023-0001
Sector	Support
Project Description	The primary purpose of this project is to create and sustain a culture of wellness that improves employee motivation and enhances productivity levels within the OUR. The OUR will endeavour to create an environment that caters to the holistic development (physical, psychological, social, financial, occupational, environmental, and spiritual) of employees. The Health and Wellness Fair is only one initiative of the Wellness Program that is geared towards improved staff well-being. The HRM and Administration Department will therefore collaborate with internal and external stakeholders to execute another Health and Wellness Fair for employees.
Start Date	2023 June
End Date	2023 October

Projects from the Previous Work Plan

Project Title	**Revamping of Personnel Policy and Procedural Manual**
Project Number	TBD
Sector	Support
Project Description	The existing Personnel Policy and Procedural Manual requires substantial information to assist management in the delivery of human resource-related policies, services, programmes, and practices in a fair, equitable, and consistent manner.
Start Date	2023 May
End Date	2023 September
Project Title	**Flexible Work Arrangement Policy and Procedures**
Project Number	HR-2021-0002
Sector	Support

Project Description	This project endeavors to ensure that the OUR operates in accordance with 21st-century policies and procedures and best practices that will serve to enhance the quality and effectiveness of the service it provides, create a work-life balance for employees, increase the talent pool, employee retention, as well as serve to motivate and improve employee morale and to enhance accountability.
Start Date	2023 April
End Date	2023 June

New Projects

Project Title	**Succession Policy and Procedures**
Project Number	HR-2023-0001
Sector	Support
Project Description	The OUR is committed to ensuring continuity, high-quality operations and services, compliance with regulatory requirements, and a comprehensive succession plan that supports workforce development and retention of highly productive and efficient employees. Consequently, the OUR will develop and implement a succession policy and procedures manual that prepares the organization for changes in leadership and other critical positions to ensure the stability, continuity, and accountability of the OUR while successors are secured.
Start Date	2023 April
End Date	2023 June
Project Title	**Retrofitting of the OUR**
Project Number	HR-2021-004
Sector	Support
Project Description	The current floor plan of the office does not facilitate the engagement of additional personnel in line with the existing organizational structure nor does it facilitate the creation of additional meeting rooms and other services to be provided by the OUR. This project will therefore require a comprehensive analysis to be undertaken regarding the needs and functionality of the office space as well as to determine if the office space can be redesigned to meet the needs of the OUR. If it is confirmed that the existing square footage is adequate and that it would be financially prudent to retrofit, then the procurement process will be

	undertaken for the engagement of an Architect to prepare a revised floor plan to facilitate the retrofitting of the office space. The engagement of the Architect will be undertaken in 2023-2024.
Start Date	2023 April
End Date	2023 December

RIM UNIT
Recurring Projects

Project Title	**Improve the OUR's Electronic Document and Records Management System**
Project Number	RM-0000-0103
Sector	Support
Project Description	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.
Start Date	2023 April
End Date	2024 March

RIM Unit

Recurring Projects

Project Title	**Improve the OUR's Electronic Document and Records Management System**
Project Number	RM-0000-0103
Sector	Support
Project Description	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.
Timeline	Start Date: 2022 April
	End Date: 2030 March

Corporate Business Plan and Budget

Information Technology Department Work Plan

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.

INFORMATION TECHNOLOGY

Recurring Projects and Activities

Project Title	Management of Data Storage/Backup Systems
Project Number	TBA
Sector	Support
Project Description	Expansion of the performance and resilience of the network to introduce clustering of the information system.
Start Date	2023 April
End Date	2024 March

Project Title	Compliance Management
Project Number	TBA
Sector	Support
Project Description	The management and maintenance of the OUR compliance management system for filing requirements from regulatory decisions.
Start Date	2023 April
End Date	2024 March

Project Title	Telecommunication System infrastructure
Project Number	TBA
Sector	Support
Project Description	Expansion and enhancement of the telecommunication network. This component is focused on the management of internet bandwidth and the establishment of a backup telephone system.
Start Date	2023 April
End Date	2024 March

Project Title	Management of the Disaster Recovery and Business Continuity systems
Project Number	TBA
Sector	Support
Project Description	The maintenance and testing of the information system disaster recovery and business continuity systems.

Start Date	2023 April
End Date	2024 March

Project Title	**Software Acquisition and Upgrade: Server Class Applications**
Project Number	TBA
Sector	Support
Project Description	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.
Start Date	2023 April
End Date	2024 March

Project Title	**Hardware Acquisition and Upgrade: Computers (tablets and desktops) and accessories**
Project Number	TBA
Sector	Support
Project Description	The periodic upgrade of computers and accessories.
Start Date	2023 April
End Date	2024 March

Project Title	**Software Acquisition and Annual Maintenance of Desktop Applications**
Project Number	TBA
Sector	Support
Project Description	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.
Start Date	2023 April
End Date	2024 March

Project Title	**Upgrading of System/ Network Security and the Management Cybersecurity and Incident Response**
Project Number	TBA

Sector	Support
Project Description	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.
Start Date	2023 April
End Date	2024 March

RISK MANAGEMENT

Recurring Projects and Activities

Project Title	**Enterprise Risk Management**
Project Number	TBA
Sector	Support
Project Description	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 organisation on a quarterly basis for the Office.
Start Date	2023 April
End Date	2024 March

Project Title	**Compliance Management**
Project Number	TBA
Sector	Support
Project Description	The management and maintenance of the OUR compliance management system for filing requirement from regulatory decisions.
Start Date	2023 April
End Date	2024 March

Recurring Projects and Activities

Project Title	**Quality Management System Management Review 2023**
Project Number	TBA
Sector	Support
Project Description	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: a) increase Customer Satisfaction with our service; b) communicate the OUR's processes; c) develop a professional culture and better employee morale; and d) consistency in operations.
Start Date	2023 July
End Date	2023 August

Project Title	**Quality Management System Surveillance Audit 2023**
Project Number	TBA
Sector	Support
Project Description	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.
Start Date	2023 May
End Date	2023 September

New Projects

Project Title	**Anti-Bribery Management System Certification Audit**
Project Number	TBA
Sector	Support

Project Description	A certification audit will be performed by a to-be-determined registrar to certify the Anti-Bribery Management System as compliant with the ISO 37001 standard. The Registrar will check key elements of the anti-bribery management system to ensure that the Internal Audit and Management Review functions are effective.
Start Date	2023 April
End Date	2024 March
Project Title	**Information Technology Management System Certification Audit**
Project Number	TBA
Sector	Support
Project Description	A certification audit will be performed by a to-be-determined registrar to certify the Information Technology Management System as compliant with the ISO 27001 standard. The Registrar will check key elements of the information technology management system to ensure that the Internal Audit and Management Review functions are effective.
Start Date	2023 April
End Date	2024 March

Corporate Business Plan and Budget

Finance Department Work Plan

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 organisations payroll including voluntary and non-voluntary deductions
7. **External Audit –** Conduct an annual audit and submit audit report to the Cabinet Office.

Recurring Projects and Activities

Project Title	**Preparation of the Annual Budget**
Project Number	TBA
Sector	Support
Project Description	Drafting Budget for 2024/25– 2027/28 for consultation with stakeholders by mid – 2022 November. The Draft and Final Budgets are then prepared and submitted to MOFPS by 2022 November 30 and December 31 respectively.
Start Date	2023 August
End Date	2024 March

Project Title	**Annual External Audit**
Project Number	TBA
Sector	Support
Project Description	Facilitate the execution of the external audit leading to the preparation of the audited financial statements for inclusion in the annual report.
Start Date	2023 March
End Date	2023 July

Corporate Business Plan and Budget

Project Title	SAGE 300 Upgrade
Project Number	TBA
Sector	Support
Project Description	Upgrade to ensure that new features available are recognized and of use in the operations of the OUR.
Start Date	2022 November
End Date	2023 May

Projects from the Previous Work Plan

Project Title	Budget Preparation Software
Project Number	FN-1923-0103
Sector	Support
Project Description	An Application Software to prepare the annual budget (schedules, cash flow projections, income, and expenditure, balance sheet, forecasts).
Start Date	2018 October
End Date	2023 August
Project Title	General Taxation Review
Project Number	FN-1923-0106
Sector	Support
Project Description	A general review of matters relating to taxation and the OUR's operations.
Start Date	2020 November
End Date	2023 May
Project Title	Upgrade and Procedural Updates of E-requester in AccPac/SAGE 300
Project Number	TBA
Sector	Support

Project Description	Upgrade and Procedural updates include: • Upgrade of the current version of eRequester to the latest version to ensure that the system is compatible with the proposed version 6.9 of SAGE 300 • Electronic preparation of Payment Voucher • Procedural Update of the Capacity Development Application and Approval Form and Routing Approval Sequencing • Drafting and Finalization of eRequester Support Bulletins
Start Date	2021 July
End Date	2023 June

New Projects

Project Title	**Private Providers Billing and Collection**
Project Number	TBA
Sector	Support
Project Description	The collection of long outstanding receivables from private providers and the establishment of a system of timely billing and collection.
Start Date	2022 November
End Date	2023 September
Project Title	**Reconfiguration of Vendor and Customer IDs – Accounts Payable and Receivable Modules**
Project Number	TBA
Sector	Support
Project Description	The reconfiguration of the vendor and customer IDs within the SAGE 300 Accounts Payables and Receivable modules using the approved code creation methodology.
Start Date	2022 September
End Date	2023 August
Project Title	**General Ledger Account Mapping and Restructuring**
Project Number	TBA
Sector	Support
Project Description	The overhauling of the general ledger account numbers and descriptions to create a system of categorization that facilitates the seamless addition of new accounts and the

	updating of the structure of the financial statements; and the removal/deletion of unused accounts without disruption of the structure of the financial statement schedules.
Start Date	2023 April
End Date	2023 October

5. OUR's Budget for 2023/24 – 2026/27

5.1. Overview

The Office of Utilities Regulation (OUR), being a self-financing public body must prepare a Corporate Plan inclusive of a budget that reflects the required funding of the organization, annually.

Individual budgets are submitted by the Department Heads in support of the work to be done by their departments as shown in the Corporate Plan. These budgets are reviewed, and, in some cases, significant adjustments are made to reflect the financial constraints and realities that face the regulated entities and ultimately the Jamaican consumers.

For the 2023/2024 budget, notwithstanding the cuts that are made by management and the executives, the numbers reflect in many cases, significant increases over the previous year's budget and the projected spend for 2022/2023, 9.6% and 13.2%, respectively.

The growth areas in many cases and the overall increase are seen primarily as a result of comparisons with the Covid-19 budget of fiscal year 2022/2023 when the OUR's operations were restricted, corrections of previously understated amounts (e.g., group life and group health insurance expenses), anticipated Jamaican dollar depreciation, and relatively high inflation expectations that would cause various rates (e.g., consultancy, security guard, audit and legal fees) for professional services to increase.

The funding from internal resources over the years have been used to reduce the fees that are charged to the regulated entities and this amount shows a significant increase in the proposed budget, growing from $90.5M to $121.0M, or 33.7%, in order to keep the regulatory fee increase below 10% as the OUR demonstrates in a practical way, its understanding of the need to keep the fees charged to the utilities to a minimum, knowing these fees are ultimately passed on to consumers.

The figures presented are in Jamaican dollars unless otherwise stated.

5.2. Summary

Arising from the reviews, revisions, and cuts in expenditure the proposed funding required from the utilities is $1,085.6M compared to $990.0M last budget-year, an increase of 9.6%.

The budget was prepared giving due considerations to the following guidelines as stated in the Budget Call:
   a)   Inflation - 5%.
   b)   Growth (nominal) - 8.6%.

In addition, the following assumptions were made:
   a)   A staff complement of 91, the same number as was budgeted for 2022/2023 based on the OUR's proposed new organization chart.
   b)   Foreign Exchange Rate - J$160.00 to 1.00 US$ (at the time of writing the average rate is J$154.08 to US$1.00).

5.3. Financial Summary

2022/2023 $M	Expenditure/Income	2023/2024 $M	% change
746.3	**Payroll and Related Costs**	**836.6**	**12.1%**
371.9	Add: Other Administration and Project Costs	553.4	48.8%
1,118.2	**Total Funding Requirements - Administrative and Project Expenses**	**1,390.0**	**24.3%**
41.2	Add: Capital Expenditure	49.4	19.9%
1,159.4	**Total Cash Required to Fund Operations**	**1,439.4**	**24.2%**
30.9	Less: Other income (Processing Fees, Miscellaneous, and Interest Income)	45.9	48.4%
48.0	Less: Deferred Income Funding	187.5	290.7%
90.5	Less: Other Financial Resources from Prior Periods	121.0	33.7%
169.4	**OUR's Internal Funding**	**354.4**	**109.2%**
990.0	**Net Cash Requirement**	**1,085.1**	**9.6%**

The proposed budget shows net financing required from the regulated entities of $1,085.6M a 9.6% increase over prior year's budget of $990.0M.

The net amount represents the cash requirement needed to carry out the organization's regulatory operations together with the cost of acquiring and replacing capital items, after internal financing of $354.4M, which shows an increase of $185.0M or 109.2% over the previous budget's $169.4M.

Regarding the three major components: of the Total Cash Required to Fund Operations:
   a) Payroll and Related Costs at $836.6M comprises 58.1% of the total cash required to fund the OUR's operations for the fiscal year and reflects and 12.1% increase over the previous financial year's budget of $746.3M.

Corporate Business Plan and Budget

b) Other Administration Costs Including Projects at $553.4M makes up 38.5% of the total cash required to fund the OUR's operations for the fiscal year and reflects a 48.8% increase over the previous budget's $371.9M.

c) Capital Expenditure at $49.4M makes up 3.4% of the total cash required to fund the OUR's operations for the fiscal year and reflects a 19.9% increase over the previous budget's $41.2M.
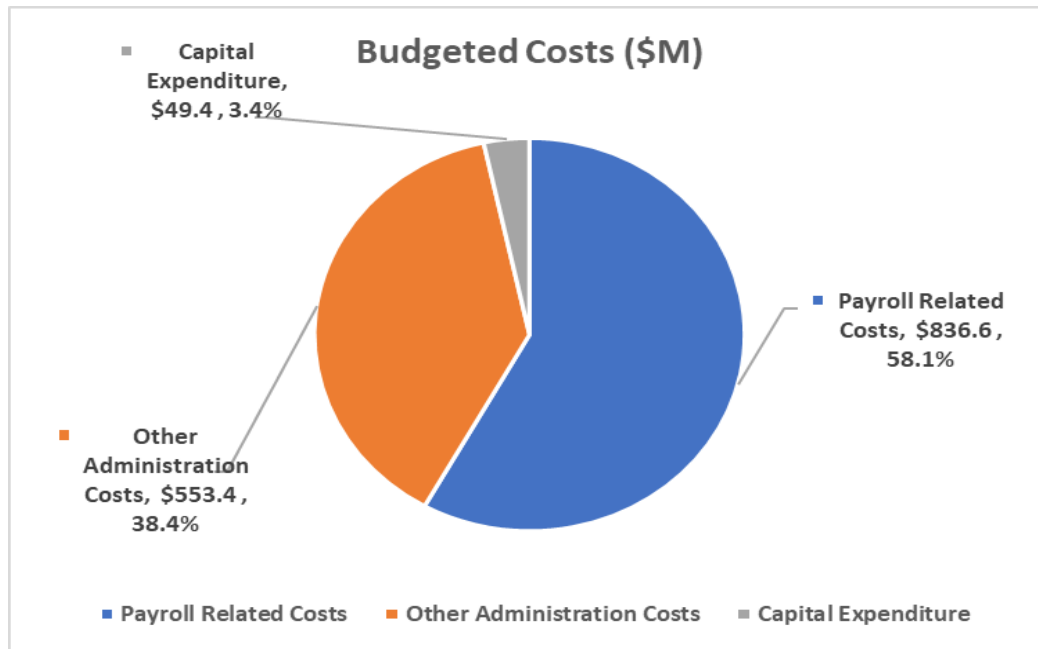
OUR's Internal Funding

The organization plans to use $354.4M of internal cash resources (prior year's budget - $169.4M) to fund the 2023/2024 budget:

2022/2023 $M	Budgeted Income and Cash Reserves	2023/2024 $M	% change
30.9	Other Income (Processing Fees, Misc. and Interest Incomes)	**45.9**	48.4%
48.0	Deferred Income Funding	187.5	290.7%
90.5	Other Financial Resources (Cash Reserves From Prior Periods)	121.0	33.7%
169.4	**Total - Internal Funding**	**354.4**	109.2%

Corporate Business Plan and Budget

5.4. OUR's Funding Requirements

The projections show that over the 3 years following the budget period, 2024/2025 to 2026/2027, the funding requirements will increase by an annual average rate of 11.1% with OUR internal cash reserves funding, and 12.5% without. The increase over 2023/2024, i.e., for 2024/2025 is projected to be 21.3%.

Fiscal Year	Net Cash Req. to Fund Operations	Funding Req. From Internal Sources	Total Funding Req. For Operations
	$M	$M	$M
2023/2024	**1,085.1**	**354.4**	**1,439.4**
2024/2025	1,266.5	152.9	1,419.5
2025/2026	1,370.0	104.1	1,474.1
2026/2027	1,487.9	113.0	1,600.9

5.5. Sector Allocation Summary

The sector allocation summary reveals that year over year, the allocated percentage to the telecoms sector has fallen by 2.87 percentage points, whereas the allocation to the electricity and water sectors have increased by 1.15 and 1.72 percentage points, respectively.

	Total	Telecoms	Electricity	Water
Budget for 2023/2024	$ 1,085,057,311	$ 411,909,004	$ 415,524,482	$ 257,623,825
Allocation	**100.00%**	**37.96%**	**38.30%**	**23.74%**
Budget - 2022/2023	$ 989,947,894	$ 404,254,036	$ 367,711,589	$ 217,982,268
Allocation	100.00%	40.84%	37.14%	22.02%
Increase over prior budget ($)	95,109,417	$ 7,654,968	$ 47,812,893	$ 39,641,557
Increase over prior budget (%)	9.61%	1.89%	13.00%	18.19%
%age change in allocation YOY		-2.87	1.15	1.72
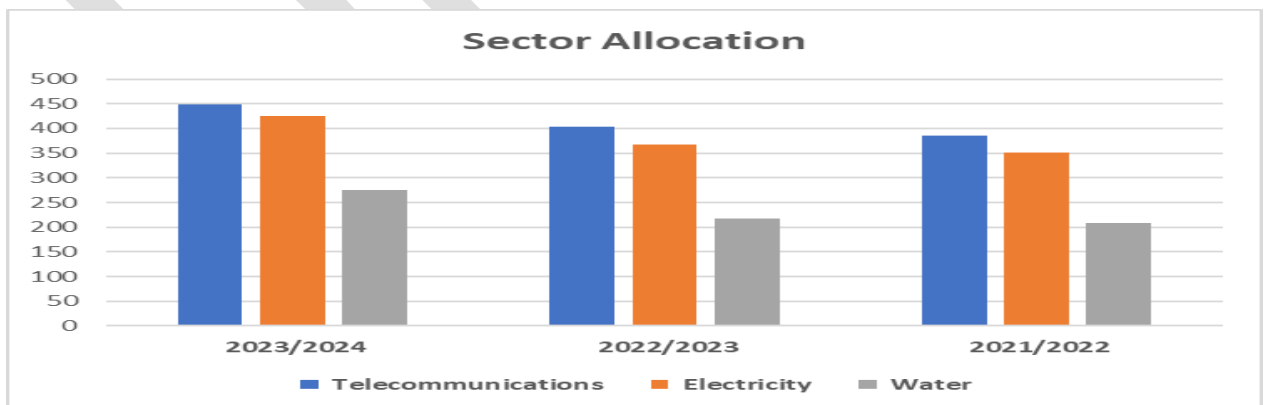
Corporate Business Plan and Budget

5.6. New Projects Schedule

Department/Projects	Total ($)
RPME	
RAMI Realignment	250,000
	250,000
ICT	
Review of Fixed & Mobile RIOs and RAOs	10,400,000
Regulatory Framework for MVNOs	5,200,000
	15,600,000
CPA	
QOS Symposium Facilitator	500,000
Mystery Shopping	1,800,000
Consumer Satisfaction Survey/Net Promoter Score	4,600,000
Media Monitoring	2,800,000
Utility Expert	500,000
Integrated Marketing - Phase 2 - Consultant	3,000,000
Integrated Marketing - Phase 2 - Execution and Advertisements ($18M)	8,000,000
Monitoring of Service Providers' Complaints	1,500,000
JPS Office Closure - Impact Assessment	1,760,000
	24,460,000
Office	
Office Evaluation Survey	1,000,000
	1,000,000
Finance	
Upgrade of Accounts of Payable, Bank Services & PO Modules	500,000
Upgrade and Procedural Updates of E-Requester in ACCPAC/SAGE 300	1,000,000
General Ledger Account Mapping & Restructuring	3,000,000
Reconfiguration of Vendor & Customer IDs - AP & AR Modules	600,000
	5,100,000
Total	**46,410,000**

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5.7.   Capital Expenditure

The organization plans to increase capital spending by 19.8% to $49.4M. Notably 84.4% or $41.7M of this potential spend will be on motor vehicles as seen in the table and graph below.

Capital Expenditure Budget Financial Year 2023/2024			
Furniture & Equipment	**Number of Items**	**Unit Cost**	**Total**
		$	**$**
HRD/Admin:			
Furniture & Equipment			
Office furniture - proposed increase in staff complement by 15 - Desks	15	50,000	750,000
Office chairs	15	55,000	825,000
Visitors chairs	15	25,000	375,000
Pedestals	15	25,000	375,000
Filling Cabinets	15	39,000	585,000
Total			**2,910,000**
Vehicles			
Toyota Corolla Hybrid			6,900,000
Toyota Prado Cost			17,400,000
Toyota Prado Cost			17,400,000
Total			**41,700,000**
Total HR/Admin Cost			**44,610,000**
Information Technology and Risk:			
Purchase of 38 Cell phones (78 phones over F/Yrs 2023/24 - 2024/25)	38	100,000	3,800,000
Windows Server 2019 Upgrade (1 Server)	1	984,800	984,800
Total			**4,784,800**
Grand Total			**49,394,800**

Capital Expenditure

Server, 0.98, 2.0%
Furniture, 2.91, 5.9%
Phones, 3.80, 7.7%
Motor Vehicle, 41.70, 84.4%

■ Furniture   ■ Motor Vehicle   ■ Phones   ■ Server
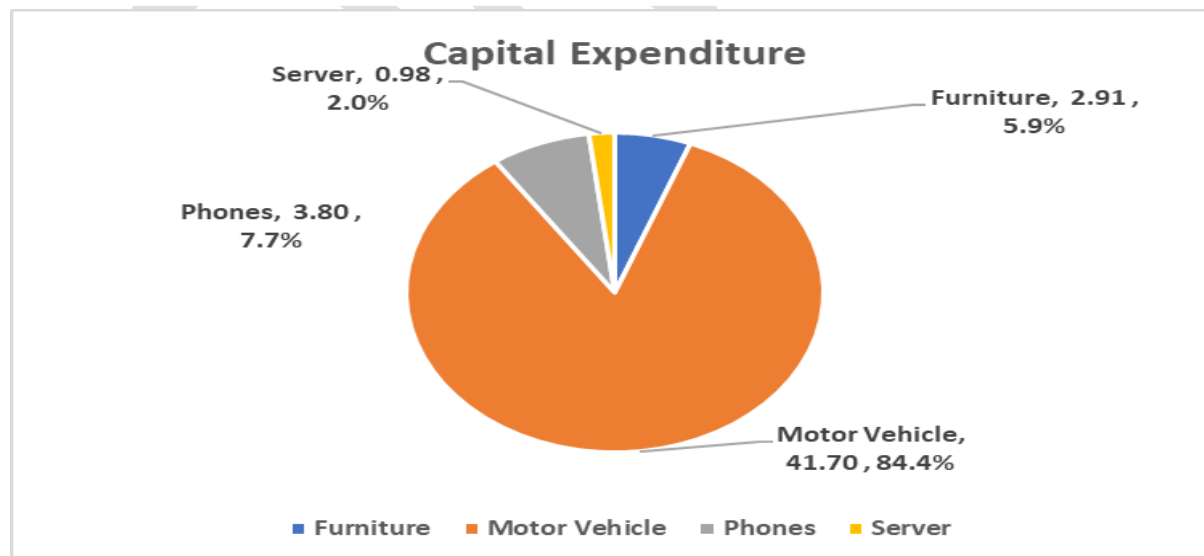
5.8. 2023/2024 Budget and 3-Year Projection

Budget ($) 2022/2023 $	Projections to March 2023 ($) $	EXPENSES/(INCOME) $	Budget 2023/2024($) $	% change over 2022/2023 Budget $	Projected 2024/2025 $	Projected 2025/2026 $	Projected 2026/2027 $
554,393,451	532,393,452	Salaries	611,733,099	10.0	664,342,145	721,475,570	783,522,469
45,311,071	41,311,071	Statutory charges	49,267,421	9.0	53,504,419	58,105,799	63,102,898
139,472,314	124,472,314	Employee benefits	165,092,428	18.0	179,290,376	194,709,349	211,454,353
7,075,000	8,075,000	Other payroll-related costs	10,500,000	48.0	11,403,000	12,383,658	13,448,653
746,251,837	**706,251,837**	**Payroll Related Costs**	**836,592,947**	**12.0**	**908,539,941**	**986,674,375**	**1,071,528,372**
48,000,000	78,948,288	Deferred Projects Brought Forward	187,528,000	384.0	57,077,000	-	-
40,000,000	28,545,815	Training and Development	60,000,000	50.0	65,160,000	70,763,760	76,849,443
4,760,000	6,579,536	Foreign Travel	7,229,483	52.0	7,851,219	8,526,423	9,259,696
2,000,000	2,500,000	Local Travel	2,896,686	45.0	3,145,801	3,416,340	3,710,145
340,000	126,634	Repairs and Maintenance	340,000	-	369,240	400,995	435,480
55,695,045	49,215,452	Information Technology Costs	65,072,586	14.0	70,668,828	76,746,347	83,346,533
1,500,000	1,867,675	Printing and Stationery	1,650,000	20.0	1,791,900	1,946,003	2,113,360
12,988,000	7,777,146	Telephones	17,020,800	33.0	18,484,589	20,074,263	21,800,650
14,195,500	11,652,968	General Expenses	17,771,573	32.0	19,299,928	20,959,722	22,762,258
15,530,004	12,479,836	Public Education, Outreach & Public Relations	16,000,000	3.0	17,376,000	18,870,336	20,493,185
5,750,000	6,239,342	OUR's 25th Anniversary	-	(100.0)	-	-	-
941,000	1,200,000	Annual Report & Internal Newsletter	1,090,000	16.0	1,183,740	1,285,542	1,396,098
900,000	770,000	C.A.Committee	1,050,000	17.0	1,140,300	1,238,366	1,344,865
2,500,000	3,678,634	Motor vehicle expenses	3,084,000	23.0	3,349,224	3,637,257	3,950,061
76,715,000	103,479,749	Projects	46,410,000	(33.0)	50,401,260	54,735,768	59,443,044
4,560,000	4,560,000	ISO Certification	10,960,000	140.0	11,902,560	12,926,180	14,037,832
10,000,000	8,960,613	Legal, Professional & Numbering Fees	30,466,000	205.0	33,086,076	35,931,479	39,021,586
-	-	Financing Public Utilities Conference - Options &	2,000,000	-	5,000,000	-	-
31,497,306	31,468,200	Office Rental & Parking	32,964,116	5.0	35,799,030	38,877,746	42,221,232
1,500,000	1,500,000	Advertising	2,650,000	77.0	2,877,900	3,125,399	3,394,184
300,000	217,444	Finance Charges	240,000	(20.0)	260,640	283,055	307,398
29,543,402	28,202,000	Membership Dues	33,754,320	14.0	36,657,192	39,809,710	43,233,345
12,640,000	11,520,000	Office Remuneration	13,270,000	5.0	14,411,220	15,650,585	16,996,535
1,118,107,094	**1,028,792,881**	**Total Funding Requirements - Administrative Expenses**	**1,390,040,511**	**24.0**	**1,365,833,586**	**1,415,879,653**	**1,537,645,303**
41,240,800	41,240,800	ADD: Capital expenditure	49,394,800	42.0	53,642,753	58,256,030	63,266,048
1,159,347,894	**1,070,033,681**	**Total Cash Required to Fund Operations**	**1,439,435,311**	**24.0**	**1,419,476,339**	**1,474,135,682**	**1,600,911,351**
		Less, miscellaneous income:-					
(14,500,000)	(20,737,199)	Interest earned	(42,000,000)	190.0	(42,000,000)	(45,612,000)	(49,534,632)
(15,000,000)	356,352	(Other income & Gains)/ Loss	(2,650,000)	(82.0)	(2,650,000)	(2,877,900)	(3,125,399)
(1,400,000)	(975,000)	License processing fees	(1,200,000)	(14.0)	(1,200,000)	(1,303,200)	(1,415,275)
(48,000,000)	(78,948,288)	Deferred Income	(187,528,000)	384.0	(57,077,000)	-	-
(90,500,000)	(90,500,000)	Financial Resources from Prior Period	(121,000,000)	34.0	(50,000,000)	(54,300,000)	(58,969,800)
989,947,894	**958,177,834**	**Net cash requirement**	**1,085,057,311**	**10.0**	**1,266,549,339**	**1,370,042,582**	**1,487,866,245**

Corporate Business Plan and Budget

5.9. Sector Allocation

Budget ($) 2022/2023	EXPENSES	Budget 2023/2024($)	% change over 2022/2023 Budget	Sectors		
				Telecoms($)	Electricity($)	Water($)
554,393,451	Salaries	611,733,099	10.3%	227,712,126	232,834,990	151,185,983
45,311,071	Statutory charges	49,267,421	8.7%	18,339,353	18,751,935	12,176,133
139,472,314	Employee benefits	165,092,428	18.4%	61,454,166	62,836,707	40,801,554
7,075,000	Other payroll-related costs	10,500,000	48.4%	3,908,530	3,996,461	2,595,009
37	**Payroll Related Costs**	**836,592,947**	**12.1%**	**311,414,175**	**318,420,093**	**206,758,679**
48,000,000	Deferred Projects Brought Forward	187,528,000	290.7%	99,936,000	47,602,000	39,990,000
40,000,000	Training and Development	60,000,000	50.0%	27,000,000	24,000,000	9,000,000
4,760,000	Foreign Travel	7,229,483	51.9%	3,253,267	2,891,793	1,084,422
2,000,000	Local Travel	2,896,686	44.8%	1,303,509	1,158,674	434,503
340,000	Repairs and Maintenance	340,000	0.0%	153,000	136,000	51,000
55,695,045	Information Technology Costs	65,072,586	16.8%	29,282,664	26,029,034	9,760,888
1,500,000	Printing and Stationery	1,650,000	10.0%	742,500	660,000	247,500
12,988,000	Telephones	17,020,800	31.1%	7,659,360	6,808,320	2,553,120
14,195,500	General Expenses	17,771,573	25.2%	7,997,208	7,108,629	2,665,736
15,530,004	Public Education, Outreach & Public Relations	16,000,000	3.0%	7,200,000	6,400,000	2,400,000
5,750,000	OUR's 25th Anniversary	-	-	-	-	-
941,000	Annual Report & Internal Newsletter	1,090,000	15.8%	490,500	436,000	163,500
900,000	C.A.Committee	1,050,000	16.7%	367,500	367,500	315,000
2,500,000	Motor vehicle expenses	3,084,000	23.4%	1,079,400	1,079,400	925,200
76,715,000	Projects	46,410,000	-39.5%	16,243,500	16,243,500	13,923,000
4,560,000	ISO Certification	10,960,000	140.4%	3,836,000	3,836,000	3,288,000
10,000,000	Legal, Professional & Numbering Fees	30,466,000	204.7%	7,616,500	13,709,700	9,139,800
-	Financing Public Utilities Conference - Options & Considerations	2,000,000	-	666,667	666,667	666,667
06	Office Rental & Parking	32,964,116	4.7%	12,270,595	12,546,647	8,146,874
1,500,000	Advertising	2,650,000	76.7%	2,120,000	265,000	265,000
300,000	Finance Charges	240,000	-20.0%	204,000	24,000	12,000
29,543,402	Membership Dues	33,754,320	14.3%	12,564,741	12,847,411	8,342,168
12,640,000	Office Remuneration	13,270,000	5.0%	4,423,333	4,423,333	4,423,333
1,118,107,094	**Total Funding Requirements - Administrative Expenses**	**1,390,040,511**	**24.3%**	**557,824,418**	**507,659,703**	**324,556,389**
41,240,800	ADD: Capital expenditure	49,394,800	19.8%	18,386,769	18,800,418	12,207,614
1,159,347,894	**Total Cash Required to Fund Operations**	**1,439,435,311**	**24.2%**	**576,211,187**	**526,460,121**	**336,764,003**
	Less, Miscellaneous income:-					
(14,500,000)	Interest Earned	(42,000,000)	189.7%	(15,634,121)	(15,985,843)	(10,380,036)
(15,000,000)	(Other income & Gains)/ Loss	(2,650,000)	-82.3%	(986,439)	(1,008,631)	(654,931)
(1,400,000)	License Processing Fees	(1,200,000)	-14.3%	(446,689)	(456,738)	(296,572)
(48,000,000)	Projects Funding from Deferred Income	(187,528,000)	290.7%	(99,936,000)	(47,602,000)	(39,990,000)
(90,500,000)	Financial Resources from Prior Period	(121,000,000)	33.7%	(47,298,934)	(45,882,426)	(27,818,640)
989,947,894	**Net cash requirement**	**1,085,057,311**	**9.6%**	**411,909,004**	**415,524,482**	**257,623,825**
	Sector Allocation	**100.0%**		**38.0%**	**38.3%**	**23.7%**

5.10. Sector Allocation Details

➢ **Telecommunications**

For 2023/2024, $411.9M or 37.96% of the total regulatory fees has been allocated to the telecommunications sector versus $404.3M or 40.84% in the 2022/2023 budget.

There are three main providers of telecommunications services (considering LIME and FLOW as separate entities) as well as several 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.

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

• $300,000 to holders of Carrier Licences, and
• $50,000 to holders of Service Provider Licences

➢ **Electricity**

For 2023/2024, $415.5M or 38.30% (prior year: $367.7M or 37.14%) 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 2023/2024 for the water and sewage sector is $257.6M or 23.74% (prior year: $218.0M or 22.02%) 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.