



Corporate Business Plan and Budget



2024/2025 – 2027/2028 Corporate Business Plan and Budget



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



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



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Executive Summary

This Corporate Business Plan and Budget sets out the OUR's work programme and budget for the period 2024/25 – 2027/28. This is a four (4) year rolling Plan and comprises continuing projects, projects planned for fiscal 2024/25, and projects set to commence during fiscal years 2024/25 to 2027/28.

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 some major sector activities in the current work programme as at 2023 September 30.
- **Chapter 4** sets out the OUR's work programme for the four-year period 2024/25 – 2027/28.
- **Chapter 5** sets out the budget for 2024/25 and projections for fiscal years 2025/26, 2026/27 and 2027/28.

The objectives of this plan are to:

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



1. Policy Direction

The Legislation

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

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

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

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

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



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

1.4. In addition to the provisions of the OUR Act, there are sector specific legislation and instruments, such as the Telecommunications Act, the Electricity Act, and licences, for example, the Amended and Restated All-Island Electric Licence, 2011, granted to the Jamaica Public Service Company Limited (JPS), which contain specific provisions for 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 in the processing of licence applications no longer applies to the Electricity sector.

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

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

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

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



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Mission Statement

OUR contributes to national development by effective regulation of utility services that enables consumer access to modern, reliable, affordable, sustainable and efficient 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.A.I.R.E.

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

Quality Policy

The management and staff of the OUR are committed to regulating utility services in accordance with our legislative powers and to the enhancement of customer satisfaction through continual improvement of our quality management system.

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 and for making a meaningful societal contribution.

Government of Jamaica: The OUR commits to fulfilling its legislated regulatory responsibilities including providing sound and timely advice.



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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.

Investors and Intermediaries: The OUR commits to supporting the fostering of an environment that facilitates ease of doing business and enhancing commercial opportunities in the sectors for which it has regulatory responsibility.

Key Performance Indicators

PERFORMANCE INDICATORS	DESCRIPTION	ACTUAL	TARGET
1. Awareness of the OUR (Residential Customer)	Derived from the OUR's biennial survey to measure customer satisfaction as it relates to the OUR's performance.	65% (2021)	70%
2. Job Performance of the OUR (Residential customer)	Derived from the OUR's biennial survey to measure customer satisfaction as it relates to the OUR's performance.	24% (2021)	29%
3. Awareness of the OUR (Corporate Customer)	Derived from the OUR's biennial survey to measure customer satisfaction as it relates to the OUR's performance.	98% (2021)	98%
4. Job Performance of the OUR (Corporate Customer)	Derived from the OUR's biennial survey to measure customer satisfaction as it relates to the OUR's performance.	11% (2021)	16%
5. Appeals process resolution rate	% of appeals resolved in the established timeframe	65% (2022)	70%



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S.W.O.T. Analysis

STRENGTHS	<ul style="list-style-type: none"> ✓ Highly skilled, professional and dedicated staff ✓ Mature Quality Management System ✓ ISO 9001:2015 Certified ✓ In-depth knowledge of sectors ✓ Over two decades of regulatory experience ✓ National, regional and international reputation for high-quality work ✓ Ability to access international networks for experts ✓ Not funded by the 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 multi-disciplinary expertise of the Office ✓ Good information technology infrastructure ✓ Ability to adapt to changes in the environment ✓ Good track record of success in regulatory decisions
WEAKNESSES	<ul style="list-style-type: none"> ✓ Human resource constraints as it pertains to technical staff ✓ Inadequate monitoring capabilities ✓ Inadequate enforcement powers ✓ Organisational structure and staffing not fully aligned with strategy ✓ Succession planning culture is still embryonic ✓ Retention strategy constraints 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	<ul style="list-style-type: none"> ✓ To increase scope of regulated sectors ✓ 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 effective use of technology throughout the organisation ✓ 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



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THREATS	<ul style="list-style-type: none"> ✓ 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 and the Public Service'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
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Sector and Consumer and Public Affairs focus for 2024/25

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. distributed generation, TOU rates etc.
 - 2.4. Promotion of initiatives/incentives to reduce system losses
 - 2.5. Measures to address sector resilience to technology change, service interruptions, losses and natural disasters
 - 2.6. Leveraging technology to offer consumers more choices, autonomy, and information.
 - 2.7. Provide support for the analysis and update of the IRP
 - 2.8. Provide support and analysis for, and monitor the implementation of new capacity addition
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
 - 3.7. The evaluation and monitoring of Water Purchase Agreements



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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 2024/25

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.



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Sector Goals

Telecommunications Sector

- TS1. Universal Access – Facilitate Jamaicans’ access to – and the adoption of—affordable fixed and mobile broadband and Wi-Fi, where they live, work, and travel.
- TS2. Customer Choice - Support a competitive market for telecommunications services to foster innovation and investment, and for consumers to have meaningful choices in affordable services.
- TS3. Consumer Protection - Support the continued protection of consumers through empowerment and availability of suitable modes for redress.
- TS4. Digital Transformation and Innovation - 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. Reliability and Resilience - Facilitate the availability of reliable, interoperable, redundant, rapidly restorable critical telecommunications infrastructures that are supportive of all required services.
- TS6. Environmental Sustainability – Support 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 – Support initiatives to encourage JPS to improve the quality of power delivery.
- ES3. Grid Stability – Support 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 – Support 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.



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- ES8. Grid Modernisation - Support 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 – Support initiatives to encourage climate change resilience and environmentally sustainable operations.

Water and Sewerage Sector

- WS1. Non-Revenue Water (NRW) Reduction – Support initiatives to reduce non-revenue water on a sustainable basis.
- WS2. Cost Efficiency – Support 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 – Support initiatives to encourage utilities to improve the water and sewerage infrastructure.
- WS6. Governance Framework - Support the policy to make the NWC more responsive to market signals.
- WS7. Environmental Sustainability – Support initiatives to encourage climate change resilience and environmentally sustainable operations.
- WS8. Private Service Providers – Support initiatives to encourage improved efficiency, better record keeping, and appropriate corporate structure consistent with efficient management.

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.



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- CS5: Vulnerable Consumers – Support 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.



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- f) Ensure prudent financial management.
- g) Building dynamic capability to address rapidly changing environment.

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.
- h) Equitable and competitive compensation

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. Operational Framework (2024/25 – 2027/28)

- 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 for ensuring 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 and to contribute to national development, as well as 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 best corporate governance practices, assists the Office with the development and



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

- 2.7.** The STTO Department 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;
 - collaborates with committee chairmen to set meeting agendas
 - attending meetings of the Office and its Committees, and monitoring and driving the enforcement of decisions;



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- 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 carrying out its functions;



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- 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 relevant 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
- 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 and reputation.

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 research to advise the Office. It also has responsibility for monitoring the performance of utilities against agreed benchmarks and to enforce compliance.

Objective

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



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Strategy

- 2.17.** The RPME Department discharges its functions through a combination of financial, economic and technical analyses of the regulated entities, benchmarking the service providers against comparable international organisations. 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 agreed KPI's. It provides the Office with ongoing assessments of its regulatory activities and 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 as required;
 - provides the Office with technical and economic advice on matters disputed 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 information exchange, and to provide assistance and collaboration on regulatory matters;
 - represents the Office at various international fora;
 - monitors utility projects through progress reports etc.;
 - monitors service standards through customer feedback, surveys, etc.;
 - produces regular Regulatory Impact Assessments;
 - commissions periodic audits of specific functions of the utilities;



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

Consumer and Public Affairs (CPA) Department

- 2.19.** This Department incorporates consumer affairs, communication services and the Information Centre. It also liaises with, and provides technical support to the work of the Consumer Advisory Committee on Utilities (CACU), an independent advocacy group whose operations are facilitated by the OUR.
- 2.20.** CPA administers the consumer affairs 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 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 service;
 - 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



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- highlight the work of the OUR and maintain a positive public image.

Strategies

- Monitoring and survey of consumers to detect concerns and emerging issues; establishing 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 regulated entities. 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 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 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 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 well organised and that administrative functions are performed smoothly and efficiently. The Department manages staff recruitment, training and performance evaluation, talent management and succession planning.



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- 2.27.** The Department is responsible for managing and reporting on procurement, with particular regard to compliance with the Government of Jamaica's requirements. This is a critical function, given the need to ensure transparency and 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 plans, 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 use 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 to optimise performance;
 - maintain a robust quality management system in the Department;
 - ensure appropriate cost control;
 - ensure compliance with statutory requirements, in particular, the provisions of the Public Bodies Management and Accountability Act (PBMA), and the Financial Administration and Audit Act (FAAA);
 - ensure that all financial records pertaining to externally funded projects are carefully documented, and that disbursement requests are settled in a timely manner;



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- 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 involves the use and delivery of information technology in support of each four- year work plan of the OUR. The IT Department has focused on delivering fast, accurate, secure information with a minimum of downtime. This includes the development and maintenance of a comprehensive relational database system to allow for an efficient discharge of OUR's responsibilities. The department has also had to ensure that the OUR maintains a robust network to support the requirement for reliable and safe remote access during the Covid-19 pandemic.

2.33. The OUR relies on this Department to:

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

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



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

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3. Review of Major Sector Activities for the period 2023 April - September

Electricity Sector - Review of Work Plan Activities for the period 2023 April – September

Project Title	JPS Annual Rate Review 2023		
Project Number	EL-2023-0002		
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 2023 JPS Annual Tariff Adjustment Determination Notice was published on 2023 August 9.		
Status	Completed		
Project Title	JPS Tariff Criteria 2024 – 2029		
Project Number	EL-2022-0004		
Sector	Electricity		
Project Background	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.		
Initial Timeline	Start Date: 2022 November	Actual Timeline	Start Date: 2022 November
	End Date: 2023 June		End Date: TBD
Review to Date	On 2023 August 4, JPS submitted its proposal for the Final Criteria, to which the OUR responded on 2023 September 5. OUR awaits JPS’s response for the finalisation of the Tariff Criteria.		



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Status	Active		
Project Title	Review of JPS TOU Rates & Implementation		
Project Number	EL-2023-0001		
Sector	Electricity		
Project Background	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.		
Initial Timeline	Start Date: 2022 November	Actual Timeline	Start Date: 2022 November
	End Date: 2024 December		End Date: TBD
Review to Date	A draft Determination Notice on the roll-out of the TOU rates is being prepared. In the meantime, JPS has been afforded the opportunity to provide the OUR with its own proposal on TOU.		
Status	Active		



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Water & Sewerage Sector - Review of Work Plan Activities for the period
2023 April - September

Project Title	Tariff and Rate Regime for Small Private Providers
Project Number	WT-0000-0109
Sector	Water & Sewerage
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, and there will be a number of such activities during the four-year work plan period.
Review to Date	<p>St. Jago Hills Development Company Limited (SJHDC) - On 2022 March 14, SJHDC submitted an application to the OUR for tariff approval. After several correspondence and meetings with SJHDC, SJHDC took the decision to cease providing water to the development. The Minister with responsibility for water in the Ministry of Economic Growth and Job Creation was apprised of the situation and to consider the "Step-in rights" provision in SJHDC's Water Supply Licence.</p> <p>Status: <i>The OUR received a letter dated 2023 April 13 from the responsible Minister indicating two options under which the NWC would be willing to take over the operations of SJHDC and supply water to the community.</i></p> <p><i>On 2023 June 9, the OUR published the Determination Notice for SJHDC along with a response to SJHDC's Attorney letter dated 2023 May 19. The response addressed the Notice of Intention to Recommend Revocation of Licence - SJHDC Limited Water Supply Licence, 2014. The OUR holds the view that SJHDC has not operated its licensed business in accordance with the requirements of its Licence.</i></p> <p><i>SJHDC indicated by way of a letter dated 2023 June 16, that it cannot agree to commence operations with the rates approved by the OUR in its Determination Notice. Legal review of the available options is being conducted to determine the next step.</i></p> <p>Richmond Environmental Services – On 2022 August 18, Richmond Environmental Services (RESL) applied for a rate increase.</p> <p>Status: <i>The Determination Notice was approved by the Office on 2023 June 26 with an effective date of 2023 June 26.</i></p> <p>Cancara Development Limited (CDL) – On 2022 November 04, Cancara Development Limited (CDL) applied for a rate increase.</p> <p>Status: <i>Additional information requested for the application is being reviewed.</i></p>
Status	Active



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Telecommunications Sector - Review of Work Plan Activities for the period 2023 April - September

Project Title	Establishment of Outage Protocol for Telecommunications Sector		
Project Number	TL-2020-0002		
Sector	Telecommunications		
Project Background	<p>Telecommunications infrastructure is recognized as being critical to national security, emergency preparedness, public health and the economic well-being of Jamaicans. Telecommunications technological developments over the years have given the general public (including the corporate community) the ability to remain in contact with one another, manage finances, share information from anywhere in the world and at any time. Society is more reliant than ever on telecommunications infrastructure. Unavailability of telecommunications can result in adverse security, public safety (including response and recovery capabilities) and economic consequences. It is also recognized that service disruptions have the potential to impact a significant portion of the population.</p> <p>The project involves establishing notification processes for telecommunications licensees in the event of service disruptions or failures.</p> <p>The project will be limited to the categorization of different types of outages, the establishment of reporting measures based on the type of outages.</p>		
Initial Timeline	Start Date: 2021 November	Actual Timeline	Start Date: 2021 November
	End Date: 2022 December		End Date: 2024 March
Review to Date	The draft Determination Notice and the draft Outage Protocol were prepared and are being reviewed internally.		
Status	Active		
Project Title	Review of QoS Rules		
Project Number	TL-2022-0001		
Sector	Telecommunications		
Project Background	<p>In the ever-connected, globalized, digital environment that is developing 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.</p>		



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	With this project the OUR will undertake a review of the QoS regulatory framework 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: <i>Timeline is externally driven</i>
Review to Date	<u>QoS Rules</u> The Consultation regarding the review of Quality of Service (QoS) parameters is still pending, awaiting the formal release of the latest Draft Rules. Initially, it was expected that these Rules would be promulgated by the end of the 2022/23 fiscal year; however, there have been multiple date adjustments since then. The rules are now expected to be promulgated in the last quarter of the 2023/24 fiscal year. <u>Qos/QoE Monitoring Regime</u> Procurement activities for Drive/Walk Testing and Crowd Source Monitoring solutions are in progress.		
Status	Active		
Project Title	Use of IMSIs on Fixed Networks		
Project Number	TL-2021-0001		
Sector	Telecommunications		
Project Background	<p>Given the cost of deploying wired fixed networks, new entrants in the fixed segment of telecommunications sectors globally, have been utilizing fixed wireless networks as a more cost-effective alternative. In particular, they have been utilizing LTE technology to provide fixed services. Operators using LTE technology need to find a way to authenticate their subscribers when an attempt is made to access their network. They also need to identify their subscribers in order to determine the customer profile (bandwidth, priority, etc.) to be applied to each subscriber. In order to authenticate subscribers, operators assign them SIMs with an International Mobile Subscriber Identity (IMSI). When a subscriber attempts to access a network, the network only allows access if the subscriber has a valid IMSI registered on the network.</p> <p>The first three digits of an IMSI represent the Mobile Country Code (MCC) while the next three digits (in the case of the North American standard which Jamaica follows) represent the Mobile Network Code (MNC). Under the current numbering regulatory framework, MNCs which are required to construct IMSIs can only be assigned to a public network operator offering public mobility services with international roaming. This means that a fixed licensee which does not hold a mobile licence is not allowed to utilize IMSIs in its provision of fixed services.</p> <p>This project will examine a variety of issues including: the benefits of and the licensing, technical and regulatory implications of allowing IMSIs (and by extension Mobile Country Codes/Mobile Network Codes) to be used on fixed networks.</p>		



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Initial Timeline	Start Date: 2021 January	Actual Timeline	Start Date: 2021 January
	End Date: 2023 March		End Date: 2023 November
Review to Date	The draft Determination Notice and a draft of the revised IMSI Guidelines is being prepared.		
Status	Active		



4. Work Plan and Deliverables for 2024/25 - 2027/28

Overview

This chapter contains the work plan and deliverables for the period 2024/25 – 2027/28. This includes projects which began in preceding years and will continue during 2024/25 – 2027/28; projects that were a part of the last 4-year rolling plan and are scheduled to begin during 2024/25 – 2027/28 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 2024/25 – 2027/28 Financial Years.

Electricity Sector Work Plan

Major Recurring Projects & Activities

Project Title	JPS Annual Rate Review 2024
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	2024 May
End Date	2024 August

Continuing and Pending Projects from the Previous 4-year Work Plan

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	2024 January



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End Date	2024 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	2025 January
End Date	2026 June
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	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>
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	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>



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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	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>
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	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>
Project Title	Power Purchase Agreements Renewals
Project Number	EL-2023-0004
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	2024 April
End Date	2026 December
Project Title	JPS Plant Life Extension & Right of First Refusal (4MW Generation Capacity)
Project Number	EL-2022-0006



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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	2024 March
End Date	2024 December
Project Title	RAMI Realignment
Project Number	EL-2023-0005
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 May
End Date	2025 September
Project Title	Review of JPS TOU Rates & Implementation
Project Number	EL-2023-0001
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	EL-2023-0003



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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	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.
Start Date	2025/26
End Date	TBD

New Projects

Project Title	JPS' Productivity Improvement Analysis
Project Number	TBA
Sector	Electricity
Project Description	<p>The introduction of the JPS Electricity Licence 2016, resulted in the replacement of the X-Factor from the price setting formula with a productivity improvement factor in the company's cost. The OUR found it necessary to assess the company's scope for productivity improvement within the revenue cap framework.</p> <p>A productivity study, which among other things, outlined methodologies applicable in the Jamaican context. The study also estimated JPS's productivity level. Even though JPS accepted the OUR's methodological approach, it did its own productivity study. This resulted in an exercise to provide a critique of JPS's productivity study.</p> <p>A productivity improvement factor was set for JPS for the 2019 to 2024 period. The OUR is expected to receive the next Five-Year Tariff for JPS in 2024 May. As such, this project was created in preparation for the upcoming 2024-2029 review.</p>



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Start Date	2023 October
End Date	2024 August
Project Title	Demand Forecast Update & Model Review
Project Number	TBA
Sector	Electricity
Project Description	<p>The JPS Electricity Licence 2016, has resulted in, among other things, the replacement of a price cap tariff regime with a revenue cap methodology for setting retail prices. Integral to the revenue cap methodology is a forward-looking approach to tariff setting, which requires long-term demand forecast.</p> <p>Consequently, the development of a robust forecasting methodology to generate reliable energy demand forecast is critical.</p> <p>In 2017 the OUR engaged the services of Manitoba Hydro International Ltd (MHI) to reshape the demand forecasting model to produce projects that were more reliable, the objective was achieved. In preparation for the 5-year rate review, the model is required to be updated.</p>
Start Date	2023 September
End Date	2024 January
Project Title	JPS 2024- 2029 Rate Review Determination Notice
Project Number	TBA
Sector	Electricity
Project Description	The Electricity Licence 2016 provides for a five (5) year rate review to be done based on the revenue cap principle. The review process, under normal circumstances, should be completed over a 120-days period after acceptance of the rate proposal.
Start Date	2024 April
End Date	2024 September
Project Title	JPS' Capital Project Evaluation
Project Number	TBA
Sector	Electricity
Project Description	Under the Revenue Cap construct, JPS is required to submit a 5-year business plan, as part of its rate application. The business plan is expected to detail the company's planned investment activities and projected operating and maintenance expenses over the five (5) year period.



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	<p>The OUR's objective is to ensure that JPS' projects and programmes deliver, at a minimum, the expected benefits to customers at the lowest cost. Accordingly, there is a need to establish a framework that will provide a relevant reference of standard unit costs for projects/programmes in the electricity sector.</p> <p>Such a framework would provide an objective and informed basis for the OUR's evaluation of cost efficiency and cost-effectiveness of projects/programmes proposed by JPS in its Rate Review application.</p>
Start Date	2024 January
End Date	2024 June
Project Title	JPS Rate Design & Business Plan Review
Project Number	TBA
Sector	Electricity
Project Description	<p>JPS' existing tariff structure has been in place more or less since 2004. Residential (Rate 10) and small to medium commercial customers (Rate 20) tariff is predicated on a two-part structure, comprised of a volumetric energy rate with a customer charge. Large Commercial and Industrial customers (Rates 40, 50 and 70) have a three-part tariff structure inclusive of demand charges, with a time-of-use option.</p> <p>Historically, the rate structure has worked well. However, it is the OUR's intent to determine whether these are adequate in the face of recent electricity market trends and the revised policy objectives. An expanded rate design toolkit may very well be required, consequently, the OUR is seeking a Tariff Design Expert to conduct the relevant rate analyses and advice on an appropriate set of rate designs for the Jamaican socio-economic context.</p>
Start Date	2024 January
End Date	2024 July



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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.

Major Recurring Projects & Activities

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	2024 April
End Date	2025 March
Project Title	Annual Price Adjustment Mechanism (ANPAM) Reviews for NWC and Private Water & Sewerage Providers
Project Number	TBA
Sector	Water & Sewerage
Project Description	The price adjustment mechanism for water and sewerage utility companies, allows for an adjustment of base rates by the rolling in of the cumulative monthly Price Adjustment Mechanism (PAM) rate adjustments into the base rates, generally on an annual basis. This annual reset is referred to as the Annual Price Adjustment Mechanism (ANPAM). The three (3) indices in the PAM used to reflect changes in costs are: 1. The Consumer Price Index (CPI), 2. The Jamaican dollar exchange rate relative to the United States Dollar (FX); and 3. Electricity Prices (kWh).
Start Date	2024 April
End Date	2025 March



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Continuing and Pending 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	2024 March
End Date	2025 February
Project Title	NWC Regional, Seasonal Tariff & Asset Base Proxy Study
Project Number	WT-2021-0002
Sector	Water & Sewerage
Project Description	<p>The data has shown that there are clear differences in the wet seasons and dry seasons which has had a significant impact on NWC's operating cost. Similarly, there is a striking disparity between the availability and supply of water in the Northern parishes compared to those in the South. Consequently, the OUR considers it important that an evaluation be done with a view of determining whether the economics of these disparities justify the construction of rates that reflect these dimensions of cost.</p> <p>The regulatory rate base is defined as property, assets, or other investments deemed to be in service, and is providing current benefits to customers. At the last rate review the Commission included a deferred tax asset item in its proposed rate base. The NWC claimed that this inclusion represents expected future income tax benefits. Given the nature of this intangible asset (deferred taxes) and the fact that it reflected an uncertain future claim, the OUR ruled that the NWC's proposal to present deferred tax benefits as an asset on which it should be allowed a return, was unreasonable.</p> <p>The OUR intends to engage the services of a financial expert or Firm that has water sector experience and capability to analyse the NWC's financial statements and determine a suitable approach that will result in a fair valuation of the company's regulatory asset base. In addition, the engaged financial expert or firm is required to conduct a feasibility study that will inform the OUR on the practicability of implementing seasonal rates for the NWC.</p>
Start Date	2025 January
End Date	2026 October
Project Title	National Irrigation Commission (NIC) Tariff Review - NIDP
Project Number	WT-1923-0103
Sector	Water & Sewerage



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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 a new tariff for 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	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>
Project Title	NWC 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-months later. However, the OUR is still awaiting its application.
Start Date	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>
Project Title	Framework for Public-Private Partnership Structured Water Sector Projects
Project Number	WT-2020-0003
Sector	Water & Sewerage
Project Description	<p>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.</p> <p><u>Objective</u></p> <p>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.</p> <p><u>Scope</u></p> <ul style="list-style-type: none"> • To develop the necessary guidelines through a collaborative and consultative process. • Prepare and promulgate approved guidelines.
Start Date	FY 2025/26
End Date	TBD



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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 ensure the universal availability of “basic” telecommunications service; strive to make telecommunications services accessible to all persons; protect and empower consumers in the telecommunications marketplace and address public interest issues such as cybersecurity and emergency access operations.

Major Recurring Projects & Activities

Project Title	Quarterly Telecommunications Market Information Report
Project Number	TBA
Sector	Telecommunications
Project Description	This involves the preparation of quarterly market data reports on the services provided in the telecommunication markets.
Start Date	2024 April
End Date	2025 March

Continuing and Pending Projects from the Previous 4-year Work Plan

Project Title	Review of QoS Rules
Project Number	TL-2022-0001
Sector	Telecommunications
Project Description	<p>In the ever connected, globalized, digital environment that is developing, 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.</p> <p>With this project the OUR will undertake a review of the QoS regulatory framework to take account of technological developments as well as aligning the framework with international best practices.</p>
Start Date	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>



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Project Title	Review of Number Portability Framework - Phase II
Project Number	TL-2023-0001
Sector	Telecommunications
Project Description	<p>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.</p> <p>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.</p>
Start Date	2022 September
End Date	2024 December
Project Title	Regulatory Framework for Mobile Virtual Network Operators (MVNOs)
Project Number	TL-1620-0124
Sector	Telecommunications
Project Description	<p>The introduction of Mobile Virtual Network Operators (MVNOs) is seen as a natural progression in the facilitation of competition in the telecommunications sector. The MVNO model has gained popularity globally, and new value-added services are constantly emerging. Given that MVNOs tend to focus on niche markets, it is believed that value-added niche services are better handled by these operators.</p> <p>The Minister with responsibility for telecommunications has created a licence category for MVNOs. The formulation of a regulatory framework for MVNOs could increase the level of competition in the provision of specified services. Consumers would therefore be afforded more options in terms of service providers and types of services. This should eventually lead to lower and more efficient prices. In this project, the OUR will examine a variety of issues including - MVNO models, benefits, and the licensing, technical, and regulatory implications of MVNO entry. This project will address how Mobile Virtual Network Operators (MVNOs) will be regulated. It will address the rights and responsibilities of these virtual operators and their interactions with facilities-based operators. It will not address the issues already covered under the Infrastructure Sharing Rules.</p>
Start Date	2023 September
End Date	2026 March
Project Title	Review of Wholesale Telecommunications Markets



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Project Number	TL-2020-0005
Sector	Telecommunications
Project Description	<p>Jamaican consumers need vibrant, competitive telecommunications markets, where operators compete against each other to earn consumers' trust and satisfaction with high-quality, affordable services. The level of competition in retail telecommunications markets and the differentiation between operators' service offerings will be dependent on the level of competition at the wholesale level. Where wholesale markets are not competitive, there is a need for regulatory intervention.</p> <p>The OUR will 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.</p>
Start Date	2023 September
End Date	2025 March
Project Title	Review of Fixed and Mobile RIOs and RAOs
Project Number	TL-1620-0109
Sector	Telecommunications
Project Description	<p>Having mandated interconnection, regulators still need to ensure that their rules are applied fairly. In most jurisdictions, this takes the form of a requirement for dominant operators to develop a Reference Interconnection Offer (RIO), the contents of which must be approved by the regulator. The RIO provides a transparent basis for the negotiation and conclusion of all agreements for the provision of interconnection services that are subject to regulation. It provides legal certainty to new entrants as they can be certain that they are being granted interconnection on terms that are no less favourable than that accorded to other operators, including the retail arm of the interconnection provider.</p> <p>Currently, in the voice segment of the sector, there is an obligation on all mobile carriers and C&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.</p> <p>Additionally, the OUR will need to review the Reference Access Offers (RAOs) of all infrastructure providers, once the Infrastructure Rules have been promulgated.</p>
Start Date	2023 July
End Date	2025 March
Project Title	Facilitating Innovation within the Telecoms Sector



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Project Number	TL-2022-0002
Sector	Telecommunications
Project Description	<p>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.</p> <p>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.</p> <p>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.</p>
Start Date	2025 January
End Date	2026 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	<p>There is immense scope to develop an ecosystem for Mobile Value-Added Services (MVAS). Such services can bring M-education, M-health, M-banking, M-governance, M-agriculture, and other mobile services through digital 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.</p> <p>This project will focus on the provision of wholesale USSD and SMS access services to third-party MVAS providers by mobile network operators (MNOs). It will examine how current commercial,</p>



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	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	2025/26
End Date	TBD
Project Title	Creating a Regulatory Framework for the Extraterritorial Use of Jamaican telephone numbers
Project Number	TBA
Sector	Telecommunications
Project Description	<p>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:</p> <ul style="list-style-type: none"> • The provision of nomadic telecommunications services • The management of M2M communications. <p>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.</p> <p>The management of M2M communications: - The identifiers used for M2M applications in public networks are E.164 (e.g., MSISDN) and E.212 (IMSI) numbers as well as IPv4 and IPv6 addresses. In the short and medium term – and perhaps even in the long term – classical telecommunications numbers (E.164 and E.212) will continue to be one solution to identify M2M entities. The permissibility of the extra-territorial use of national E.164 and E.212, therefore, 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.</p> <p>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.</p>
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.



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	<p>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.</p> <p>This project will seek to create rules governing the disposition of physically inaccessible in-building wiring where a service provider needs access to such facilities to deploy its service.</p>
Start Date	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>
Project Title	Assessment of the Costs and Benefits of Intermodal Porting
Project Number	TL-1822-0112
Sector	Telecommunications
Project Description	<p>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.</p> <p>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.</p>
Start Date	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>

New Projects

Project Title	Assessment of the Readiness of Service Providers to Deliver Automatic Number Identification (ANI) and Automatic Location Information (ALI)
Project Number	TBD



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Sector	Telecommunications
Project Description	<p>Section 48 of the Telecommunications Act stipulates that every service provider shall take such steps as are necessary to ensure that, in relation to its retail public telecommunications services, each customer of that service can reasonably and reliably reach emergency services. MSETT has launched a project aimed at enhancing access to emergency services in Jamaica which involves the establishment of an Emergency Communication Centre (ECC) to which service providers will terminate emergency calls. High on the list of desired interventions is the enhancement of the ability of emergency services personnel to accurately and promptly locate the place of the emergency and respond quickly to persons in distress. Service providers therefore need to be able to transmit Automatic Number Identification (ANI) and Automatic Location Information (ALI) for callers seeking to access emergency services.</p> <p>As a key stakeholder in the modernisation process, the OUR is required to undertake an assessment of the capability of existing networks to transmit ANI/ALI with emergency calls. This will inform the implementation of the first stage of the enhanced access to emergency services project.</p>
Start Date	2024 February
End Date	2024 December
Project Title	Establishing Certification Standards for Private Branch Exchanges (PBXs) Equipment
Project Number	TBD
Sector	Telecommunications
Project Description	<p>MSETT has launched a project aimed at enhancing access to emergency services in Jamaica which involves the establishment of a centralised Emergency Communication Centre (ECC) to which service providers will terminate emergency calls. One of the critical components of this design is the need for customer premises equipment connected to public telecommunication network, such as Private Branch Exchanges (PBXs), to be able to dispatch precise location data when persons are making calls from entities with multiple buildings, multi levels/floors, and multiple public entrances etc.</p> <p>Section 57 of the Telecommunications Act stipulates that the OUR may make rules prescribing certification standards in relation to customer equipment. As a key stakeholder in the process to modernise the emergency access services, the OUR is responsible for the establishment of certification standards for PBX equipment.</p>
Start Date	2024 February
End Date	2025 March
Project Title	QoS Baseline Campaign and Operationalisation of the Monitoring Framework
Project Number	TBD
Sector	Telecommunications



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Project Description	With the expectation that the QoS Rules will be promulgated by the last quarter of 2023/24, it will be necessary to undertake activities aimed at operationalising the QoS monitoring regime. This would include undertaking a baseline study wherein measurements will be conducted across the island to capture the current service levels in relation to parameters specified within the QoS Rules.
Start Date	2024 April
End Date	2024 November
Project Title	Quarterly Report on Service Providers' QoS Performance
Project Number	TBD
Sector	Telecommunications
Project Description	This will be a report prepared on a quarterly basis indicating the performance of the service providers against the QoS targets established.
Start Date	2024 November
End Date	TBD
Project Title	National Emergency Telecommunications Plan
Project Number	TBD
Sector	Telecommunications
Project Description	<p>Over the last few years, global events have indicated that the likelihood of unexpected disasters occurring has increased. Jamaica is located on an earthquake fault line as well as in a hurricane zone. This means that there is always the probability that the nation will experience national disasters of varying magnitudes. The World Telecommunication Development Conference which was held in Kigali in 2022 identified disasters as a major threat to socio-economic development. Telecommunications networks/services play a critical role in disaster response and management by facilitating access to emergency services, and rescue and relief operations. They also provide a means by which alerts and updates can be disseminated. The International Telecommunication Union, being cognizant of the importance of ICTs in the times of disasters, has been encouraging policy makers and regulatory agencies to develop National Emergency Telecommunication Plans. A National Emergency Telecommunication Plan (NETP) provides a cogent strategy to support and enable the continued use of telecommunications and ICT networks and services in all four phases of disaster risk management (DRM): mitigation, preparedness, response and recovery. The Plan will also promote the requisite level of coordination across various government entities as well as amongst other stakeholders.</p> <p>While the Office of Disaster Preparedness and Emergency Management (ODPEM), has been given the responsibility for disaster management in Jamaica, as the regulator of the telecommunications sector, the OUR is of the view that issues related to emergency/disaster management which involves the telecommunications network, are best addressed under its remit. The OUR will coordinate with all relevant stakeholders including ODPEM, service providers, private sector, non-governmental entities, and the public in the development of the Plan.</p>



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Start Date	2025/26
End Date	TBD
Project Title	Harnessing/Leveraging Artificial Intelligence and Big Data in the ICT Sector Study
Project Number	TBD
Sector	Telecommunications
Project Description	<p>Artificial Intelligence (AI) and Big Data (BD) are rapidly transforming today's world. The remarkable surge in AI capabilities have led to many innovations in the Information and communication technologies (ICT) sector while BD promises to stimulate growth and increase efficiency and profitability across the sector. Telecommunications companies can improve network reliability and optimize and refine the customer experience by utilising AI and Big Data solutions. Globally, the companies have been utilising these tools for network planning, targeted marketing, proactive customer support, assessment of revenue leakages and IoT/ M2M Analytics.</p> <p>In the past few years, countries around the world have taken several initiatives to frame strategies to guide and foster the development of AI and BD and mitigate the risks associated with them. ICT regulators and policymakers have also been analysing how AI and BD can be used to improve policymaking and regulation in the ICT sector. Potential uses of AI and big data have been identified in areas such as quality of service/experience monitoring, spectrum management, network resiliency and the measurement of the ICT sector. One of the key challenges in measuring the ICT sector has been the lack of up to-date and reliable data, in particular from developing countries. The ICT sector is evolving rapidly, as are the types of services and applications that are driving the information society, all of which makes identifying and tracking new trends even more challenging. AI and BD can enhance the quality and timeliness of ICT statistics in order to improve the evidence base for the decision-making of ICT policymakers and regulators.</p> <p>The Study will examine how AI and BD can be leveraged/harnessed in the Jamaican ICT sector, the risks associated with adopting AI and BD solutions as well determine the appropriate policies, legislations and regulations that may be required.</p>
Start Date	2025/26
End Date	TBD



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

Major Recurring Projects & Activities

Project Title	Symposium on Utilities Customer Service and QOS 2024
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	2024 January
End Date	2025 March
Project Title	OUR Mystery Shopping Programme 2023/24



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Project Number	CP-2022-0002
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 2024/25
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 November
End Date	2025 March
Project Title	Production of the Annual Report for 2023
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 2024 July 31 i.e., four months after the end of the fiscal year. This report is tabled in the Houses of Parliament.
Start Date	2023 December



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End Date	2024 December
Project Title	Consumer Satisfaction Survey 2023/24
Project Number	CP-2021-0004
Sector	Support
Project Description	<p>The purpose of the project is to conduct a national survey using appropriate methodologies to collect data and information for the following purposes:</p> <ul style="list-style-type: none"> 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	2024 April
End Date	2025 March
Project Title	Monitor Service Providers Customer Complaints Phase 2
Project Number	CP-2023-0004
Sector	Support
Project Description	<p>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. The findings from the analysis will be used to make recommendations for appropriate corrective measures and highlight opportunities for improvement where necessary.</p>
Start Date	2023 September
End Date	2024 October
Project Title	Workplace & community stakeholder engagement for 2024/2025
Project Number	CP-2023-0005
Sector	Support
Project Description	<p>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.</p>
Start Date	2024 April



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End Date	2025 March
Project Title	Webinars
Project Number	TBD
Sector	Support
Project Description	<p>The findings of the 2021 Consumer Satisfaction Survey have identified a decline in awareness about the role and functions of the OUR. This activity is intended to:</p> <ul style="list-style-type: none"> ▪ Increase in the number of persons who are aware of the roles and functions of the OUR; ▪ Improve utility consumers' knowledge of their rights and responsibilities; ▪ Educate utility consumers about the remedies available to them; <p>Use virtual channels to reach particular demographic</p>
Start Date	2024 August
End Date	2025 March
Project Title	Private Water Providers Quality of Service Monitoring and Consultation – Phase 2
Project Number	TBD
Sector	Support
Project Description	<p>The OUR has identified, from its interactions with private service providers and an analysis of customer feedback, that there's often a need for enhanced knowledge in operating water and/or sewerage facilities to deliver on the Quality of Service (QoS) standards. To assist these private service providers in their QoS delivery, they are required, as part of the OUR's tariff determinations, to:</p> <ol style="list-style-type: none"> 1. Develop (QOS) documents such as Customer Charters and Operations Manuals; 2. Submit reports on their QoS performance to the OUR, which includes Guaranteed Standards reports; and 3. Address any particular QOS issue that may be specific to their operations. <p>The OUR has recognized that:</p> <ol style="list-style-type: none"> 1. For those service providers that submit the Customer Charters and Operations Manuals, the documents require significant amendments for them to meet the regulatory requirements; 2. The required reports, per the tariff determination, are either not submitted at all or are submitted haphazardly; and 3. Complaints from customers include issues that should be addressed by the processes and procedures in the Customer Charter and Operations Manual, where followed. <p>Accordingly, this project is being undertaken to:</p> <ol style="list-style-type: none"> 1. Assess the specific needs of the private water and/or sewerage providers, particularly with respect to their QoS requirements and delivery; and



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	Consult with private water and/or sewerage providers to provide them with a better understanding of the regulatory requirements, particularly as it relates to their QoS requirements and delivery.
Start Date	2024 April
End Date	2025 May

Continuing and Pending Projects from the Previous 4-year Work Plan

Project Title	Integrated Communications Campaign – Phase 2
Project Number	CP-2022-0007
Sector	Support
Project Description	<ol style="list-style-type: none"> The findings in the last OUR National Customer Satisfaction Survey (2019), found that: <ol style="list-style-type: none"> A significant portion of utility providers and consumers are not aware of the roles and functions of the OUR. Many utility customers are not aware of their rights and responsibilities. Many utility customers are not aware of the quality of service standards implemented for their benefit. 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. 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). 2021 - 2022: <ol style="list-style-type: none"> 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. Conceptualize key messages etc., to be used across various media channels 2022 - 2023: <ol style="list-style-type: none"> Finalise and develop the key messages Produce the messages for radio, television, press advertisements, graphics for social media, website, and any other online platforms Placement This project will continue into FY 2024/25.
Start Date	2023 April
End Date	2025 March



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Project Title	JPS Parish Office Closure Impact Assessment (Phase 2)
Project Number	CP-2023-0008
Sector	Support
Project Description	<p>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:</p> <ul style="list-style-type: none"> • 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. <p>In 2021 November, the OUR did 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.</p>
Start Date	2023 September
End Date	2024 June
Project Title	Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers
Project Number	CP-2023-0009
Sector	Support
Project Description	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • Effectiveness of the GS Schemes



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	<ul style="list-style-type: none"> 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 February
Project Title	Private Licensees Outreach
Project Number	CP-2023-0010
Sector	Support
Project Description	<p>The OUR conducted a Small Private Licensee Synthesis Final Report Quantitative and Qualitative Research project which produced the following recommendations based on the findings:</p> <ul style="list-style-type: none"> 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. <p>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:</p> <ul style="list-style-type: none"> A workshop for small telecoms providers (including cable operators who are illegally offering this service) <p>Develop a communication strategy for information dissemination</p>
Start Date	2024 January
End Date	2024 December



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Project Title	NWC's Billing Cycle Review
Project Number	CP-2023-0011
Sector	Support
Project Description	<p>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.</p> <p>This project is intended to review the NWC's Billing Cycle in which the following issues will be considered:</p> <ol style="list-style-type: none"> 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. <p>Assessing the reasonableness of the NWC's practice to stop billing an account upon disconnection</p>
Start Date	2024 January
End Date	2024 September
Project Title	OUR TV – YouTube Relaunch
Project Number	CP-2023-0012
Sector	Support
Project Description	<p>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.</p>
Start Date	2023 April
End Date	2024 September
Project Title	Market Research Survey of Private Licensees 2024/25



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Project Number	CP-2023-0013
Sector	General Regulation
Project Description	<p>In carrying out its functions, the OUR must ensure that it takes into account the needs of licensees as well as their rights and responsibilities. The OUR sees the need to periodically assess the views of the various operators in the electricity, telecommunications, and water and sewerage sectors.</p> <p>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.</p> <p>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.</p> <p>The Consultant will be expected to, through agreed selected quantitative and qualitative research methods, collect data from a sample of the licensees who are currently operating within the various sectors. This information will be used to develop an appropriate communications strategy to respond to the public education and other needs of licensees and benchmark and track the licensees' satisfaction index over time. The information will also be used, inter alia, to assess compliance/enforcement measures in instances where there may be companies operating without the requisite licence or in contravention of the licence.</p>
Start Date	2024 April
End Date	2025 March



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New Projects

Project Title	Customer Satisfaction Survey for Major Service Providers/Licensees
Project Number	TBD
Sector	Support
Project Description	In carrying out its functions, the OUR must ensure that it considers the needs of regulated entities and has sought to continually implement policies aimed at improving its interaction with them. The OUR is of the view that it is important to assess the views of the entities in the electricity, telecommunications and water and sewerage sectors which it regulates. It has never felt the pulse of its major service providers in this regard. The purpose of the project is to conduct research using appropriate methodologies, to collect, data and information to address this need.
Start Date	2024 August
End Date	2025 March
Project Title	Tik Tok Launch
Project Number	TBD
Sector	Support
Project Description	<p>Research has shown that, increasingly, consumers are more attracted to messages that are visually presented. While OUR's main social media pages – Facebook, Instagram, and Twitter have been showing steady growth in the number of followers, our demography for platforms like Facebook remains between 34 – 54 years old.</p> <p>When it comes to Tik Tok 187,259 Jamaicans are on this platform. Of this, 95.7% percent are between the ages of 18 and 34 years. [https://www.start.io/audience/tiktok-users-in-jamaica] This is the group that OUR will seek to target as they are future/current rate payers who, tend to be vocal and absorb information that may or may not be authentic. The OUR will be placing important information about its role, function, consumer rights and responsibilities on this platform will seek to educate and eradicate misperceptions and information pushed out to this demographic. Part of the success of OUR's launch on this new platform will be the adequate budgetary allocation for marketing as a new entrant in an already crowded space. Acquiring the services of an influencer is also key to the success of this project.</p>
Start Date	2023 December
End Date	2025 March



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Project Title	Digitisation Of Physical Ouric Materials Phase 1
Project Number	TBD
Sector	Support
Project Description	<ul style="list-style-type: none"> ▪ The OUR's Digital Library (DL) was successfully launched in 2023 March to meet the reference, research and information needs of the OUR and some external stakeholders. ▪ Two (2) training sessions were conducted to sensitise users on how to access and manipulate the platform. ▪ The DL platform is now being populated in a collaborative effort between OURIC and our DL providers, BookFusion. ▪ 10,000 books are being uploaded to the platform by BookFusion, guided by lists of OURIC-recommended materials and based on staff criteria and preferences. ▪ Timelines are being established to improve efficiency in the uploading process. ▪ Staff interactions will help to guide our selections to meet the 10,000 materials target. ▪ Items selected will support the research, professional development and personal development (self-improvement) needs of staff. ▪ The focus in our selection process will be on research and support for the primary clients of the OUR (regulators) as well as OUR's enabling team members. <p>Alongside those materials that are born digital, there is a need to convert materials as immigrants into the digital space, and so in the upcoming year, we will turn our attention to the digitization of physical materials in the collection.</p>
Start Date	2024 April
End Date	2025 March
Project Title	OUR Podcast Series – Season 2
Project Number	TBD
Sector	Support
Project Description	<p>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.</p> <p>The objectives podcasts are to:</p>



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	<ul style="list-style-type: none"> 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 <p>To increase awareness about the work of the OUR.</p>
Start Date	2024 April
End Date	2025 February
Project Title	Establishing a Guaranteed Standards Scheme for Digicel and Flow
Project Number	TBD
Sector	Telecommunications
Project Description	<p>Guaranteed Standards (GS) represent those quality of service performance measures that have a compensatory mechanism attached, triggering compensation payment when a service provider does not perform in keeping with the stipulated provisions. GS Schemes have been established for service providers in the electricity, water and sewerage sectors. Currently, no GS Scheme has been established for the telecommunications sector.</p> <p>Over the years, the OUR has received complaints and noted public outcry about quality of service issues being experienced by telecommunications customers, specifically from Digicel and Flow customers. the OUR has received complaints of frequent and prolonged service interruptions and general poor service quality.</p> <p>In light of the foregoing, the OUR decided to commence the process to establish a Guaranteed Standards Scheme that customers can use to hold the major telecommunications service provider accountable to the service delivered in specific areas. This will be done through a consultative process in which the OUR will:</p> <ol style="list-style-type: none"> Present its preliminary views with respect to: <ul style="list-style-type: none"> The need to establish a GS Scheme for the major telecommunications providers; The service standards and associated targets that are being proposed for inclusion in the GS scheme; The compensation mechanism for the GS Scheme; and Seek the views of consumers, service provider, and other stakeholders on the proposed GS Scheme
Start Date	2023 November
End Date	2024 May
Project Title	Consultation to Review the General Code of Practice for the Telecommunications Industry



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Project Number	TBD
Sector	Support
Project Description	<p>Resulting from a consultation process, the OUR on 2016 September 20 issued a Recommendation titled: General Code of Practice for the Telecommunications Industry (Code), Document Number: 2016/TEL/008/RCM.002. The Code outlines basic/standard practices that the OUR recommends that Licensees undertake in their service provisioning. It also provides a guide to Licensees on practices that are deemed appropriate in their dealings with consumers regarding any service on offer or that is being provided.</p> <p>It is recognized that it is seven (7) years since the Determination on the Code was issued. Accordingly, it is recommended that a review be undertaken on the Code, through a consultative process, to ascertain whether it needs to be revised based on, among other things:</p> <ul style="list-style-type: none"> (i) Customer complaints. (ii) Changes in consumer behaviour. (iii) Developments in the telecommunications industry.
Start Date	2024 August
End Date	2025 June



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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.



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Major Recurring Projects & Activities

Project Title	Preparation of the Corporate Business Plan for 2025/26 – 2028/29
Project Number	TBA
Sector	Support
Project Description	Development of the Work Plan and Budget for the four-year period 2025/26 – 2028/29. This includes work in the sectors as well as the supporting aspects of the business.
Start Date	2024 June
End Date	2024 December
Project Title	The Office's Performance Evaluation 2024/25
Project Number	ST-2023-0003
Sector	Support
Project Description	A consultancy to conduct the annual assessment of the performance of The Office.
Start Date	2024 April
End Date	2024 September
Project Title	Quarterly Work Plan Status Reporting and Meetings
Project Number	ST-2023-0004
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	2024 April
End Date	2025 March

Continuing and Pending Projects from the Previous 4-year Work Plan

Project Title	Conference: Financing Public Utilities – Options and Considerations
Project Number	ST-2023-0005
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,



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	utilities, bankers, regulators, academics, and representatives of international development partners.
Start Date	2025/26
End Date	TBD

New Projects

Project Title	The Office Bulletin
Project Number	TBA
Sector	Support
Project Description	A monthly bulletin that communicates Office decisions to the rest of the organization.
Start Date	2024 April
End Date	2025 March
Project Title	Review and Implementation of Board Charter
Project Number	TBA
Sector	Support
Project Description	Develop a comprehensive Board Charter to define the roles, responsibilities, and governance framework for the Office.
Start Date	2024 April
End Date	2024 August
Project Title	Documentation of STTO Procedures - Licence Monitoring
Project Number	TBA
Sector	Support
Project Description	Document procedures to guide the monitoring of new, existing and inactive licensees specifically in relation to the status of their operations with respect to the licensed activity, renewal requirements and the process leading up to recommendations for suspension and or revocation of licences to the respective Ministries.
Start Date	2024 July
End Date	2024 December
Project Title	Review of Corporate Governance Manual
Project Number	TBA
Sector	Support
Project Description	Conduct a comprehensive review and update of the Corporate Governance Manual.



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Start Date	2024 November
End Date	2025 March
Project Title	Office Member Orientation Process Documentation
Project Number	TBA
Sector	Support
Project Description	Document the process of induction and orientation of Office members.
Start Date	2024 April
End Date	2024 June
Project Title	Request for Office Decision Process Documentation
Project Number	TBA
Sector	Support
Project Description	Document the process used to facilitate the movement of the RFOD from request to completion.
Start Date	2025 January
End Date	2025 March



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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.



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Major Recurring Projects & Activities

Project Title	OUR Health and Wellness Fair 2024/25
Project Number	TBA
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	2024 June
End Date	2024 October

Continuing and Pending Projects from the Previous 4-year Work Plan

Project Title	Revamping of Personnel Policy and Procedural Manual
Project Number	HR-2023-0002
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	2024 May
End Date	2025 January
Project Title	Flexible Work Arrangement Policy and Procedures
Project Number	HR-2023-0003
Sector	Support
Project Description	This project endeavors to ensure that the OUR operates in accordance with 21 st -century policies and procedures and best practices that will serve to enhance the quality and effectiveness of the service



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	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	2024 April
End Date	2024 September
Project Title	Succession Policy and Procedures
Project Number	HR-2023-0004
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	2024 January
End Date	2024 October
Project Title	Retrofitting of the OUR
Project Number	HR-1923-0112
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 the services of an Architect once a comprehensive analysis has been undertaken and finalized and the procurement of a contractor to undertake the retrofitting of the office space.
Start Date	2024 January
End Date	2025 October

New Projects

Project Title	Development of Anti-Harassment and Discrimination Policy and Procedures
Project Number	TBD
Sector	Support



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Project Description	The OUR intends to procure services of a suitably qualified and experienced Consultant/ Firm to develop Anti-Harassment and Anti-Discrimination Policies and Procedures.
Start Date	2024 May
End Date	2024 December
Project Title	Employee Satisfaction Survey
Project Number	TBD
Sector	Support
Project Description	The principal objective of this Employees Satisfaction Survey is to determine the extent to which there is a greater level of employee satisfaction, culture change, teamwork and commitment to the mission and vision of the organization.
Start Date	2024 October
End Date	2025 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.
Start Date	2024 April
End Date	2025 March



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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.



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INFORMATION TECHNOLOGY

Major Recurring Projects & Activities

Project Title	Management of Data Storage/Backup Systems
Project Number	IT-2023-0002
Sector	Support
Project Description	Expansion of the performance and resilience of the network to introduce clustering of the information system.
Start Date	2024 April
End Date	2025 March
Project Title	Telecommunication System infrastructure
Project Number	IT-1620-0121
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	2024 April
End Date	2025 March
Project Title	Management of the Disaster Recovery and Business Continuity systems
Project Number	IT-1620-0133
Sector	Support
Project Description	The maintenance and testing of the information system disaster recovery and business continuity systems.
Start Date	2024 April
End Date	2025 March
Project Title	Software Acquisition and Upgrade: Server Class Applications
Project Number	IT-1620-0148
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



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	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	2024 April
End Date	2025 March
Project Title	Hardware Acquisition and Upgrade: Computers (tablets and desktops) and accessories
Project Number	IT-1620-0139
Sector	Support
Project Description	The periodic upgrade of computers and accessories.
Start Date	2024 April
End Date	2025 March
Project Title	Software Acquisition and Annual Maintenance of Desktop Applications
Project Number	IT-1620-0151
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	2024 April
End Date	2025 March
Project Title	Upgrading of System/ Network Security and the Management Cybersecurity and Incident Response
Project Number	IT-1822-0103
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	2024 April
End Date	2025 March



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RISK MANAGEMENT

Major Recurring Projects & Activities

Project Title	Enterprise Risk Management
Project Number	QM-1620-0106
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	2024 April
End Date	2025 March
Project Title	Compliance Management
Project Number	IT-2023-0001
Sector	Support
Project Description	The management and maintenance of the OUR compliance management system for filing requirement from regulatory decisions.
Start Date	2024 April
End Date	2025 March

QUALITY MANAGEMENT SYSTEM

Major Recurring Projects & Activities

Project Title	Quality Management System Management Review 2024
Project Number	TBA
Sector	Support
Project Description	<p>The Management Review of the QMS will be held annually to review and determine the improvement requirements in the quality of the products (Determination Notices, Decisions, etc.) produced by the OUR. The improvement will lead to increased customer satisfaction with the services provided by the organization in the following ways:</p> <ul style="list-style-type: none"> a) increase Customer Satisfaction with our service; b) communicate the OUR's processes; c) develop a professional culture and better employee morale; and



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	d) consistency in operations.
Start Date	2024 June
End Date	2024 July
Project Title	Quality Management System Surveillance Audit 2024
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	2024 May
End Date	2024 September
Project Title	The documentation of business processes and procedures
Project Number	TBA
Sector	Support
Project Description	The documenting and updating the OUR operations manual with previously undocumented processes and procedures. Also, the continued testing and modifying of the already documented processes and procedures are also part of continual improvement.
Start Date	2024 April
End Date	2025 March

Continuing and Pending Projects from the Previous 4-year Work Plan

Project Title	Anti-Bribery Management System Certification Audit
Project Number	QM-2023-0003
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.



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Start Date	2024 April
End Date	2025 March
Project Title	Information Technology Management System Certification Audit
Project Number	QM-2023-0004
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	2024 April
End Date	2025 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.

Major Recurring Projects & Activities

Project Title	Preparation of the Annual Budget
Project Number	TBA
Sector	Support
Project Description	Drafting Budget for 2025/26– 2028/29 for consultation with stakeholders by mid – 2024 November. The Draft and Final Budgets are then prepared and submitted to MOFPS by 2024 November 30 and December 31 respectively.
Start Date	2024 August
End Date	2025 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	2024 April
End Date	2024 July



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Project Title	Update of the Finance Manual
Project Number	TBA
Sector	Support
Project Description	Annual review and update of the OUR's financial policies, processes, and procedures: Version 2
Start Date	2024 April
End Date	2025 March
Project Title	SAGE 300 Upgrade
Project Number	FN-2022-0001
Sector	Support
Project Description	Upgrade to ensure that new features available are recognized and of use in the operations of the OUR.
Start Date	2023 November
End Date	2024 July
Project Title	Upgrade of eRequester Software and Procedural Updates
Project Number	FN-2023-0003
Sector	Support
Project Description	Upgrade and Procedural updates include: <ul style="list-style-type: none"> • 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	2023 April
End Date	2024 June



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Continuing and Pending Projects from the Previous 4-year 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	2024 November
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 December
Project Title	Private Providers Billing and Collection
Project Number	FN-2023-0004
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	2024 September
Project Title	Upgrade of Accounts Payable, Bank Services, and Purchase Orders Modules
Project Number	FN-2023-0003
Sector	Support
Project Description	The upgrading, training, and conducting of reconciliation of the Accounts Payable, Purchase Order, and Bank Services modules to ensure that they are in sync with the general ledger
Start Date	2023 August



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End Date	2025 February
Project Title	Reconfiguration of Vendor and Customer IDs – Accounts Payable and Receivable Modules
Project Number	FN-2023-0005
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	2024 November
Project Title	General Ledger Account Mapping and Restructuring
Project Number	FN-2023-0006
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	2024 April
End Date	2025 March



5. OUR's Budget for 2024/25 – 2027/28

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 2024/2025 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 2023/2024 (revised budget at mid-year), 48.8% and 14.7%, respectively.

The growth areas in many cases and the overall increase are primarily a result of the Government Of Jamaica (GOJ) revised compensation packages and increases in leasehold expenses, anticipated Jamaican dollar depreciation, and inflation expectations that would cause various rates (e.g., project-related consultancy, security guard, audit and legal fees) for professional services to increase.

The funding from internal resources over the years has been used to reduce the fees that are charged to the regulated entities as the OUR demonstrated 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. For the proposed budget, the management of the OUR after careful consideration, determined that the organization is unable to provide the usual extra subsidy given the additional costs for wages and salaries as a result of the aforementioned revised salaries which were only partially budgeted for in the previous budget. Internal funding was therefore limited to income from investments and deferred income totaling \$272.0M.

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 \$1,614.4M compared to \$1,085.1M last budget-year, an increase of 48.8%.

The budget was prepared giving due consideration to the following guidelines as stated in the Budget Call:

- a) Inflation – 4.6%.
- b) Growth (nominal) - 6.7%.

Major Assumptions

In addition, the following assumptions were made:

- a) A staff complement of 76.



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- b) Foreign Exchange Rate - J\$160.00 to 1.00 US\$ (at the time of writing the average rate is J\$156.76 to US\$1.00).

5.3. Financial Summary – FY 2024/25

Budget 2023/2024 (\$)	Projections to March 2024 (\$)	Expenditure/Income	Budget 2024/2025 (\$)	% Change over 2023/2024 Budget	% Change over 2023/2024 Projection
836.6	1,077.7	Payroll and Related Costs	1,137.4	36.0%	5.5%
553.4	354.2	Add: Other Administration and Project Costs	653.5	18.1%	84.5%
1,390.0	1,431.9	Total Funding Requirements - Administration and Project Costs	1,790.9	28.8%	25.1%
49.4	49.5	Add: Capital Expenditure	95.4	93.0%	92.6%
1,439.4	1,481.4	Total Cash Required to Fund Operations	1,886.3	31.0%	27.3%
45.9	42.3	Less: Other Income (Processing Fees, Miscellaneous, and Interest Income)	37.0	-19.4%	-12.7%
187.5	31.2	Less: Deferred Income Funding	235.0	25.3%	652.4%
121.0	0.0	Less: Other Financial Resources from Prior Period	0.0	-100.0%	0.0%
354.4	73.5	Total Internal Funding	272.0	-23.3%	269.8%
1,085.1	1,407.9	Net Cash Requirement	1,614.4	48.8%	14.7%

The proposed budget shows Net Cash Requirement (financing required from the regulated entities) of \$1,614.4M a 48.8% increase over prior year's budget of \$1,085.1M and a 14.7% increase over the 2023/2024 projections of \$1,407.9M.

The required financing of \$1,614.4M represents funds needed to carry out the organization's regulatory operations together with the cost of acquiring and replacing capital items, after internal financing of \$272.0M, a decrease of \$82.5M or 23.3% over the previous budget's financing from internal sources of \$354.4M.

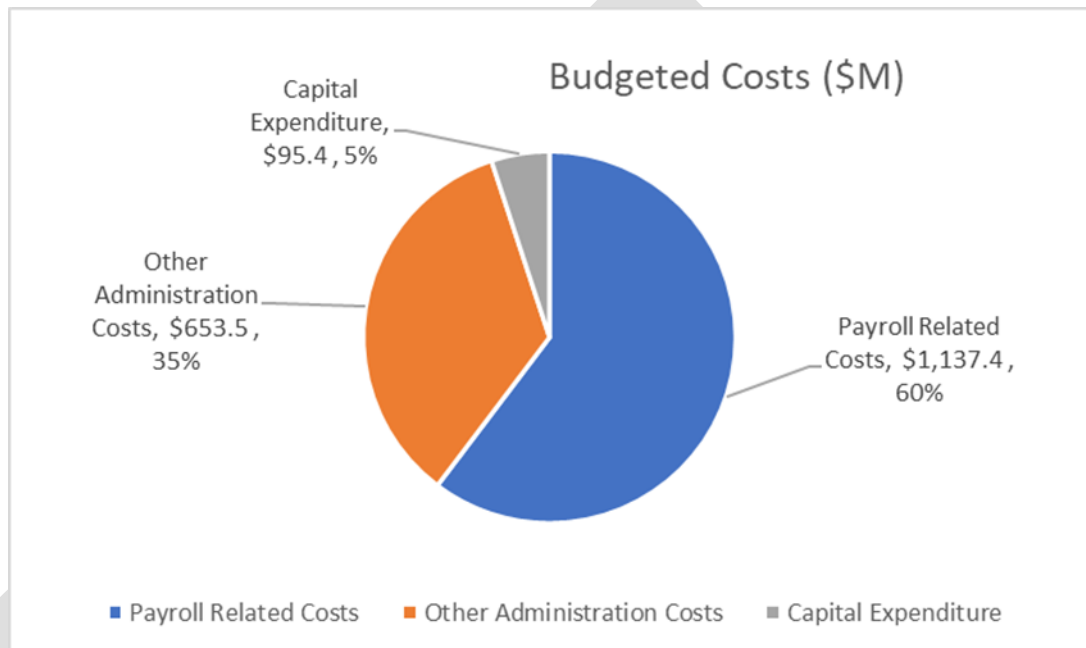
i. Major components of the Total Cash Required to Fund Operations:

- a) Payroll and Related Costs at \$1,137.4M comprises 60.3% of the total cash required to fund the OUR's operations for the fiscal year and reflects a 36.0% increase over the previous financial year's budget of \$836.6M and 5.5% increase over the 2023/2024 projections of \$1,077.7M. The figures reflect estimated increases in various payroll cost components as a result of compensation changes being led by the GOJ.



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- b) Other Administration Costs, Including Projects at \$653.5M, makes up 34.6% of the total cash required to fund the OUR's operations for the fiscal year and reflects a 18.1% increase over the previous budget's \$553.4M. There is an 84.5% increase over the 2023/2024 projections of \$354.2M. Major cost drivers include increased leasehold (rent and maintenance), training, information technology, and public education expenses.
- c) Capital Expenditure at \$95.4M makes up 5.1% of the total cash required to fund the OUR's operations for the fiscal year and reflects a 93.0% increase over the previous budget's \$49.4M. Increased expenditure is expected from the purchase of motor vehicles, computers, and other hardware.



ii. OUR's Internal Funding

The organization plans to use \$272.0M of internal cash resources (prior year's budget - \$354.4M) to fund the 2024/2025 budget:



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Budget 2023/2024 (\$)	Projections to March 2024 (\$)	Budgeted Income and Cash Reserves	Budget 2024/2025 (\$)	% Change over 2023/2024 Budget	% Change over 2023/2024 Projection
45.9	42.3	Less: Other Income (Processing Fees, Miscellaneous, and Interest Income)	37.0	-19.4%	-12.7%
187.5	31.2	Less: Deferred Income Funding	235.0	25.3%	652.4%
121.0	0.0	Less: Other Financial Resources	0.0	-100.0%	0.0%
354.4	73.5	Total Internal Funding	272.0	-23.3%	269.8%

Internal funding is limited to income from investments and deferred income, totalling \$272.0M. Other Financial Resources from prior periods was \$121M in the prior year's budget but reflects a nil balance for this budget as the OUR is using internal funds to finance the payment of retroactive salaries which was not budget for in the previous financial year.

5.4. OUR's Funding Requirement

The projections show that over the three (3) financial years following the current budget period, that is, 2025/2026 to 2027/2028, the net funding requirements will increase by an annual average rate of 7.7%. The increase over 2024/2025, i.e., for 2025/2026 is projected to be 11.2%.

Fiscal Year	Net Cash Req. to Fund Operations	Funding Req. From Internal Sources	Total Funding Req. For Operations
	\$M	\$M	\$M
2024/2025	1,614.4	272.0	1,886.3
2025/2026	1,795.7	101.9	1,897.6
2026/2027	1,888.5	40.7	1,929.3
2027/2028	2,017.7	42.8	2,060.4

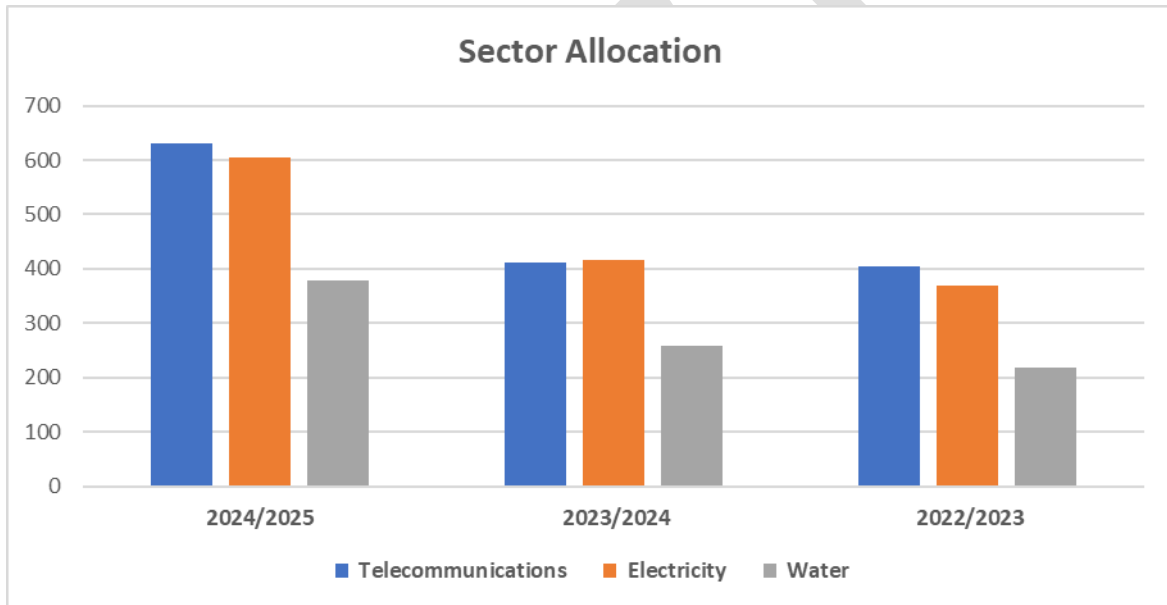
5.5. Sector Allocation Summary

The sector allocation summary reveals that year over year, the allocated percentage to the electricity and water sectors has fallen by 0.86 and 0.24 percentage points, respectively, whereas the allocation to the telecoms sector have increased by 1.10 percentage points.



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	Total	Telecoms	Electricity	Water
Budget for 2024/2025	\$ 1,614,363,438	\$ 630,572,554	\$ 604,338,384	\$ 379,452,501
Allocation	100.00%	39.06%	37.44%	23.50%
Budget - 2023/2024	\$ 1,085,057,311	\$ 411,986,763	\$ 415,543,866	\$ 257,526,681
Allocation	100.00%	37.96%	38.30%	23.74%
Increase over prior budget (\$)	529,306,128	\$ 218,585,791	\$ 188,794,517	\$ 121,925,820
Increase over prior budget (%)	48.78%	53.06%	45.43%	47.34%
%age change in allocation YOY		1.10	-0.86	-0.24



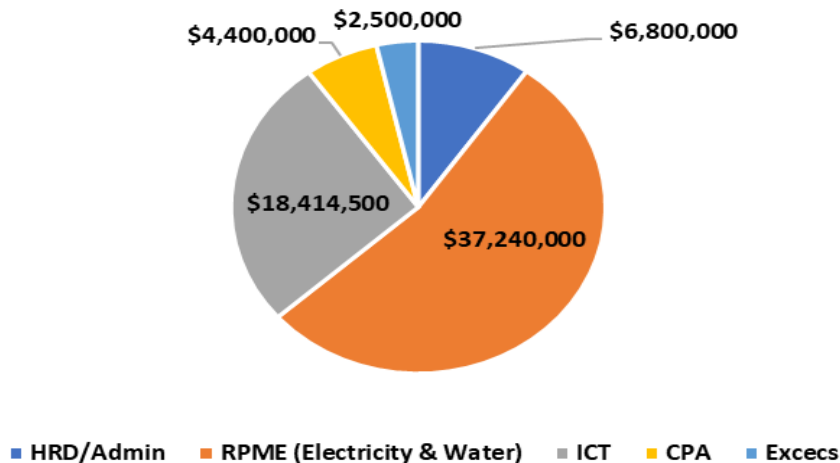


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5.6. New Projects

Departments/Projects	Total (\$)
<u>HRD/Administration</u>	
Revamping of Personnel Policy & Procedural Manual	5,000,000
Flexible Work Arrangement Policy and Procedures	1,800,000
	6,800,000
<u>RPME</u>	
JPS ' Productivity Improvement Analysis	2,240,000
JPS 2024-2029 Rate Review Det. Notice	3,000,000
JPS Capital Project Evaluation	16,000,000
JPS' Rate Design & Business Plan Review	16,000,000
	37,240,000
<u>ICT</u>	
Baseline QOS Campaign	7,534,500
Support for the Implementation of Enhanced Emergency Access Services	10,880,000
	18,414,500
<u>CPA</u>	
Mystery Shopping	600,000
Media Monitoring	1,300,000
Consumer Satisfaction Survey for large service providers	2,500,000
	4,400,000
<u>Executives</u>	
Audit of Information Systems - 3-Year Project	2,500,000
	2,500,000
Totals	69,354,500

New Projects



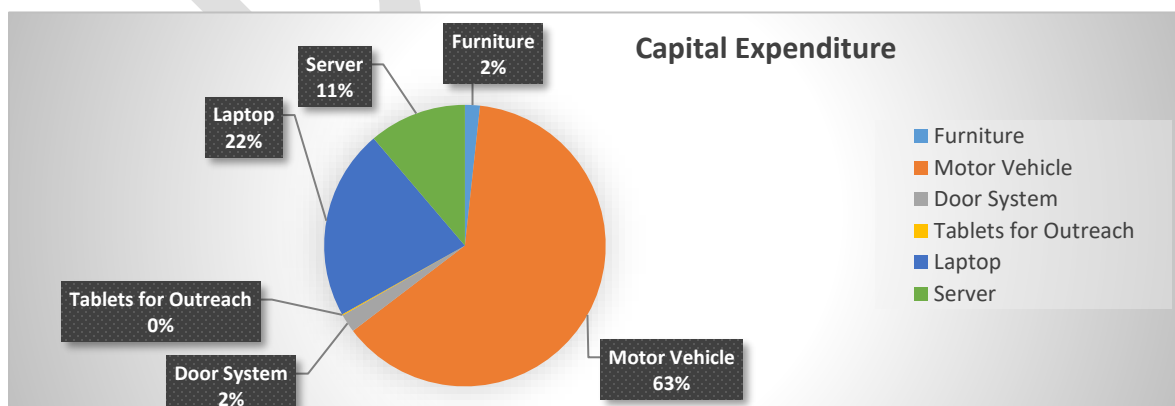


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5.7. Capital Expenditure

The organization plans to increase capital spending by 93.0% to \$95.4M. Of this amount, the major spend will be as follows: 63.0% or \$60.0M on replacement motor vehicles, and 33.0% on computer hardware. See the table and graph below for details.

Capital Expenditure Budget Financial Year 2024/2025				
	Number of Items	Unit Cost (\$)		Total \$
HRD/Administration:				
Furniture & Equipment				
Desks	8	\$ 55,000	\$	440,000
Office chairs	8	\$ 55,000	\$	440,000
Visitors chairs	8	\$ 30,000	\$	240,000
Pedestals	8	\$ 25,000	\$	200,000
Filing Cabinets	8	\$ 40,000	\$	320,000
Total Furniture & Equipment			\$	1,640,000
Vehicles				
Motor Vehicle 1			\$	30,000,000
Motor Vehicle 2			\$	30,000,000
Total Vehicles (2 Units)			\$	60,000,000
Total HR/Admin Cost			\$	61,640,000
Information Technology and Risk:				
Server for virtual Machines	2	\$ 4,800,000	\$	9,600,000
Door System	1	\$ 2,000,000	\$	2,000,000
Replacement Laptops	35	\$ 464,000	\$	16,240,000
Laptops for new employees	10	\$ 464,000	\$	4,640,000
Tablets for CPA (Outreach Surveys)	2	\$ 64,000	\$	128,000
Windows Server 2019 Upgrade (1 Server)	1	\$ 128,000	\$	128,000
Windows Server 2019 Upgrade (1 Server)	1	\$ 980,000	\$	980,000
Total IT-R			\$	33,716,000
Grand Total			\$	95,356,000





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2024/2025 Budget and 3-Year Projection

Budget (\$) 2023/2024 \$	Projections to March 2024 \$	EXPENSES/(INCOME)	Budget 2024/2025 \$	% change over 2023/2024 Budget	Projected 2025/2026 \$	Projected 2026/2027 \$	Projected 2027/2028 \$
611,733,099	887,673,345	Salaries	920,561,444	50.0	966,589,516	1,014,918,992	1,065,664,941
49,267,421	64,629,602	Statutory charges	68,228,140	38.0	71,639,547	75,221,524	78,982,600
165,092,428	114,900,359	Employee benefits	137,653,049	(17.0)	144,535,701	151,762,486	159,350,611
10,500,000	10,500,000	Other payroll-related costs	11,000,000	5.0	11,550,000	12,127,500	12,733,875
836,592,947	1,077,703,306	Payroll Related Costs	1,137,442,632	36.0	1,194,314,764	1,254,030,502	1,316,732,027
60,000,000	39,848,544	Training and Development	55,000,000	(8.0)	58,300,000	61,798,000	65,505,880
7,229,483	9,626,169	Foreign Travel	10,600,000	47.0	11,395,000	12,249,625	13,107,099
2,896,686	500,000	Local Travel	2,900,006	-	3,045,006	3,197,257	3,357,119
340,000	185,000	Repairs and Maintenance	745,000	119.0	782,250	821,363	862,431
74,072,586	53,800,000	Information Technology Costs	82,532,314	11.0	87,484,253	92,733,308	98,297,306
1,650,000	2,406,006	Printing and Stationery	2,500,000	52.0	2,625,000	2,756,250	2,894,063
8,020,800	7,830,800	Telephones	8,376,164	4.0	8,794,972	9,234,721	9,696,457
18,771,573	14,963,213	General Expenses	23,535,000	25.0	24,711,750	25,947,338	27,244,704
18,650,000	15,670,584	Public Education, Outreach & Public Relations	31,762,800	70.0	33,350,940	35,018,487	36,769,411
1,090,000	1,400,000	Annual Report	1,690,500	55.0	1,775,025	1,863,776	1,956,965
1,050,000	1,026,982	C.A.Committee	2,342,600	123.0	2,459,730	2,582,717	2,711,852
3,084,000	2,656,879	Motor vehicle expenses	3,865,000	25.0	4,058,250	4,261,163	4,474,221
10,960,000	4,560,000	ISO Certification	4,560,000	(58.0)	8,148,000	8,555,400	8,983,170
0	11,500,000	Data Protection Annual Assessment	1,600,000	-	1,680,000	1,764,000	1,852,200
30,466,000	28,799,865	Legal, Professional & Numbering Fees	34,720,850	14.0	36,456,893	38,279,737	40,193,724
31,964,116	69,872,176	Office Rental & Parking	88,724,212	178.0	95,378,528	102,531,917	110,221,811
240,000	179,227	Finance Charges	256,800	7.0	274,776	288,515	302,941
33,754,320	33,754,320	Membership Dues	36,660,753	9.0	38,493,791	40,418,480	42,439,404
13,270,000	11,121,076	Office Remuneration	12,450,000	(6.0)	13,072,500	13,726,125	14,412,431
317,509,563	309,700,841	Funding Requirements - Administrative Expenses	404,821,999	27.0	432,286,663	458,028,177	485,283,189
187,528,000	31,230,662	Deferred Projects Brought Forward	179,330,600	(4.0)	63,093,900	0	0
48,410,000	13,303,650	New Projects	69,354,500	43.0	107,822,225	112,063,336	115,566,503
235,938,000	44,534,312	Funding Requirements - Projects	248,685,100	5.0	170,916,125	112,063,336	115,566,503
553,447,563	354,235,154	Funding Requirements - Administrative Expenses & Projects	653,507,099	18.0	603,202,788	570,091,513	600,849,692
1,390,040,511	1,431,938,459	Funding Requirements - Salaries, Administrative Expenses & Projects	1,790,949,731	29.0	1,797,517,552	1,824,122,015	1,917,581,720
49,394,800	49,499,003	ADD: Capital expenditure	95,356,000	93.0	100,123,800	105,129,990	142,866,490
1,439,435,311	1,481,437,463	Total Cash Required to Fund Operations	1,886,305,731	31.0	1,897,641,352	1,929,252,005	2,060,448,209
		Less, miscellaneous income:-					
(42,000,000)	(41,244,618)	Interest Earned	(31,657,193)	(25.0)	(33,240,053)	(34,902,055)	(36,647,158)
(2,650,000)	(676,258)	(Other Income & Gains)/ Loss	(4,000,000)	51.0	(4,200,000)	(4,410,000)	(4,630,500)
(1,200,000)	(390,000)	Licence Processing Fees	(1,300,000)	8.0	(1,365,000)	(1,433,250)	(1,504,913)
(187,528,000)	(31,230,662)	Projects Funding from Deferred Income	(234,985,100)	25.0	(63,093,900)	0	0
(121,000,000)	-	Financial Resources from Prior Period	-	(100.0)	-	-	-
1,085,057,311	1,407,895,925	Net cash requirement	1,614,363,438	49.0	1,795,742,400	1,888,506,700	2,017,665,639



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Budget 2023/2024 \$	EXPENDITURES/(INCOME)	Budget 2024/2025 \$	% Change over 2023/2024 Budget	Sectors		
				Telecoms \$	Electricity \$	Water \$
611,733,099	Salaries	920,561,444		342,670,690	350,379,789	227,510,964
49,267,421	Statutory charges	68,228,140		25,397,309	25,968,675	16,862,155
165,092,428	Employee benefits	137,653,049		51,240,105	52,392,859	34,020,084
10,500,000	Other payroll-related costs	11,000,000		4,094,651	4,186,769	2,718,581
836,592,947	Payroll Related Costs	1,137,442,632	36.0	423,402,756	432,928,093	281,111,784
60,000,000	Training and Development	55,000,000	(8.3)	24,750,000	22,000,000	8,250,000
7,229,483	Foreign Travel	10,600,000	46.6	4,770,000	4,240,000	1,590,000
2,896,686	Local Travel	2,900,006	0.1	1,305,003	1,160,002	435,001
340,000	Repairs and Maintenance	745,000	119.1	335,250	298,000	111,750
74,072,586	Information Technology Costs	82,532,314	11.4	37,139,541	33,012,926	12,379,847
1,650,000	Printing and Stationery	2,500,000	51.5	1,125,000	1,000,000	375,000
8,020,800	Telephones	8,376,164	4.4	3,769,274	3,350,466	1,256,425
18,771,573	General Expenses	23,535,000	25.4	10,590,750	9,414,000	3,530,250
18,650,000	Public Education, Outreach & Public Relations	31,762,800	70.3	14,293,260	12,705,120	4,764,420
1,090,000	Annual Report	1,690,500	-	760,725	676,200	253,575
1,050,000	C.A Committee	2,342,600	123.1	1,054,170	937,040	351,390
3,084,000	Motor vehicle expenses	3,865,000	25.3	1,352,750	1,352,750	1,159,500
10,960,000	ISO Certification	4,560,000	(58.4)	1,596,000	1,596,000	1,368,000
0	Data Protection Annual Assessment	1,600,000	-	560,000	560,000	480,000
30,466,000	Legal, Professional & Numbering Fees	34,720,850	14.0	8,680,213	15,624,383	10,416,255
31,964,116	Office Rental & Parking	88,724,212		29,574,737	29,574,737	29,574,737
240,000	Finance Charges	256,800	7.0	95,591	97,742	63,467
33,754,320	Membership Dues	36,660,753	8.6	29,328,602	3,666,075	3,666,075
13,270,000	Office Remuneration	12,450,000	(6.2)	6,225,000	3,735,000	2,490,000
317,509,563	Funding Requirements - Administrative Expenses	404,821,999	27.5	177,305,866	145,000,441	82,515,692
187,528,000	Deferred Projects Brought Forward	179,330,600	(4.4)	120,955,726	34,496,831	23,878,043
48,410,000	New Projects	69,354,500	-	26,540,003	41,422,370	1,392,127
235,938,000	Funding Requirements - Projects	248,685,100	5.4	147,495,729	75,919,200	25,270,171
553,447,563	Funding Requirements - Administrative Expenses & Projects	653,507,099	18.1	324,801,595	220,919,641	107,785,862
1,390,040,511	Funding Requirements - Salaries, Administrative Expenses & Projects	1,790,949,731	28.8	748,204,351	653,847,734	388,897,647
49,394,800	ADD: Capital expenditure	95,356,000	93.0	35,495,410	36,293,955	23,566,635
1,439,435,311	Total Cash Required to Fund Operations	1,886,305,731	31.0	783,699,761	690,141,688	412,464,281
	Less, Miscellaneous income:-					
(42,000,000)	Interest Earned	(31,657,193)	(24.6)	(11,784,104)	(12,049,213)	(7,823,876)
(2,650,000)	(Other income & Gains)/ Loss	(4,000,000)	50.9	(1,488,964)	(1,522,461)	(988,575)
(1,200,000)	Licence Processing Fees	(1,300,000)	8.3	(483,913)	(494,800)	(321,287)
(187,528,000)	Projects Funding from Deferred Income	(234,985,100)	25.3	(139,370,226)	(71,736,831)	(23,878,043)
(121,000,000)	Financial Resources from Prior Period	-	(100.0)	-	-	-
1,085,057,311	Net Cash Requirement	1,614,363,438	48.8	630,572,554	604,338,384	379,452,501
2024/2025 Sector Allocation		100%		39.06%	37.44%	23.50%



Corporate Business Plan and Budget
Sector Allocation Details (Continued)

➤ **Telecommunications**

For 2024/2025, \$630.6M or 39.06% of the total regulatory fees has been allocated to the telecommunications sector versus \$411.9M or 37.96% in the 2023/2024 budget. This is a \$218.7M (53.1%) increase over last year's budget for this sector.

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 regulatory fees charged to 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 2024/2025, \$604.3M or 37.44% of the total regulatory fees has been allocated to the electricity sector (prior year: allocated regulatory fees was \$415.5M or 38.30%). This is a \$188.8M (45.4%) increase over last year's budget for 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 2024/2025 for the water and sewage sector is \$379.5M or 23.50% of the total regulatory fees (prior year: allocated fees was \$257.5M or 23.74%). This is a \$122.0M (47.3%) increase over last year's budget for this sector.

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.