



Corporate Business Plan and Budget



2025/2026 – 2028/2029
Final Draft Corporate Business
Plan and Budget



Corporate Business Plan and Budget

CURRENCY EQUIVALENTS

Exchange Rate Effective

Currency Unit = Jamaican Dollar

US\$1.00 = JMD\$162

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
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 2025/26 – 2028/29. This is a four (4) year rolling Plan and comprises continuing projects, projects planned for fiscal 2025/26, and projects set to commence during fiscal years 2025/26 to 2028/29.

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 2024 September 30.
- **Chapter 4** sets out the OUR's work programme for the four-year period 2025/26 – 2028/29.
- **Chapter 5** sets out the budget for 2025/26 and projections for fiscal years 2026/27, 2027/28 and 2028/29.

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 ergonomically optimised 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 doing business and enhancing commercial opportunities in the sectors for which it has regulatory responsibility.

Key Performance Indicators

PERFORMANCE INDICATORS	DESCRIPTION	CURRENT	PREVIOUS	TARGET
1. Awareness of the OUR (Residential Customer)	The percentage of residential customers surveyed who claimed awareness of the OUR.	68% (2024)	65% (2021)	71%
2. Job Performance of the OUR (Residential customer)	The percentage of residential customers who claimed awareness of the OUR who rated OUR's performance as fair, very good or excellent, based on OUR's biennial customer satisfaction survey.	77% (2024)	71% (2021)	80%
3. Net Promoter Score (NPS) (Residential Customer)	NPS is an indication of customer satisfaction and loyalty. This is calculated by subtracting the percentage of detractors from promoters, ranging from -100 to +100.	-53.30 (FY 2023/24)	N/A	-10
4. Awareness of the OUR (Corporate Customer)	The percentage of corporate customers who surveyed who claimed awareness of the OUR.	87% (2024)	98% (2021)	90%
5. Job Performance of the OUR (Corporate Customer)	The percentage of corporate customers who claimed awareness of the OUR who rated OUR's performance as fair, very good or excellent, based on OUR's biennial customer satisfaction survey.	81% (2024)	75% (2021)	84%
6. Net Promoter Score (NPS) (Corporate Customer)	NPS is an indication of customer satisfaction and loyalty. This is calculated by subtracting the percentage of detractors from promoters, ranging from -100 to +100.	-11.8 (FY 2023/24)	N/A	0



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7. Working Capital Ratio	This ratio provides an overview of the organisation's financial health, specifically its ability to comfortably meet its short-term obligations. This ratio should fall between 1.5 to 2.0.	0.60 (FY 2023/24)	1.38 (FY 2022/23)	1.0
8. Staff Costs to Regulatory Fees Ratio	The percentage of budgeted staff costs relative to regulatory fees. Staff Costs should not exceed 75% of regulatory fees.	113%* (FY 2023/24)	73% (FY 2022/23)	75%
9. Appeals process resolution rate	The percentage of appeals resolved in the established timeframe.	32% (FY 2023/24)	65% (FY 2022/23)	65%
10. Completion of Projects	The percentage of projects that are completed or on schedule.	46% (FY 2023/24)	49% (FY 2022/23)	60%

S.W.O.T. Analysis

STRENGTHS	1.1.1. Highly skilled, professional and dedicated staff 1.1.2. Mature Quality Management System 1.1.3. ISO 9001:2015 Certified 1.1.4. In-depth knowledge of sectors 1.1.5. Over two decades of regulatory experience 1.1.6. National, regional and international reputation for high-quality work 1.1.7. Ability to access international networks for experts 1.1.8. Not funded by the government 1.1.9. Autonomy in regulatory decision-making 1.1.10. Legislative framework entrenching the authority and functions of the organization 1.1.11. Multisector regulator which enables efficient regulation of converging sectors 1.1.12. The multi-disciplinary expertise of the Office 1.1.13. Good information technology infrastructure 1.1.14. Ability to adapt to changes in the environment 1.1.15. Good track record of success in regulatory decisions
WEAKNESSES	2.1.1 Human resource constraints as it pertains to technical staff 2.1.2 Inadequate monitoring capabilities 2.1.3 Inadequate enforcement powers 2.1.4 Organisational structure and staffing not fully aligned with strategy 2.1.5 Succession planning culture is still embryonic 2.1.6 Retention strategy constraints for existing talent 2.1.7 Limited ability to accurately forecast spikes in workload 2.1.8 Processes for managing tariff reviews, licence applications and renewals are not optimal



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OPPORTUNITIES	3.1.1. To lobby for an increase in the scope of regulated sectors 3.1.2. To influence regulated utilities to become more quality-oriented 3.1.3. To impact national development by influencing modernisation, efficiency, and greater access 3.1.4. Collaboration with other regulators and ministries 3.1.5. Collaboration with multilaterals 3.1.6. Increase the effective use of technology throughout the organisation 3.1.7. To increase public awareness about the OUR and its functions and the impact of OUR's activities on sector performance and national development 3.1.8. Benchmarking best practices of other organisations 3.1.9. To lobby for longer statutory timelines for tariff review processes
THREATS	4.1.1. Cyber security threats 4.1.2. Inadequate policy and legislative framework across regulated sectors 4.1.3. Negative impact on structure and funding of the OUR in the event of a reduction in number/scope of sectors currently regulated 4.1.4. Inadequate autonomy in optimally aligning organisational structure and staffing with strategy 4.1.5. Government bureaucratic overreach 4.1.6. Vulnerability to reputational damage 4.1.7. The uncertainty caused by global disruptions 4.1.8. The degree to which the OUR is required to assume the responsibilities of other agencies and ministries

Sector and Consumer and Public Affairs focus for 2025/26

1. **Telecommunications** – The main areas of focus in this sector will be:
 - 1.1. Facilitation of widening access to broadband
 - 1.2. Evaluation and improvement of sector competition and competitiveness
 - 1.3. Promotion of the availability of improved network quality and reliability
 - 1.4. Facilitation of enhanced access to emergency communications e.g. centralized emergency centre and transmission of customer location information
 - 1.5. Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal 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. Promotion of initiatives/incentives to reduce system losses
 - 2.4. Support and analysis for the IRP, and capacity addition and replacement
 - 2.5. Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework



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3. **Water** – The main areas of focus in this sector will be:
 - 3.1. Promotion of initiatives to reduce non-revenue water
 - 3.2. Development and enhancement of regulatory framework for private provisioning
 - 3.3. Support the implementation of the Water Sector Policy
 - 3.4. Conducting tariff reviews
 - 3.5. Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework
4. **Consumer and Public Affairs** - The main areas of focus will be:
 - 4.1. Stakeholder engagement
 - 4.2. Monitoring of customer-related quality of service
 - 4.3. Research and analysis of service providers capabilities to deliver on Quality of Service (QoS) standards
 - 4.4. Research and formulation of consumer policy
 - 4.5. Provision of measures for consumer redress

Corporate focus for 2025/26

The Corporate focus will be:

- 5.1. **Thought leadership** – The OUR is a thought leader and produces papers on regulatory and related issues within our remit.
- 5.2. **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.
- 5.3. **Quality and Risk Management** – Develop and maintain an explicit culture of quality and risk management.
- 5.4. **Build and Sustain Capacity** – Recruit the best, do the best by those we recruit and get the best out of them.
- 5.5. **Monitor regulatory compliance** – Maintain compliance database including generation of reports and follow-ups.

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.



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- 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.
- 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.



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- 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.
- 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.



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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 organisational levels.
- b) Regulatory Impact Assessments conducted where necessary.
- c) Procurement strategy reflects the organisation'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, agility, quality, finances, legal matters and business continuity.

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

CG4. People: The staff are highly skilled, satisfied and committed to the achievement of the organisation'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.



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- d) Develop a suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience.
- e) Establish 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) An atmosphere is developed that is conducive to good mental health and harmonious working relationships.



2. Operational Framework (2025/26 – 2028/29)

- 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. RPME 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 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, 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 perspectives 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, reports upon, and controls the accounting and financial operations of the OUR in accordance with Government of Jamaica regulations and directives, the Laws of Jamaica, International Financial Reporting Standards, 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 to maximize returns on investments;
 - 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 measures are in place;
 - 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);



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- ensure that all financial records pertaining to externally funded projects are carefully documented, and that disbursement requests are settled in a timely manner;
- prepare accounts, analyses, and schedules for the annual external 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, financial statements analyses of the major regulated entities, providing payroll preparation assistance and its disbursement, negotiating group health insurance and administering the group pension plan and the staff loan facility.

3. Review of Major Sector Activities for the period 2024 April - September

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;



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- provide real time information and cutting edge research;
- deliver a suite of services electronically; and
- afford safe and reliable remote access.

2.34. The IT Department will achieve this through the integrated Regulatory Management System (targeted areas include Business Intelligence/Data Analytics; Stakeholder Management); Electronic Filing; Geographical Information; Library and Record Management; Automation of office systems and Online/Mobile Applications), training and investment in relevant hardware and software. The IT Department will continue the process of ensuring that there is a technology culture throughout the organization.



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Electricity Sector - Review of Work Plan Activities for the period 2024
April – September

Project Title	JPS Annual Rate Review 2024	
Project Number	EL-2024-0001	
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.	
Planned Timeline	Start Date: 2024 May	End Date: 2024 August
Actual Timeline	Start Date: 2024 May	End Date: 2024 November
Review to Date	JPS submitted its Annual Rate Review application on 2024 April 30. The OUR Team met with JPS in 2024 May to discuss the proposal. It was agreed that it would not be feasible and practical for the OUR to approve the proposed rates at this time. It was also agreed that the review process would continue, and the result would be shared with JPS. However, any rate adjustments will be deferred until the 2024-2029 Rate Review exercise. The draft report is being reviewed internally.	
Status	ACTIVE	
Project Title	JPS Rate Design & Business Plan Review	
Project Number	EL-2024-0006	
Sector	Electricity	
Project Description	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. 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.	
Planned Timeline	Start Date: 2024 January	End Date: 2024 July
Actual Timeline	Start Date: 2024 January	End Date: 2025 March



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Review to Date	The 2024-2029 model was finalised, and the Phase 1 report submitted in 2024 August. Phase 2 of the project will commence when JPS submits its 2024 -2029 Rate Review Application.	
Status	ACTIVE	
Project Title	JPS's Capital Project Evaluation	
Project Number	EL-2024-0005	
Sector	Electricity	
Project Description	Under the Revenue Cap construct, JPS is required to submit a five-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. 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. 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.	
Planned Timeline	Start Date: 2024 January	End Date: 2024 June
Actual Timeline	Start Date: 2024 January	End Date: 2025 March
Review to Date	The final Phase 1 report was submitted in 2024 September. Phase 2 of the project will commence after JPS submits its 2024 - 2029 Rate Review Application.	
Status	ACTIVE	
Project Title	JPS' Productivity Improvement Analysis	
Project Number	EL-2024-0002	
Sector	Electricity	
Project Description	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. 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.	



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	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.	
Initial Timeline	Start Date: 2023 October	End Date: 2024 August
Actual Timeline	Start Date: 2023 October	End Date: 2025 March
Review to Date	The Phase 1 Report was completed by the consultant and shared with JPS. In response, JPS provided comments on the study which were submitted to the consultant. The Phase 2 component of the project is expected to begin when JPS submits its 2024-2029 Rate Review Application.	
Status	ACTIVE	



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Water & Sewerage Sector - Review of Work Plan Activities for the period
2024 April - September

Project Title	Tariff and Rate Regime for Small Private Providers
Project Number	WT-0000-0109
Sector	Water & Sewerage
Background	This project encapsulates all activities relating to small providers including tariff determinations, annual price adjustment mechanisms, quality of service monitoring, monthly price adjustment mechanisms, and addressing miscellaneous queries. While some of these activities are carried out on an ad hoc basis it is still possible to anticipate with reasonable certitude that there will be a number of such activities during the four-year work plan period.
Review to Date	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. The OUR apprised SJHDC of its intention to recommend revocation of its Water Supply Licence. SJHDC has responded disputing the basis for the proposed recommendations. Status: <i>The OUR's report on the SJHDC licence, recommending its revocation, has been submitted to the responsible Minister.</i> Cancara Development Limited (CDL) – On 2022 November 04, Cancara Development Limited (CDL) applied for a rate increase. Status: <i>The Office approved Can Cara's Water Tariff Determination, which was based, entirely on the economics and quality-of-service analyses. This was submitted to CDL on 2024 April 25.</i> Drax Hall Utilities Limited (DHUL) – DHUL submitted an application for tariff approval in 2021 January. The OUR requested additional information on 2021 May 13, which is still outstanding. On 2022 January 31, DHUL wrote to the OUR and advised that it is still compiling the data. Throughout the fiscal year 2023/24, numerous attempts were made to engage with DHUL to acquire the outstanding data and clarifications. Status: <i>DHUL, by letter in 2023 December, requested that the company be given an 'emergency' rate, on the basis that it had purchased water from the NWC. On 2024 April 4, OUR requested additional information necessary for processing the company's water tariff application. No emergency rate was provided.</i> <i>DHUL has not yet responded to OUR's letter, dated 2024 April 04, requesting additional information required for the processing of the company's water tariff application.</i>
Status	ACTIVE



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Telecommunications Sector - Review of Work Plan Activities for the period 2024 April - September

Project Title	Establishment of Outage Protocol for Telecommunications Sector		
Project Number	TL-2020-0002		
Sector	Telecommunications		
Project Background	Telecommunications infrastructure is recognized as being critical to national security, emergency preparedness, public health and the economic well-being of Jamaicans. Telecommunications technological developments over the years have given the general public (including the corporate community) the ability to remain in contact with one another, manage finances, share information from anywhere in the world and at any time. Society is more reliant than ever on telecommunications infrastructure. Unavailability of telecommunications can result in adverse security, public safety (including response and recovery capabilities) and economic consequences. It is also recognized that service disruptions have the potential to impact a significant portion of the population. The project involves establishing notification processes for telecommunications licensees in the event of service disruptions or failures. The project will be limited to the categorization of different types of outages, the establishment of reporting measures based on the type of outages.		
Initial Timeline	Start Date: 2021 November	Actual Timeline	Start Date: 2021 November
	End Date: 2022 December		End Date: 2025 March
Review to Date	The draft Determination Notice and the draft Outage Protocol were prepared and are being reviewed internally.		
Status	ACTIVE		
Project Title	Qos/QoE Independent Measurement Regime		
Project Number	TL-2022-0001		
Sector	Telecommunications		
Project Background	This project involves the development of protocols for conducting independent QoS/QoE measurement campaigns as well as the procurement of QoS/QoE monitoring regime.		
Initial Timeline	Start Date: 2023 January	Actual Timeline	Start Date: 2023 January
	End Date: 2023 July		End Date: 2025 August
Review to Date	The review of the Independent Monitoring Regime Protocol was completed and the review of the Validation of Licensees' Reports Protocol is in progress.		



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	The requested advice was received from MoFPS on how to treat with the combined procurement of the monitoring equipment, training modules and baseline campaign consultancy. The procurement is targeted for completion in the 2024/25 fiscal year.		
Status	ACTIVE		
Project Title	Use of IMSIs on Fixed Networks		
Project Number	TL-2021-0001		
Sector	Telecommunications		
Project Background	Given the cost of deploying wired fixed networks, new entrants in the fixed segment of telecommunications sectors globally, have been utilizing fixed wireless networks as a more cost-effective alternative. In particular, they have been utilizing LTE technology to provide fixed services. Operators using LTE technology need to find a way to authenticate their subscribers when an attempt is made to access their network. They also need to identify their subscribers in order to determine the customer profile (bandwidth, priority, etc.) to be applied to each subscriber. In order to authenticate subscribers, operators assign them SIMs with an International Mobile Subscriber Identity (IMSI). When a subscriber attempts to access a network, the network only allows access if the subscriber has a valid IMSI registered on the network. The first three digits of an IMSI represent the Mobile Country Code (MCC) while the next three digits (in the case of the North American standard which Jamaica follows) represent the Mobile Network Code (MNC). Under the current numbering regulatory framework, MNCs which are required to construct IMSIs can only be assigned to a public network operator offering public mobility services with international roaming. This means that a fixed licensee which does not hold a mobile licence is not allowed to utilize IMSIs in its provision of fixed services. This project will examine various issues, including the benefits of and the licensing, technical and regulatory implications of allowing IMSIs (and by extension, Mobile Country Codes/Mobile Network Codes) to be used on fixed networks.		
Initial Timeline	Start Date: 2021 January	Actual Timeline	Start Date: 2021 January
	End Date: 2023 March		End Date: 2025 March
Review to Date	The draft Determination Notice and a draft of the revised IMSI Guidelines were prepared and are being reviewed internally.		
Status	ACTIVE		



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Consumer and Public Affairs - Review of Work Plan Activities for the period 2024 April – September

Project Title	Consumer Satisfaction Survey 2023/24	
Project Number	CP-2021-0004	
Sector	Electricity	
Project Description	The purpose of the project is to conduct a national survey using appropriate methodologies to collect data and information for the following purposes: a) Ascertaining the current awareness level of the operations of the OUR and the public’s understanding of the organisation’s role and functions; b) Ascertaining customer satisfaction ratings for service providers; and 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.	
Initial Timeline	Start Date: 2023 April	End Date: 2024 August
Actual Timeline	Start Date: 2023 April	End Date: 2024 August
Review to Date	The first draft of the reports concerning residential and corporate customers was received from the Supplier, MRSL, in 2024 June. The consultant presented the findings to the Executives on 2024 July 09. The findings of the research were subsequently presented to the service providers on 2024 August 29. This project is now closed.	
Status	COMPLETED	
Project Title	JPS Parish Office Closure Impact Assessment (Phase 2)	
Project Number	CP-2023-0008	
Sector	Electricity	
Project Description	In 2021 March, the OUR was advised of JPS’s decision to close seven (7) Customer Service Offices (CSOs) across several parishes. This was in addition to the prior closure of three (3) offices in 2020 February. In light of the closure of the parish offices, JPS advised of several alternative measures that it would implement to continue to engage with its customers. This included: • Mobile Office visits • Customer Service Improvement Initiatives, namely: existing Customer Service Offices, Call Centre, and Public Education • External Pop-up Events (shops, malls, plazas, business places, outdoor events) and roadshows; and • An advertising campaign to educate customers on its digitization programme.	



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	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 was proposed that further assessment (Phase 2) be 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.	
Initial Timeline	Start Date: 2023 September	End Date: 2024 July
Actual Timeline	Start Date: 2023 September	End Date: 2025 March
Review to Date	Following the finalisation and agreement on the technical approach, two focus group discussions were conducted on 2024 May 21. The draft survey instrument was received on 2024 June 18 and the Focus Group report was received on 2024 June 24. The survey instrument was finalised on 2024 July 23, and fieldwork, which began on July 29, was completed on 2024 August 29. The first draft of the report is currently being prepared.	
Status	ACTIVE	
Project Title	OUR Mystery Shopping Programme 2023/24	
Project Number	EL-2024-0005	
Sector	Electricity	
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.	
Initial Timeline	Start Date: 2023 July	End Date: 2024 September
Actual Timeline	Start Date:	End Date: 2024 November
Review to Date	A kick-off meeting was held with the consultant, MRSL, on 2024 April 8. The draft instruments were received on 2024 June 3. The consultants are currently conducting fieldwork, but progress has been delayed due to the impact of Hurricane Beryl and the increased number of interactions included in this year's research.	
Status	ACTIVE	



4. Work Plan and Deliverables for 2025/26 - 2028/29

Overview

This chapter contains the work plan and deliverables for the period 2025/26 – 2028/29. This includes projects which began in preceding years and will continue during 2025/26 – 2028/29; projects that were a part of the last 4-year rolling plan and are scheduled to begin during 2025/26 – 2028/29 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 2025/26 – 2028/29 Financial Years.

Electricity Sector Work Plan

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 2023. An assessment is therefore necessary to evaluate the impact of SSP on the grid.
Start Date	2025 January
End Date	2025 June
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



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Sector	Electricity
Project Description	The Electricity Act 2015 (EA) mandates the Jamaica Public Service Company Limited to implement a power wheeling service and the OUR to set power wheeling rates. The EA also entrusts the OUR with the responsibility of developing the terms and conditions for power wheeling service in Jamaica. The OUR intends to convene a public consultation process on the power wheeling tariff methodology to inform its finalisation of the tariffs for wheeling. The OUR also intends to develop the terms and conditions for power wheeling. MSET had begun drafting regulations for power wheeling which would have superseded the OUR's terms and conditions (hence making it unnecessary) but to date the draft regulations have not been finalised by MSET and, as such, in the absence of an overriding regulation from MSET, the OUR must draft the terms and conditions to enable the implementation of power wheeling.
Start Date	2024 May
End Date	2025 June
Project Title	Technical Support – JPS Tribunal Appeal
Project Number	EL-2021-0003
Sector	Electricity
Project Description	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 several applications for appeals in the upcoming planning period.
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. Additionally, bids have been invited for an increase in RE Capacity to the grid. This will involve the OUR's review on the PPAs.
Start Date	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>
Project Title	RAMI Realignment
Project Number	EL-2023-0005
Sector	Electricity



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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	2025 January
End Date	2026 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	2025 June
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 September
End Date	2026 March
Project Title	JPS 2024 - 2029 Rate Review Determination Notice
Project Number	EL-2024-0004
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	2025 January
End Date	2025 June



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New Projects

Project Title	Rationalization of JPS' Fuel & IPP Billing Model
Project Number	TBD
Sector	Electricity
Project Description	JPS is required to make monthly adjustments to its fuel, IPP & foreign exchange rates. These adjustments are made using a model that has evolved over several decades. The model, as it now exists, is operational but unnecessarily complex and inefficient. In this regard, it requires rationalization and redesigning to facilitate greater transparency and efficiency in its operation.
Start Date	2026 January
End Date	2026 December
Project Title	JPS' Productivity Improvement Analysis – Phase 2
Project Number	TBD
Sector	Electricity
Project Description	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. 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. A productivity improvement factor was set for JPS for the 2019 to 2024 period. The OUR had expected to receive the next Five-Year Tariff for JPS in 2024 May however this date was missed. As such, this project is dependent on the submission of the 2024 - 2029 Rate Review Application.
Start Date	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>

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.



Corporate Business Plan and Budget
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	2025 April
End Date	2026 March
Project Title	Annual Price Adjustment Mechanism (ANPAM) Reviews for NWC and Private Water & Sewerage Providers
Project Number	WT-2024-0001
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	2025 April
End Date	2026 March

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



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	encapsulates the rules of the Fund. Additionally, the OUR will construct a K-Factor regulatory model to be used by NWC in the financial management of projects associated with the fund.
Start Date	2023 May
End Date	2026 March
Project Title	NWC Regional, Seasonal Tariff & Asset Base Proxy Study
Project Number	WT-2021-0002
Sector	Water & Sewerage
Project Description	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. 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. 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.
Start Date	2025 June
End Date	2026 March
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 apply in time for new rates to be approved 24-month later. The NWC indicated that it plans to submit its application at the end of 2024 November.
Start Date	2024 December
End Date	2025 May
Project Title	Private Water Providers Regulator Process
Project Number	WT-2020-0003



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Sector	Water & Sewerage
Project Description	Since the establishment of the regulatory process for the providers of private water and sewerage services, the OUR has been facing challenges in the conduct of its regulatory role and functions. Many of the providers are derelict in the payment of regulatory fees, data collection, and the delivery of adequate service level standards to customers, among other things. The private companies are also limited in their capacity to prepare and submit their tariff applications to the OUR. Considering this, the OUR intends to develop a working document, which will form part of a project geared towards strengthening and streamlining the regulation and monitoring of the private water and sewerage service sectors.
Start Date	2025 April
End Date	2026 March



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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	TBD
Sector	Telecommunications
Project Description	This involves the preparation of quarterly market data reports on the services provided in the telecommunication markets.
Start Date	2025 April
End Date	2026 March
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	2025 February
End Date	2026 March

2025/26 - Continuing Projects from the Previous 4-year Work Plan

Project Title	Qos/QoE Independent Measurement Regime
Project Number	TL-2022-0001
Sector	Telecommunications
Project Description	This project involves the development of protocols for conducting independent QoS/QoE measurement campaigns as well as the procurement of QoS/QoE monitoring regime.
Start Date	2023 January



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End Date	2025 August
Project Title	Review of Number Portability Framework - Phase II
Project Number	TL-2023-0001
Sector	Telecommunications
Project Description	The OUR continues to provide regulatory oversight of number portability which was implemented in Jamaica in July 2015. The project is being conducted in two Phases. Phase I which focussed on the issues/proposals that only impact the Industry Number Portability Guidelines (INPG), was completed in April 2022. Phase II will focus on the issues/proposals that will require an amendment to both the INPG and the Telecommunications Act (Number Portability) Rules. Under Phase II the OUR will, inter alia, seek to establish performance targets specific to time limits to promote efficiency in the process, and to hold the service providers accountable for delivering on said targets. The OUR will also set penalties to be imposed if a donor telecommunications carrier/service provider fails to meet the performance targets set. Phase II will also include Guidelines for the porting of Common Short Codes and Local Toll-Free Numbers.
Start Date	2024 June
End Date	2025 October

2025/26 – New Projects

Project Title	Operationalisation of the Outage Protocols and Resiliency Measures
Project Number	TBD
Sector	Telecommunications
Project Description	Telecommunications infrastructure is recognized as being critical to national security, emergency preparedness, public health and the economic well-being of Jamaicans. As society is more reliant than ever on telecommunications infrastructure the unavailability of telecommunications can result in adverse public safety and economic consequences. Given the foregoing, the OUR has established Outage Reporting Protocols for the telecommunications sector and measures to improve network resiliency. This project involves undertaking the requisite activities, including the implementation of systems, to operationalize/monitor the obligations imposed by the Outage Protocol and resiliency measures.
Start Date	2025 January
End Date	2025 September
Project Title	Development of Guidelines for Resilience of Public Networks



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Project Number	TBD
Sector	Telecommunications
Project Description	This importance of telecommunications networks and services is heightened during times of disasters/emergencies. Recent climatic events in Jamaica and throughout the Caribbean have demonstrated how destructive forces of natural disasters can impair, damage or destroy telecommunications networks. The need to improve the resilience of Jamaica's telecommunications network infrastructure against both natural and man-made disasters has become a critical issue, and it is, therefore, essential that telecommunications licensees design reliability and robustness into their networks. This project will add to the work done under Outage Protocol/Resiliency Measures project and aims to identify scenarios and, based on these, to develop suitable measures and formulate recommendations for action to strengthen the resilience of public telecommunications networks. This will include technical standards as well as an examination of the interdependence of fixed and mobile networks and their dependence on commercial power.
Start Date	2025 January
End Date	2026 March
Project Title	Enhancement of the Jamaica Internet Exchange Point
Project Number	TBD
Sector	Telecommunications
Project Description	In recognition of Jamaica's need to develop and support a resilient local internet ecosystem, the OUR in 2014 embarked on a project, with the help of partners such as Packet Clearing House (PCH), to develop a local peering facility. In 2015 the Jamaica Internet Exchange Point (JAIXP) was established and the three major Internet Service Providers (ISPs) are connected to the switch. However, JAIXP has yet to gain meaningful traction. As the country seeks to improve the resilience of its telecommunications infrastructure, it is essential that JAIXP functions to its full potential. Consequently, the OUR intends to perform several activities aimed at bolstering the IXP's overall ability to deliver on key national objectives, such as the realization of a digital society. The project will: • Upgrade the IXP switch and establish redundancy • Implement a governance framework and technical measures which will facilitate the sustainability of JAIXP • Undertake stakeholder engagement activities • Relaunch the JAIXP
Start Date	2025 January
End Date	2025 October
Project Title	Development of a Tower Database



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Project Number	TBD
Sector	Telecommunications
Project Description	Telecoms/ICT infrastructure data and mapping are important in the development of effective infrastructure strategies. Such data and maps are essential in the development of initiatives for connecting unserved and underserved communities. As noted by the International Telecommunication Union (ITU), the mapping of Telecoms/ICT infrastructure “supports efficient identification of connectivity gaps, network planning to extend access to most critical places, and support to decision making based on evidence-based models”. The ITU also noted that the mapping of infrastructure allows different stakeholders to collaborate in the planning of optimal network technologies and how to finance them. The OUR intends to collaborate with the Spectrum Management Authority to map the towers used in the provision of telecommunications services in Jamaica and create a Tower Database. The mapping of the towers is the first phase in the creation of an inventory of passive Telecoms/ICT infrastructure in Jamaica.
Start Date	2025 July
End Date	2026 July

2025/26 - Pending Projects from the Previous 4-Year Work Plan

Project Title	Review of QoS Rules
Project Number	TBD
Sector	Telecommunications
Project Description	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 recently promulgated 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 deployed LTE networks and are in the process of shutting down their 2G networks. Globally, operators have begun deploying 5G networks. With this project, the OUR will review the QoS regulatory framework to account for technological developments and align it with international best practices.
Start Date	2025 January
End Date	2025 December
Project Title	Establishing Certification Standards for Private Branch Exchanges (PBXs) Equipment
Project Number	TL-2024-0002



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Sector	Telecommunications
Project Description	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. 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.
Start Date	2025 January
End Date	2025 December
Project Title	Assessment of the Readiness of Service Providers to Deliver Automatic Number Identification (ANI) and Automatic Location Information (ALI)
Project Number	TL-2024-0001
Sector	Telecommunications
Project Description	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. 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.
Start Date	2025 January
End Date	2025 April
Project Title	Review of Fixed and Mobile RIOs and RAOs
Project Number	TL-1620-0109
Sector	Telecommunications



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Project Description	Having mandated interconnection, regulators still need to ensure that their rules are applied fairly. In most jurisdictions, this takes the form of a requirement for dominant operators to develop a Reference Interconnection Offer (RIO), the contents of which must be approved by the regulator. The RIO provides a transparent basis for the negotiation and conclusion of all agreements for the provision of interconnection services that are subject to regulation. It provides legal certainty to new entrants as they can be certain that they are being granted interconnection on terms that are no less favourable than that accorded to other operators, including the retail arm of the interconnection provider. Currently, in the voice segment of the sector, there is an obligation on all mobile carriers and C&WJ fixed network to submit their RIOs for the OUR's approval. While the traffic-related tariff portions of the Fixed and Mobile RIOs are automatically updated by the Determination Notices (2017, 2021) which set those rates, the other portions of the RIOs have not been updated since 2013. The review will examine the RIOs to determine the aspects which require updating given technological and other developments since the RIOs were developed. Additionally, the OUR will seek to develop a Model Reference Access Offer (RAO).
Start Date	2025 February
End Date	2026 March
Project Title	Review of Wholesale Telecommunications Markets
Project Number	TL-2020-0005
Sector	Telecommunications
Project Description	Jamaican consumers need vibrant, competitive telecommunications markets, where operators compete against each other to earn consumers' trust and satisfaction with high-quality, affordable services. The level of competition in retail telecommunications markets and the differentiation between operators' service offerings will be dependent on the level of competition at the wholesale level. Where wholesale markets are not competitive, there is a need for regulatory intervention. The OUR will assess the wholesale segment of the telecommunications sector to determine if there has been any change in the relevant markets which were previously defined and whether additional markets now exist. The project will also assess which operators, if any, are to be classified as dominant in those markets or whether existing dominant operators should be reclassified as non-dominant. It will also look at possible remedies to prevent the abuse of a dominant position.
Start Date	2025 February
End Date	2026 March
Project Title	Quality of Service (QoS) Measurement Campaign
Project Number	TBD
Sector	Telecommunications



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Project Description	The QoS Rules (“the Rules”), which came into effect in February 2024, give the OUR the authority to conduct its own measurements to capture the current service levels of operators in relation to parameters specified within the Rules. This serves as a means to validate the measurements reported by the operators. The project will involve the OUR conducting independent measurement campaigns in various areas of Jamaica.
Start Date	2025 September
End Date	2026 February
Project Title	National Emergency Telecommunications Plan
Project Number	TBD
Sector	Telecommunications
Project Description	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 policymakers 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: 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. The OUR will coordinate with all relevant stakeholders including the responsible Ministries, ODPEM, service providers, private sector, non-governmental entities, and the public in the development of the Plan.
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	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



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	telecommunications markets, allows for more efficient use of numbering resources. Currently, numbers can only be ported to like networks, i.e., from fixed to fixed and mobile to mobile. One carrier has indicated its interest in intermodal porting. While intermodal number portability could further enhance competition in the market, there are concerns about consumer protection issues relating to the practice. For instance, a reduction in customer ability to control spend as they will not know whether a number they wish to call resides on a fixed or mobile network. The Telecommunications Act requires that the OUR has regard to the role that numbers can play in conveying useful information to customers. However, the draft ICT Act includes a provision that will allow the regulator to determine whether intermodal porting should be implemented. This project will assess the benefits and costs of implementing intermodal number portability and determine if the implementation of the practice is in the public interest.
Start Date	<i>Timeline is externally driven</i>
End Date	<i>Timeline is externally driven</i>

2026/27 – 2028/29 - New Projects

Project Title	Termination Rates Benchmarking Exercise
Project Number	TBD
Sector	Telecommunications
Project Description	The Telecommunications Act (the “Act”), as amended in May 2012, requires that all dominant public telecommunications carriers permit interconnection of their public network with the public network of other carriers for the purpose of the provision of telecommunications services, and that the prices at which these services are to be provided shall be set based on the principles outlined in Section 33 of the Act. The Act also provides that the Office of Utilities Regulation (“the OUR” or “the Office”) shall have regard for the principle of cost orientation when determining an operator’s call termination charges for fixed and mobile networks. The existing mobile and fixed termination rates (MTR and FTR) were established in 2021 and 2022 respectively using LRIC Cost Models which were first developed in 2015 and 2017. The rates are set for five years and are due to be updated in 2026 and 2027. However, the process of updating these models is costly, time-consuming, data-intensive and heavily dependent on operators’ responsiveness. This has resulted in protracted delays both in the development and the last update of the models. The Act also provides for the setting of rates by OUR utilizing other approaches relevant to the determination of interconnection charges such as benchmarking. The OUR intends to undertake an exercise to develop a methodology for the determination of termination cost benchmarks.
Start Date	2026/27
End Date	TBD



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Project Title	Review of Number Portability Framework - Code of Practice
Project Number	TBD
Sector	Telecommunications
Project Description	The OUR continues to provide regulatory oversight of number portability which was implemented in Jamaica in July 2015. The OUR is currently undertaking a review of the existing number portability framework with a view to address any challenges as well as align the framework with international best practices. The review is being done in phases. Phases one and two focused on the review of the Industry Number Portability Guidelines (INPG) and the Number Portability Rules ('The Rules') respectively. It is further recognised that any modifications made to the INPG and the Rules, may necessitate conforming modifications to the Code of Practice issued pursuant to rule 44 of the Rules. After completion of phase 2 consultative processes, in phase 3, a review of the Code of Practice will be undertaken and amendments made, where appropriate, pursuant to rule 47 of the Rules.
Start Date	2026 /27
End Date	TBD
Project Title	Review of the Aging Policy for Telephone Numbers
Project Number	TBD
Sector	Telecommunications
Project Description	Telephone numbers are a finite resource and must be managed accordingly. The Jamaican Numbering Plan Area (NPA) Codes are assigned to Jamaica by the North American Numbering Plan Administrator (NANPA). The NANP countries are required to assign these resources in a manner which permits the most effective and efficient use of a finite numbering resource in order to prevent premature exhaust of the NANP and the costly impacts of expanding the numbering plan (e.g. from 10 digits to 12 digits). The OUR is therefore committed to ensuring that Jamaican numbering resources are managed in an efficient manner using the most appropriate number management practices with one such practice being the reassignment of telephone numbers. Having disconnected a number, operators are required to age the number before reassigning it to another subscriber. The initial purpose of the aging process is to minimise misdirected calls intended for the previous customer when a telephone number has been re-assigned to a new customer. However, the increased use of telephone numbers by customers as identifiers in authentication mechanisms has introduced a security risk. The OUR being cognizant of this will review its current aging policy in a bid to mitigate the nuisance and security risks associated with the recycling of numbers.
Start Date	2026 January
End Date	2026 December
Project Title	Framework for the Measurement of the ICT Sector



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Project Number	TBD
Sector	Telecommunications
Project Description	The ICT sector has emerged as a significant contributor to countries' economic development worldwide. Given the importance of the ICT sector it is essential that countries have systems to benchmark and measure the development of their ICT sectors. The ongoing measurement and monitoring of key indicators in the ICT sector will allow Jamaica to shape and evaluate ICT policies that drive socioeconomic development and their effectiveness. However, accurately measuring the sector and its impact on national economies has remained a challenge for many nations including Jamaica. Currently, the measurement of the sector is done in a fragmented way with different agencies collecting the same set of information from stakeholders and some aspects of the sector remain unmeasured. The OUR intends to collaborate with the relevant MDAs to develop a framework that ensures the comprehensive measurement of the ICT sector.
Start Date	2026/27
End Date	TBD

2026/27 – 2028/29 - Pending Projects from the Previous 4-year Work Plan

Project Title	Facilitating Innovation within the Telecoms Sector
Project Number	TL-2022-0002
Sector	Telecommunications
Project Description	Regulations can pose a barrier to innovation when it is unable to adapt quickly to the changes in the environment or impose unnecessarily burdensome requirements. Telecommunications regulators can facilitate innovation by reducing some regulatory barriers through the utilization of mechanisms such as experimental licensing, innovation testbeds, and regulatory sandboxes as a means of enabling emerging innovations. These mechanisms allow a regulator to support innovation by reducing the cost and time for an innovative concept to be ready for the market while ensuring that the appropriate consumer safeguards are in place. Recent local and global developments highlight a need for such mechanisms if Jamaica is to develop a sustainable ICT ecosystem. The 5G technology, for instance, has several use cases that are different from those of earlier technologies in that they involve deployment by sectors other than the telecommunications sector such as the manufacturing, building maintenance, agriculture health, and transportation sectors. Several of the 5G use cases will require that entities that are not telecommunications operators will need access to telecommunications resources such as numbers and identifiers. The use of mechanisms such as experimental licences and regulatory sandboxes have been used by several jurisdictions to facilitate the development of the 5G ecosystem. These mechanisms allow entities to test use cases associated with 5G in a non-commercial environment. They also allow entities to have access to telecommunications resources



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	required during this testing phase without being subject to the full suite of the legislative and regulatory instruments which govern the telecommunications sector. During this testing period, the regulator monitors the impact or likely impact of the service on consumers to determine whether it can forbear any of the regulations in question. The current telecommunications legislative/regulatory framework in Jamaica does not speak to experimental licensing, regulatory sandboxes, or any other innovation-facilitating mechanism. The OUR has been dealing with requests from entities on an ad hoc basis. The proposed project will develop a framework for such mechanisms as well as make recommendations, where necessary, about how these matters should be addressed in future legislation/regulations.
Start Date	2026 March
End Date	2027 August
Project Title	Regulatory Framework governing access to in-building wiring
Project Number	TBA
Sector	Telecommunications
Project Description	Access to utility corridors and in-building wiring is crucial for fixed network competition. Lack of access to in-building wiring could stymie an entrant's ability to compete effectively in the sector. This lack of access can also stymie subscribers' ability to port their numbers. In multi-tenanted environments (MTEs), tenants or lessees should have the choice of getting any licensee to provide communication services. However, there are times when the property developer/landlord enters into an exclusive agreement with a communications provider at the time when the MTE is being built or the MTE is built in a manner that only allows for the infrastructure of one service provider. Where consumers in such MTEs want to change service providers, the new provider will not be able to install its wiring and will need to appropriate the wiring of the first service provider in order to deploy its service. This project will seek to create rules governing the disposition of physically inaccessible in-building wiring where a service provider needs access to such facilities to deploy its service.
Start Date	2026/27
End Date	TBD
Project Title	Harnessing/Leveraging Artificial Intelligence and Big Data in the ICT Sector Study
Project Number	TBD
Sector	Telecommunications
Project Description	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



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	companies have been utilising these tools for network planning, targeted marketing, proactive customer support, assessment of revenue leakages and IoT/ M2M Analytics. 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. 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.
Start Date	2026/27
End Date	TBD
Project Title	Regulatory Framework for Mobile Virtual Network Operators (MVNOs)
Project Number	TL-1620-0124
Sector	Telecommunications
Project Description	The introduction of Mobile Virtual Network Operators (MVNOs) is seen as a natural progression in the facilitation of competition in the telecommunications sector. The MVNO model has gained popularity globally, and new value-added services are constantly emerging. Given that MVNOs tend to focus on niche markets, it is believed that value-added niche services are better handled by these operators. The Minister with responsibility for telecommunications has created a licence category for MVNOs. The formulation of a regulatory framework for MVNOs could increase the level of competition in the provision of specified services. Consumers would therefore be afforded more options in terms of service providers and types of services. This should eventually lead to lower and more efficient prices. In this project, the OUR will examine a variety of issues including - MVNO models, benefits, and the licensing, technical, and regulatory implications of MVNO entry. This project will address how Mobile Virtual Network Operators (MVNOs) will be regulated. It will address the rights and responsibilities of these virtual operators and their interactions with facilities-based operators. It will not address the issues already covered under the Infrastructure Sharing Rules.
Start Date	2027/28
End Date	TBD



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Project Title	Regulatory Framework for the use of USSD and SMS in the delivery of value-added services
Project Number	TBA
Sector	Telecommunications
Project Description	There is immense scope to develop an ecosystem for Mobile Value-Added Services (MVAS). Such services can bring M-education, M-health, M-banking, M-governance, M-agriculture, and other mobile services through digital highways to all sections of our population. The key is to identify constraints that may restrict the development of MVAS services and put in place a conducive policy framework and supporting infrastructure for MVAS. This project will focus on the provision of wholesale USSD and SMS access services to third-party MVAS providers by mobile network operators (MNOs). It will examine how current commercial, legal and regulatory policies and practices relating to the SMS and USSD channels affect and are likely to affect the development of MVAS in Jamaica.
Start Date	2027/28
End Date	TBD
Project Title	Creating a Regulatory Framework for the Extraterritorial Use of Jamaican telephone numbers
Project Number	TBA
Sector	Telecommunications
Project Description	Extra-territorial use of national numbers is defined as the use of the numbers of one country in another country permanently. The permanent use of numbers from a numbering plan is the use of a number belonging to the national numbering plan of one country in another country for a long-term period. Globally telecommunications regulators have been considering the extraterritorial use of their jurisdictions' national numbers primarily due to two main issues: • The provision of nomadic telecommunications services • The management of M2M communications. The provision of nomadic telecommunications services: - Nomadic services like VoIP offers users the possibility to place and receive calls based on a telephone number that does not necessarily belong to the numbering plan of the country in which the user is located permanently. VoIP services will become increasingly nomadic in their nature, particularly with the increase in fixed-mobile converged services. The management of M2M communications: - The identifiers used for M2M applications in public networks are E.164 (e.g., MSISDN) and E.212 (IMSI) numbers as well as IPv4 and IPv6 addresses. In the short and medium term – and perhaps even in the long term – classical telecommunications numbers (E.164 and E.212) will continue to be one solution to identify M2M entities. The permissibility of the extra-territorial use of national E.164 and E.212, therefore, appears to be key for M2M services to be economically viable. A fragmented distribution model involving a separate SIM/IMSI per country and integration with each national MNO “platform,” would require a manufacturer to use multiple platforms that would not be integrated and therefore would not work together.



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	This project will create a regulatory framework for the extra-territorial use of national numbers which allows Jamaicans to harness the benefits of extraterritoriality while avoiding/mitigating any associated challenges.
Start Date	2028/29
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 the 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	OUR Mystery Shopping Programme 2025/26
Project Number	TBD
Sector	Support
Project Description	The purpose of this project is to ensure that the utility providers are adhering to the stipulations that are outlined in their tariff agreements and/or the terms and conditions of the licences. Specifically, the research is to allow the regulator to assess the quality of customer service being offered by the providers in-store, online, as well as through their call centres. The outcomes are likely to be recommendations resulting from the findings, as well as the monitoring of the Determinations 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	2025 July
End Date	2026 July
Project Title	Director-General's Stakeholder Engagement Event 2025/26
Project Number	TBD
Sector	Support



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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 concluded year, and major plans for the upcoming fiscal year. The event may include 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 in decision-making. The dialogue is expected to positively impact the organisation's reputation as a responsible, national entity at the forefront of sector developments.
Start Date	2025 November
End Date	2026 March
Project Title	Production of the Annual Report for 2024
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 2025 July 31 i.e., four months after the end of the fiscal year. This report is tabled in the Houses of Parliament in the last quarter of the calendar year.
Start Date	2024 December
End Date	2025 December
Project Title	Workplace & community stakeholder engagement for 2025/26
Project Number	TBD
Sector	Support
Project Description	To support the CPA Department in fulfillment of the OUR's Value Proposition for utility consumers (empowerment), as well as the sector focus on stakeholder engagement and education on emerging trends.
Start Date	2025 April
End Date	2026 March
Project Title	Digitisation Of Physical Ouric Materials Phase 2
Project Number	TBD
Sector	Support
Project Description	Over the past year OURIC has been updating the digital library platform, to facilitate ease of access by staff members. eBooks are currently being uploaded to the digital library based on staff recommendations and requests submitted to the service provider. There is now a move to include other resources on the platform – physical, electronic, as well as online resources. The collection of physical resources currently housed in OURIC includes books (including the OUR's intellectual



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	capital and external publications or published works) and newspaper clippings with direct mentions about the OUR and regulated utilities. Digitisation enhances a resource or work by adding a range of capabilities that extend beyond simple downloading, reading and printing. It enables the sharing of content, bookmarking, searching, and customizing a resource according to visual preferences. These resources can be accessed across multiple platforms, on various devices and even offline. In essence, digitisation offers much more than what is immediately apparent, transforming how we interact with and utilize resources. In Phase 2 of the digitisation project the focus will remain on the digitisation of physical resources in OURIC with specific focus on newspaper clippings housed in-library. Activities include: (1) Establishment of Selections Advisory Committee (2) Development of Terms of Reference (3) Weed newspaper clippings folders. (4) Remove articles not fitting the above criteria (5) Create documentation of remaining articles, capturing metadata in a template in a way that aligns with the selected metadata standard being used and captures all the relevant metadata fields. (6) Scan documents – perform batch processing if possible (7) Perform quality control checks (8) Add metadata manually (if being done post the scanning process) (9) Save and upload documents to the digital library (10) Back-up Files – store in the cloud for data protection and recovery in the event of file corruption, accidental deletion, technical failures or system crashes
Start Date	2025 April
End Date	2026 March
Project Title	OUR Podcast Series – Season 3
Project Number	TBD
Sector	Support
Project Description	Utility consumers still lack an understanding of the OUR, despite the various communication tactics employed over the years. There has been a significant uptick in the use of social media spaces to disseminate messages, as more persons are utilizing the platforms for timely information. Podcasts have been introduced as another channel through which consumers can be informed about the OUR and other matters, can listen to at anytime, and is much cheaper to produce than a video.
Start Date	2025 March
End Date	2026 March



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

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	Guaranteed Standards (GS) form part of the Quality of Service (QoS) provisions of the Licence for Small/Private Water and Sewerage Service Providers (SWSSP). There are approximately 17 SWSSP licensees who provide service to specific areas as stipulated in their Licences. Similar to the larger service providers, JPS and the NWC, the GS Schemes for the SWSSPs are customarily established, reviewed, and amended during the tariff application/review processes. While GS Schemes are established for each SWSSP, there are commonalities among the schemes. In light of the number of GS Schemes that have been established for the SWSSP licensees, the varying timelines for their establishment, and the peculiarities that may exist for each licensee, the OUR will undertake a comprehensive review of the GS Schemes for these service providers to assess, among other things, the: • Effectiveness of the GS Schemes • Levels of satisfaction or dissatisfaction with the areas of focus under the existing GS Schemes • Changes, if any that are needed to ensure that the GS Schemes meet the needs of the customers.
Start Date	2025 July
End Date	2026 December
Project Title	Market Research Survey of Private Licensees 2026/2027
Project Number	CP-2023-0013
Sector	General Regulation
Project Description	In carrying out its functions, the OUR must ensure that it takes into account the needs of licensees as well as their rights and responsibilities. The OUR sees the need to periodically assess the views of the various operators in the electricity, telecommunications, and water and sewerage sectors. The OUR undertook its first Market Research Survey of Private Licensees in FY 2021/22 with the findings unveiled in the 2022/23 FY. Activities will be rolled out during the 2023/24 FY based on the major findings. These include strategies to improve communication with and to these providers, as well as provide information to improve their compliance with their licences. Another survey will be conducted in the 2026/2027 period as a follow up to the first, 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.



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	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. As well as being used to improve any practices or procedures, this information will be utilized 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. The information will also be used, inter alia, to assess compliance/enforcement measures in instances where there may be companies operating without the requisite licence or in contravention of the licence.
Start Date	2026 April
End Date	2027 March
Project Title	Establishing a Guaranteed Standards Scheme for Digicel and Flow
Project Number	CP-2024-0011
Sector	Telecommunications
Project Description	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. 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. 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: 1. Present its preliminary views with respect to: • 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 2. Seek the views of consumers, service providers, and other stakeholders on the proposed GS Scheme
Start Date	2023 November
End Date	2026 March
Project Title	Consultation to Review the General Code of Practice for the Telecommunications Industry



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Project Number	CP-2024-0012
Sector	Support
Project Description	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. 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: (i) Customer complaints. (ii) Changes in consumer behaviour. (iii) Developments in the telecommunications industry.
Start Date	2025 July
End Date	2026 December
Project Title	OUR App
Project Number	CP-2023-0006
Sector	Support
Project Description	To support the CPA Department in fulfilment of the OUR's Value Proposition for empowering utility consumers, enhancing their choices, promoting the awareness of their rights and responsibilities, being responsive to their needs, and keeping them informed.
Start Date	2025/26
End Date	TBD
Project Title	Integrated Communications Campaign – Phase 2
Project Number	CP-2022-0007
Sector	Support
Project Description	1. The findings in the last OUR National Customer Satisfaction Survey (2019), found that: a. A significant portion of utility providers and consumers are not aware of the roles and functions of the OUR. b. Many utility customers are not aware of their rights and responsibilities. c. Many utility customers are not aware of the quality of service standards implemented for their benefit. 2. Guided by the findings, the CPA Department started a process in 2021-22 to identify a consultant for an Integrated Communications project, spanning two years.



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	3. The Consultant's main objective was to implement a broad, far-reaching, and integrated communications programme, emphasizing radio, television, the use of social media, and other online platforms (e.g., social media ads). 4. 2024 - 2025: a. Develop a detailed integrated communications programme to include, but not limited to strategy, key issues and desired outcomes, methodology, project schedule and timelines, measurement, and evaluation. b. Conceptualize key messages etc., to be used across various media channels 5. 2025 - 2026: a. Finalise and develop the key messages b. Produce the messages for radio, television, press advertisements, graphics for social media, website, and any other online platforms c. Placement 6. This project will continue into FY 2025/26.
Start Date	2024 October
End Date	2025 December

Project Title	NWC's Billing Cycle Review
Project Number	CP-2023-0011
Sector	Support
Project Description	The OUR is aware, through complaints received, that there are instances in which utility customers receive monthly bills with billing cycles of varying duration. As a result, the NWC bills customers for a different number of days, which may be less than or greater than 31 days. Additionally, the NWC stops billing an account when it disconnects a supply. As such, the fixed Service Charge that is determined by the OUR may be varied on the NWC bill based on the number of days applicable to the billing period. The NWC advises that it prorates the Service Charge based on the number of days in the billing cycle since it does not collect a Security Deposit. This project is intended to review the NWC's Billing Cycle in which the following issues will be considered: 1. Defining/establishing the number of days in a month for NWC's billing. 2. Assessing the reasonableness of the NWC prorating the OUR approved fixed Service Charge, based on the number of billing days 3. Assessing the reasonableness of allowing the NWC to charge a Security Deposit. Assessing the reasonableness of the NWC's practice to stop billing an account upon disconnection
Start Date	2024 April
End Date	2026 December



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New Projects

Project Title	JPS 5-year Tariff Review Customer Consultations
Project Number	TBD
Sector	General Regulation
Project Description	Development of plans and execution of Tariff Consultation. The Jamaica Public Service (JPS) is allowed to submit a tariff review application to the OUR every five (5) years. As part of its review of this application, the OUR holds consultations with JPS's customers in several parishes. These consultations are mainly in the form of town hall meetings or on-line across the island. The Consultations are slated to take place in FY 2025/2026. The Department will use the Consultations: 1. To create a multi-pronged approach to maximise awareness about JPS's tariff application 2. To create awareness about the role of the OUR in the Tariff Application 3. To encourage attendance of JPS's customers at the islandwide Consultations 4. To encourage response to the JPS's Tariff Review Application. 5. To use the information from the consultations to draft Consumer Chapter of the Determination. The activities for the consultations may include, but are not limited to: • Visits to communities • Liaising with community leaders and other local representatives • Mobilizing residents • Organising events • Attending meetings The OUR usually stages activities in several parishes over a three-week period. The parishes will span all three counties.
Start Date	2025 April
End Date	2026 March
Project Title	NWC Tariff Review Customer Consultations
Project Number	TBD
Sector	General Regulation
Project Description	Development of plans and execution of Tariff Consultation. The National Water Commission (NWC) is allowed to submit a tariff review application to the OUR every five (5) years. As part of its review of this application, the OUR holds consultations with NWC's customers in several parishes. These consultations are mainly in the form of town hall meetings or online across the island. The Consultations are slated to take place in FY 2025/2026. The Department will use the Consultations: 1. To create a multi-pronged approach to maximise awareness about NWC's tariff application 2. To create awareness about the role of the OUR in the Tariff Application



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	3. To encourage attendance of NWC's customers at the islandwide Consultations 4. To encourage response to the NWC's Tariff Review Application. 5. To use the information from the consultations to draft Consumer Chapter of the Determination. The activities for the consultations may include, but are not limited to: • Visits to communities • Liaising with community leaders and other local representatives • Mobilizing residents • Organising events • Attending meetings The OUR usually stages activities in several parishes over a three-week period. The parishes will span all three counties.
Start Date	2025 April
End Date	2026 March
Project Title	Consultation to Establish <i>force majeure</i> Relief for Main Utility Providers' Customers
Project Number	TBD
Sector	General Regulation
Project Description	In the 2021/2022 fiscal year and during the Covid 19 pandemic, the OUR through a consultant, examined whether there were any relief provisions in the terms and conditions of service for the major utility providers for customers to access in force majeure circumstances. The study identified that while the service providers may be excused from meeting stipulated service standards during <i>force majeure</i> events, there are no relief provisions for customers in similar circumstances. With the island being affected by Hurricane Beryl, where like the service providers, customers were negatively affected, however unlike the service providers, no established <i>force majeure</i> relief provisions were established for customers. Consequently, a consultation will be conducted with the service providers to agree and decide on relief that will be provided to customers for <i>force majeure</i> events.
Start Date	2025 August
End Date	2026 July
Project Title	Establishing Complaints Handling as a Core Process under the Quality Management System
Project Number	TBD
Sector	General Regulation
Project Description	The handling of customer contacts classified as complaints is one of the main tasks undertaken by the CAU. Since 2024, of the 1,514 contacts received, 849 (56%) represent complaints. Like the Appeals Process, the Complaints Handling Process has been documented with established



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	activities and timelines. Since November 2022, measures have been put in place to operationalize the Complaints Handling Process, which involves monitoring and measuring the performance of the activities against the established timelines. Given the significant resources that are expended on complaints handling, this project will be conducted to assess and amend, if necessary, the established targets for the Complaints Handling Process and establish a percentage performance target for the Process.
Start Date	2025 December
End Date	2026 December
Project Title	Complaints Handling Determination Notice - Compliance Monitoring
Project Number	TBD
Sector	General Regulation
Project Description	The Office of Utilities Regulation (OUR) has set out its decisions regarding the resolution of complaints Handling for utility service providers in the form of a Determination Notice for Complaints Handling for Utility Service Providers Document Number: 2023/GEN/045/DET.001). This became effective on 2024 February 20 following the consultation process with service providers at the QoS symposia. The OUR has express powers under section 44(3) of the Telecommunications Act, to make rules in relation to the administration and resolution of customer complaints in the telecommunications sector. The Telecommunications (Quality of Service Standards) Rules 2023 have specific application to the complaints handling procedures for utility providers in the telecommunication sector and therefore supersede (in the case of conflict) or in addition to (where there is no conflict), the requirements set out within the Utility Complaints Determination Notice. In view of this, three decisions, namely, Determination 2, the Complaints Handling Process, Determination 3, the Complaints Management System and Determination 6, Quality Control Reporting and Internal Review from the Determination Notice for Complaints Handling for Utility Service Providers, 2023/GEN/045/Det.001 are being excluded for the telecommunication operators. As a result, seven determinations were issued with specific actions and timelines. However, determination 6 will be an exception within this project. This project is being undertaken to ensure that the service providers are compliant with their reporting requirements. • Definition of complaint • Complaints Handling Process • Complaints Management System • Training Manual • Training and Coaching Programme • Continual Improvement - Quality Control Reporting and Internal Review Based on the determinations, the OUR believes that this will ensure that the service providers are compliant with their reporting requirements which will involve:



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	• Sending reminders to service providers within two weeks of the submission timeline • Sending reminders to service providers within 2 working days of non-receipt of submission • Ensuring the accuracy and completeness of the submissions
Start Date	2024 September
End Date	2025 March



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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 MOFPS** - As a statutory requirement, reports on the activities in the Corporate Plan are sent to the MOFPS 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 2026/27 – 2029/30
Project Number	TBA
Sector	Support
Project Description	Development of the Work Plan and Budget for the four-year period 2026/27 – 2029/30. This includes work in the sectors as well as the supporting aspects of the business.
Start Date	2025 June
End Date	2025 December
Project Title	The Office's Performance Evaluation 2024/25
Project Number	TBA
Sector	Support
Project Description	A consultancy to conduct the annual assessment of the performance of The Office over the 2024/2025 fiscal year.
Start Date	2025 April
End Date	2025 September
Project Title	Quarterly Work Plan Status Reporting and Meetings
Project Number	TBA
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	2025 April
End Date	2026 March

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

Project Title	Review of Corporate Governance Manual
Project Number	ST-2024-0006
Sector	Support
Project Description	Conduct a comprehensive review and update of the Corporate Governance Manual.
Start Date	2024 November
End Date	2025 June



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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 MSETT 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 MSETT and other relevant stakeholders towards further improvements.



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Major Recurring Projects & Activities

Project Title	OUR Health and Wellness Fair 2025/26
Project Number	TBD
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	2025 July
End Date	2025 October
Project Title	Employee Well-Being and Satisfaction Survey 2025
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	2025 April
End Date	2025 July

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

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 April



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End Date	2026 March
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	2026 March
Project Title	Development of Anti-Harassment and Discrimination Policy and Procedures
Project Number	HR-2024-0001
Sector	Support
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	2026/27
End Date	TBD

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	2025 April
End Date	2026 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	2025 April
End Date	2026 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	2025 April
End Date	2026 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	2025 April
End Date	2026 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 improving the user experience. They are also under constant threat from malware designed either to extract data or 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	2025 April



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End Date	2026 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	2025 April
End Date	2026 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	2025 April
End Date	2026 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 equipment and services aimed at protecting the network.
Start Date	2025 April
End Date	2026 March

RISK MANAGEMENT

Major Recurring Projects & Activities

Project Title	Enterprise Risk Management
Project Number	QM-1620-0106
Sector	Support



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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 submission to the Office.
Start Date	2025 April
End Date	2026 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 requirements from regulatory decisions.
Start Date	2025 April
End Date	2026 March

QUALITY MANAGEMENT SYSTEM

Major Recurring Projects & Activities

Project Title	Quality Management System Management Review 2025
Project Number	TBD
Sector	Support
Project Description	The Management Review of the QMS will be held annually to review the QMS processes and determine if there are any required improvements. The improvements identified should result in: a) increased Customer Satisfaction with our service; b) better communication of the OUR's processes; c) development of a professional culture and improvement in employee morale; and d) consistency in operations.
Start Date	2025 June
End Date	2025 July
Project Title	Quality Management System Surveillance Audit 2025
Project Number	TBD
Sector	Support



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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 9001:2015 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	2025 May
End Date	2025 September
Project Title	Documentation of Business Processes and Procedures
Project Number	QM-1620-0103
Sector	Support
Project Description	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 are also part of continual improvement.
Start Date	2025 April
End Date	2026 March

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

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	2023 February
End Date	2026 March



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

Major Recurring Projects & Activities

Project Title	Preparation of the Annual Budget
Project Number	TBD
Sector	Support
Project Description	Drafting Budget for 2026/27 – 2029/30 for consultation with stakeholders by mid – 2025 November. The Draft and Final Budgets are then prepared and submitted to MOFPS by 2025 November 30 and December 31 respectively.
Start Date	2025 August
End Date	2026 March
Project Title	Annual External Audit
Project Number	TBD
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	2025 March
End Date	2025 July



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Project Title	Update of the Finance Manual – Version 3
Project Number	FN-2024-0004
Sector	Support
Project Description	Periodic review and update of the OUR's financial policies, processes, and procedures.
Start Date	2024 April
End Date	2026 March
Project Title	Upgrade of eRequester Software and Procedural Updates
Project Number	FN-2023-0003
Sector	Support
Project Description	Upgrade and Procedural updates include: • Upgrade of the current version of eRequester to the latest version to ensure that the system is compatible with the proposed version 6.9 of SAGE 300 • Electronic preparation of Payment Voucher • Procedural Update of the Capacity Development Application and Approval Form and Routing Approval Sequencing • Drafting and Finalization of eRequester Support Bulletins
Start Date	2023 April
End Date	2025 March

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

Project Title	Small Utility 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	2025 September
Project Title	Reconfiguration of Vendor and Customer IDs – Accounts Payable and Receivable Modules
Project Number	FN-2023-0005



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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	2025 December
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	2025 April
End Date	2026 March

New Projects

Project Title	Revaluation of Fixed Asset by IAS 16 – Property Plant and Equipment
Project Number	TBA
Sector	Support
Project Description	The revaluation of the current fixed asset and the updating of the OUR's fixed asset register.
Timeline	2025 October
	2026 March
Project Title	Renewal of External Audit Services
Project Number	TBD
Sector	Support
Project Description	Procurement of Three-Year Contractual Agreement for external audit services for the Financial Year Ending 2025/26, 2026/2027 & 2027/2028. The contract is from 2026 April 1, to 2029 March 31.
Timeline	2025 August
	2026 March



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Project Title	SAGE 300 Upgrade from Version 2023 – Product 1 to Version 2023 – Product 3
Project Number	TBD
Sector	Support
Project Description	Upgrade to ensure that new features available are recognized and of use in the operations of the OUR.
Start Date	2025 October
End Date	2026 February



5. OUR's Budget for 2025/26 – 2028/29

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 2025/2026 budget, there is an increase over the previous year's budget at 2.3% and 14.5% increase over the projected spend for 2024/2025.

Funding from internal resources, over the years, has been used to reduce the fees that are charged to the regulated entities as the OUR understands the need to keep the fees charged to the utilities to a minimum, knowing these fees are ultimately passed on to consumers. The 2025/2026 budget, as in prior year, reflects the internal resources and funds from previous years used to reduce the funding requirement from regulated entities, to cover expenditures for items such as IT costs, motor vehicle acquisitions, additions to furniture, and salaries, etc.

The figures presented are in Jamaican dollars unless otherwise stated.

5.2. Summary

Arising from the reviews, revisions, and cuts in expenditure, the proposed net funding required from the utilities is \$1,651.1M compared to \$1,614.4M last budget-year, an increase of 2.3%.

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

- a) Inflation – 5.7%.
- b) Growth (nominal) - 6.7%.

Major Assumptions:

In addition, the following assumptions were made:

- a) Foreign Exchange Rate - J\$162.00 to 1.00 US\$.
- b) A staff complement of seventy-eight (78) in the budget year and eighty-two (82), eighty-six (86) and ninety (90), in the following projected years (2026/2027, 2027/2028, and 2028/2029 respectively).
The budgeted staff complement is being increased from 76 in 2024/2025 to 78 in 2025/2026 to accommodate the filling of two vacancies, a System Administrator and Manager-Numbering in the upcoming financial year.
The OUR has seen the need to reorganize its structure and submitted a request to the Ministry of Finance & the Public Service dated 2023 May 19 for approval (see Appendix 6.2). The projections for the medium term (2026/2027 to 2028/2029) are therefore based on the increased complement requested. Notwithstanding, the organisation reviews its need on a yearly basis and makes changes and budgetary provisions accordingly.



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c) Foreign Exchange Rate - J\$162.00 to 1.00 US\$.

5.3. Financial Summary

Budget 2024/2025 (\$)	Projections to 2025 March (\$)	Expenditure/Income	Budget 2025/2026 (\$)	% Change over 2024/2025 Budget	% Change over 2024/2025 Projection
1,137.4	1,137.1	Payroll Related Costs	1,262.9	11.0%	11.1%
653.5	342.0	Add: Other Administration and Project Costs	563.1	-13.8%	64.7%
1,790.9	1,479.1	Total Funding Requirements - Administration and Project Costs	1,826.0	2.0%	23.5%
95.4	51.1	Add: Capital Expenditure	123.5	29.6%	141.7%
1,886.3	1,530.2	Total Cash Required to Fund Operations	1,949.6	3.4%	27.4%
37.0	11.0	Less: Other Income (Processing Fees, Miscellaneous, and Interest Income	13.8	-62.8%	25.5%
235.0	76.7	Less: Deferred Income Funding - Projects	161.8	-31.2%	110.9%
0.0	0.0	Less: Other Financial Resources from Prior Period	122.9	0.0%	0.0%
272.0	87.7	Total Internal Funding	298.5	9.7%	240.5%
1,614.4	1,442.5	Net Cash Requirement	1,651.1	2.3%	14.5%

The proposed budget shows Net Cash Requirement (financing required from the regulated entities) of \$1,651.1M a 2.3% increase over prior year's budget of \$1,614.4M and a 14.5% increase over the 2024/2025 projections of \$1,442.5M.

The required financing of \$1,651.1M represents funds needed to carry out the organisation's regulatory operations together with the cost of acquiring and replacing capital items, after internal financing, including project funding carried from the prior year, of \$298.5M, an increase of \$26.5M or 9.7% over the previous budget's \$272.0M.

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

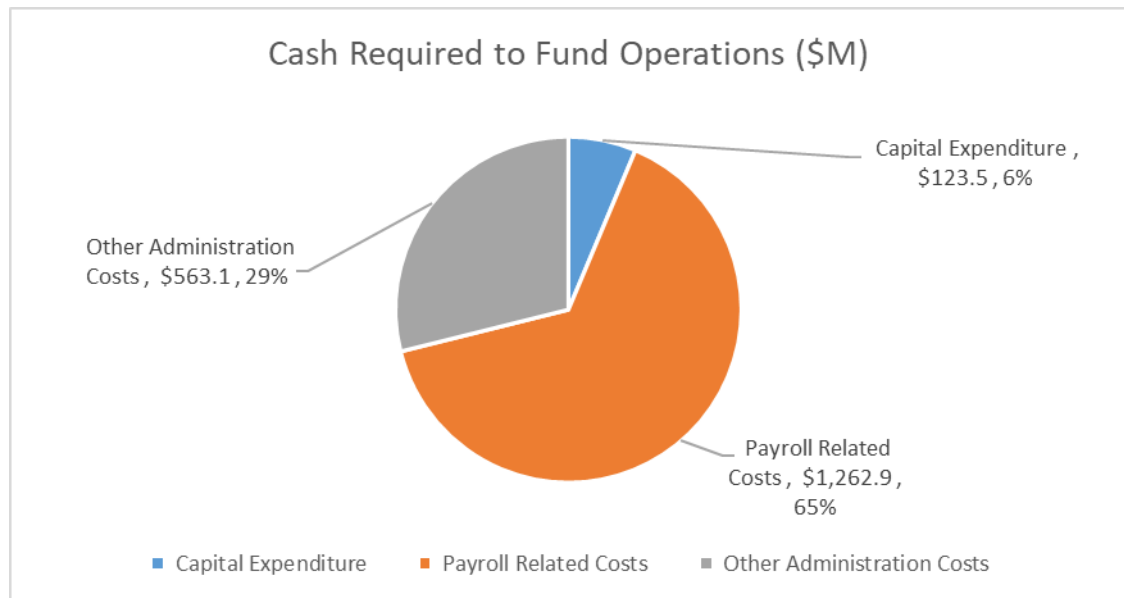
- Payroll and Related Costs at \$1,262.9M comprises 64.8% of the total cash required to fund the OUR's operations (\$1,949.6M) for the fiscal year and reflects a 11.0% and 11.1% increases over the previous financial year's budget and 2024/2025 projected expenditure of \$1,137.4M and \$1,137.1M, respectively. The figures reflect estimated increases in various payroll cost components and increased pension funding requirements resulting from the organisation's 2024 triennial valuation.
- Other Administration Costs, including Projects at \$563.1M, makes up 28.9% of the total cash required to fund the OUR's operations for the fiscal year and reflects a 13.8% decrease from the



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previous budget's \$653.5M. There is an 64.7% increase over the 2024/2025 projections of \$342.0M. Major cost drivers include increased training and information technology expenses.

- c) Capital Expenditure at \$123.5M makes up 6.3% of the total cash required to fund the OUR's operations for the fiscal year and reflects a 29.6% increase over the previous budget's \$95.4M.



ii. OUR's Internal Funding

The organisation plans to use \$298.5M of internally generated cash resources including funding from the prior year, (prior year's budget, \$272.0M) to fund the 2025/2026 budget:

Budget 2024/2025 (\$)	Projections to 2025 March (\$)	Budgeted Income and Cash Reserves	Budget 2025/2026 (\$)	% Change over 2024/2025 Budget	% Change over 2024/2025 Projection
37.0	11.0	Less: Other Income (Processing Fees, Miscellaneous, and Interest Income)	13.8	-62.8%	25.5%
235.0	76.7	Less: Deferred Income Funding - Projects	161.8	-31.2%	110.9%
0.0	0.0	Less: Other Financial Resources from Prior Period	122.9	0.0%	0.0%
272.0	87.7	Total Internal Funding	298.5	9.7%	240.5%

Internal funding comprises income from investments and deferred income, totaling \$298.5M. Other financial resources from prior periods which will be used to offset 2025/2026 expenses total \$122.9M.



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The 2024/2025 budget and projected expenditure reflect a nil amount for this line item as the OUR had used up its internal resources to finance the payment of previously unbudgeted retroactive salaries that spanned the last two fiscal years.

5.4. OUR's Funding Requirement

The projections show that over the three (3) financial years following the current budget period, that is, 2026/2027 to 2028/2029, the net funding requirements will increase by an annual average rate of 12.1%. The increase over 2025/2026, i.e., for 2026/2027 is projected to be 16.4%.

Fiscal Year	Net Cash Req. To Fund Operations	Funding Req. From Internal Sources	Total Funding Req. For Operations
	\$M	\$M	\$M
2025/2026	1,651.1	298.5	1,949.6
2026/2027	1,922.4	37.8	1,960.2
2027/2028	2,089.6	58.3	2,147.9
2028/2029	2,322.4	16.2	2,338.6

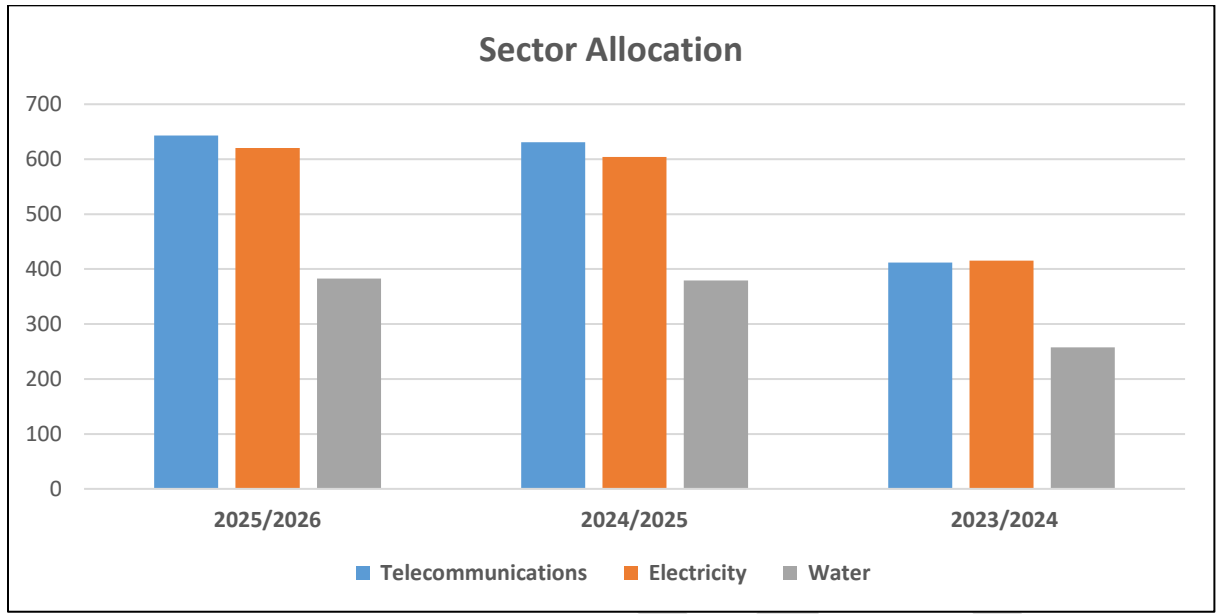
5.5. Sector Allocation Summary

The sector allocation summary reveals that year over year, the allocated amount to all three sectors (Telecoms, Electricity, and Water) has increased by 2.8%, 2.6%, and 0.8%, respectively. The percentage point changes are 0.2, 0.1, and -0.3, respectively.

	Total	Telecoms	Electricity	Water
Budget for 2025/2026	\$ 1,651,110,348	\$ 648,365,386	\$ 620,179,686	\$ 382,565,276
Allocation	100.0%	39.3%	37.5%	23.2%
Budget for 2024/2025	\$ 1,614,363,438	\$ 630,572,554	\$ 604,338,384	\$ 379,452,501
Allocation	100.0%	39.1%	37.4%	23.5%
Increase over prior budget (\$)	\$ 36,746,910	\$ 17,792,832	\$ 15,841,303	\$ 3,112,775
Increase over prior budget (%)	2.3%	2.8%	2.6%	0.8%
%age point change in allocation YOY		0.2	0.1	-0.3



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5.6. New Projects

The total allocation of the Net Cash Requirement relating to new projects is \$31.8M or 1.9%.

Departments/Projects	Totals (\$)
<u>RPME - Electricity and Water</u>	
Rationalization of JPS' Fuel & IPP Billing Model	777,600
Post Beryl Resilient Review	8,000,000
Audit: Merit Order System & Generation Despatch - <i>Additional Funding</i>	2,047,680
	10,825,280
<u>RPME - ICT</u>	
Mobile Tower Mapping	5,000,000
Upgrade & Relaunch of IXP	2,000,000
	7,000,000
<u>CPA</u>	
Mystery Shopping	2,060,000
Media Monitoring	2,497,240
Satisfaction Survey for Large Providers - <i>Additional Funding</i>	310,830
	4,868,070
<u>Executives</u>	
2025/2026 Audit of Information Systems	2,000,000
	2,000,000
<u>Office</u>	
2025/2026 Office Performance Evaluation Survey	2,100,000
	2,100,000
<u>Finance</u>	
Sage 300 Upgrade - Version 2023 Product 3	2,500,000
Revaluation of Fixed Assets - IAS 16	2,500,000
	5,000,000
Total	31,793,350

5.7. Capital Expenditure

The organization plans to utilize \$123.5M or 6.3% of the Total Cash Required to Fund Operations for the acquisition of fixed assets. Of the total acquisition 99.5% will be funded from prior year resources and \$600K 0.5% as newly requested funding. The major spend will be as follows: \$63.3M or 51% on equipment to monitor quality of service experience for telecommunications sector, \$20.0M or 16.2% on replacement motor vehicles and \$33.7M or 27.3% on computer hardware. See the table and graph below for details.



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Capital Expenditure Budget Financial Year 2025/2026				
	Number of Items	Unit Cost (\$)	Total (\$)	
HRD-Administration:				
Furniture & Equipment				
Desks	5	\$ 55,000	\$	275,000
Office chairs	5	\$ 55,000	\$	275,000
Visitors chairs	5	\$ 30,000	\$	150,000
Pedestals	5	\$ 25,000	\$	125,000
Filing Cabinets	3	\$ 40,000	\$	120,000
Combination Lock Cabinets	2	\$ 300,000	\$	600,000
Total Furniture & Equipment			\$	1,545,000
Leasehold Improvements				
Adjustments and repairs to office space	1	\$ 5,000,000	\$	5,000,000
Total Leasehold Improvements			\$	5,000,000
Vehicles				
Motor Vehicle 1	1	\$ 20,000,000	\$	20,000,000
Total Vehicles			\$	20,000,000
Total HRD-Admin			\$	26,545,000
Information and Communication Technology Unit:				
Equipment to monitor QOS experience in Telecommunication Sector	1	63,278,000		63,278,000
Total ICT Unit				63,278,000
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			\$	123,539,000
Capital Purchases from Prior Year Funding			\$	122,939,000
New Request from Providers			\$	600,000



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5.8. 2025/2026 Budget and 3-Year Projection

Budget 2024/2025 (\$)	EXPENSES/(INCOME)	Budget (\$) 2025/2026	% change over 2024/2025 Budget	Projected 2026/2027 (\$)	Projected 2027/2028 (\$)	Projected 2028/2029 (\$)
920,561,444	Salaries	1,034,241,783		1,144,753,872	1,263,731,565	1,391,745,144
68,228,140	Statutory charges	62,761,368		91,580,310	101,098,525	111,339,612
137,653,049	Employee benefits	153,464,456		169,862,630	187,516,962	206,512,069
11,000,000	Other payroll-related costs	12,446,000		13,068,300	13,721,715	14,407,801
1,137,442,632	Payroll Related Costs	1,262,913,606	11.0	1,419,265,112	1,566,068,767	1,724,004,625
55,000,000	Training and Development	62,878,902	14.0	67,594,819	72,664,431	77,750,941
10,600,000	Foreign Travel	12,742,057	20.0	13,697,711	14,725,039	15,755,792
2,900,006	Local Travel	1,448,504	(50.0)	1,520,929	1,596,976	1,676,824
745,000	Repairs and Maintenance	4,100,000	450.0	4,305,000	4,520,250	4,746,263
82,532,314	Information Technology Costs	91,574,931	11.0	97,069,427	102,893,593	109,067,208
2,500,000	Printing and Stationery	2,650,000	6.0	2,782,500	2,921,625	3,067,706
8,376,164	Telephones	7,987,979	(5.0)	8,387,378	8,806,746	9,247,084
23,535,000	General Expenses	29,565,231	26.0	31,043,493	32,595,667	34,225,451
31,762,800	Public Education, Outreach & Public Relations	21,143,000	(33.0)	22,200,150	23,310,157	24,475,665
1,690,500	Annual Report	1,706,000	1.0	1,791,300	1,880,865	1,974,908
2,342,600	C.A.Committee	2,477,720	6.0	2,601,606	2,731,686	2,868,271
3,865,000	Motor vehicle expenses	4,390,000	14.0	4,609,500	4,839,975	5,081,974
4,560,000	ISO Certification	5,022,000	10.0	6,953,100	7,300,755	7,665,793
1,600,000	Data Protection Annual Assessment	3,078,000	-	3,231,900	3,393,495	3,563,170
34,720,850	Legal, Professional & Numbering Fees	26,059,943	(25.0)	27,362,941	28,731,088	30,167,642
88,724,212	Office Rental, Parking and External Storage	39,552,000	(55.0)	20,847,003	23,129,666	23,266,166
256,800	Finance Charges	265,000	3.0	278,250	292,163	306,771
36,660,753	Membership Fees & Dues	40,766,668	11.0	43,824,168	47,110,980	50,644,304
12,450,000	Office Remuneration	12,160,000	(2.0)	12,768,000	13,406,400	14,076,720
404,821,999	Funding Requirements - Administrative Expenses	369,567,934	(9.0)	372,869,174	396,851,558	419,628,652
179,330,600	Deferred Projects Brought Forward	161,759,366	(10.0)	21,086,049	50,000,000	10,000,000
69,354,500	New Projects	31,793,350	(54.0)	115,000,000	95,000,000	150,000,000
248,685,100	Funding Requirements - Projects	193,552,716	(22.0)	136,086,049	145,000,000	160,000,000
653,507,099	Funding Requirements - Administrative Expenses & Projects	563,120,650	(14.0)	508,955,223	541,851,558	579,628,652
1,790,949,731	Funding Requirements - Salaries, Administrative Expenses & Projects	1,826,034,256	2.0	1,928,220,335	2,107,920,325	2,303,633,277
95,356,000	ADD: Capital Expenditure - New Request	600,000	(99.0)	32,000,000	40,000,000	35,000,000
0	ADD: Capital Expenditure from Accumulated Reserves	122,939,000	-	0	0	0
95,356,000	Funding Requirements - Capital Expenditures	123,539,000	(99)	32,000,000	40,000,000	35,000,000
1,886,305,731	Total Cash Required to Fund Operations	1,949,573,256	3.0	1,960,220,335	2,147,920,325	2,338,633,277
	Less, miscellaneous income:-					
(31,657,193)	Interest Earned	(11,107,653)	(65.0)	(13,000,000)	(5,625,000)	(3,250,000)
(4,000,000)	(Other Income & Gains)/ Loss	(1,876,889)	(53.0)	(2,689,080)	(1,792,720)	(1,792,720)
(1,300,000)	Licence Processing Fees	(780,000)	(40.0)	(1,040,000)	(910,000)	(1,170,000)
(234,985,100)	Projects Funding from Deferred Income	(161,759,366)	(31.0)	(21,086,049)	(50,000,000)	(10,000,000)
-	Financial Resources from Prior Period	(122,939,000)	-	-	-	-
1,614,363,438	Net cash requirement	1,651,110,348	2.0	1,922,405,206	2,089,592,605	2,322,420,557



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5.9. Sector Allocation Details

Budget 2024/2025 (\$)	EXPENDITURE/(INCOME)	Budget 2025/2026 (\$)	Sectors		
			Telecoms(\$)	Electricity(\$)	Water(\$)
920,561,444		1,034,241,783	380,186,297	393,703,685	260,351,801
68,228,140	Statutory charges	62,761,368	23,071,019	23,891,301	15,799,048
137,653,049	Employee benefits	153,464,456	56,413,388	58,419,146	38,631,922
11,000,000	Other payroll-related costs	12,446,000	4,595,738	4,742,638	3,107,624
1,137,442,632	Payroll Related Costs	1,262,913,606	464,266,443	480,756,769	317,890,394
55,000,000	Training and Development	62,878,902	28,295,506	25,151,561	9,431,835
10,600,000	Foreign Travel	12,742,057	6,432,772	3,797,826	2,511,459
2,900,006	Local Travel	1,448,504	651,827	579,402	217,276
745,000	Repairs and Maintenance	4,100,000	1,394,000	1,353,000	1,353,000
82,532,314	Information Technology Costs	91,574,931	36,629,972	41,208,719	13,736,240
2,500,000	Printing and Stationery	2,650,000	901,000	874,500	874,500
8,376,164	Telephones	7,987,979	2,715,913	2,636,033	2,636,033
23,535,000	General Expenses	29,565,231	13,304,354	11,826,092	4,434,785
31,762,800	Public Education, Outreach & Public Relations	21,143,000	7,400,050	9,514,350	4,228,600
1,690,500	Annual Report	1,706,000	580,040	562,980	562,980
2,342,600	C.A.Committee	2,477,720	842,425	817,648	817,648
3,865,000	Motor vehicle expenses	4,390,000	1,536,500	1,536,500	1,317,000
4,560,000	ISO Certification	5,022,000	1,757,700	1,757,700	1,506,600
1,600,000	Data Protection Annual Assessment	3,078,000	1,046,520	1,015,740	1,015,740
34,720,850	Legal, Professional & Numbering Fees	26,059,943	13,029,972	10,423,977	2,605,994
88,724,212	Office Rental, Parking and External Storage	39,552,000	13,184,000	13,184,000	13,184,000
256,800	Finance Charges	265,000	90,100	87,450	87,450
36,660,753	Membership Fees & Dues	40,766,668	38,408,943	1,178,862	1,178,862
12,450,000	Office Remuneration	12,160,000	6,080,000	3,648,000	2,432,000
404,821,999	Administrative	369,567,934	174,281,593	131,154,340	64,132,002
179,330,600	Deferred Projects Brought Forward	161,759,366	62,847,611	31,853,323	67,058,432
69,354,500	New Projects	31,793,350	14,656,624	13,279,909	3,856,817
248,685,100	Funding Requirements - Projects	193,552,716	77,504,235	45,133,232	70,915,249
653,507,099	Funding Requirements - Administrative Expenses & Projects	563,120,650	251,785,827	176,287,572	135,047,251
1,790,949,731	Funding Requirements - Salaries, Administrative Expenses & Projects	1,826,034,256	716,052,270	657,044,341	452,937,645
95,356,000	ADD: Capital Expenditure - New Request	600,000	220,559	228,401	151,039
-	ADD: Capital Expenditure Brought Forward	122,939,000	86,112,091	21,686,400	15,140,509
95,356,000	Capital Expenditures	123,539,000	86,332,650	21,914,801	15,291,548
1,886,305,731	Capital Expenditures	1,949,573,256	802,384,921	678,959,143	468,229,193
	Less, Miscellaneous income:-				
(31,657,193)	Interest Earned	(11,107,653)	(4,083,163)	(4,228,338)	(2,796,152)
(4,000,000)	(Other income & Gains)/ Loss	(1,876,889)	(689,943)	(714,473)	(472,473)
(1,300,000)	Licence Processing Fees	(780,000)	(286,727)	(296,922)	(196,351)
(234,985,100)	Projects Funding from Deferred Income	(161,759,366)	(62,847,611)	(31,853,323)	(67,058,432)
-	Financial Resources from Prior Period	(122,939,000)	(86,112,091)	(21,686,400)	(15,140,509)
1,614,363,438	Net Cash Requirement	1,651,110,348	648,365,386	620,179,686	382,565,276
2025/2026 Sector Allocation		100%	39.3%	37.6%	23.2%
2024/2025 Sector Allocation		100%	39.1%	37.4%	23.5%



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Sector Allocation Details (Continued)

➤ **Telecommunications**

For 2025/2026, \$648.4M or 39.27% of the total regulatory fees has been allocated to the telecommunications sector versus \$630.6M or 39.06% in the 2024/2025 budget. This is a \$17.8M (2.82%) increase over last year's budget for this sector.

There are three main providers of telecommunications services (considering Cable and Wireless Ja. Ltd. and Columbus Communications Ja. Ltd. 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 2025/2026, \$620.2M or 37.56% of the total regulatory fees has been allocated to the electricity sector (prior year: allocated regulatory fees was \$604.3M or 37.44%). This is a \$15.8M (2.62%) 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 2025/2026 for the water and sewage sector is \$382.6M or 23.17% of the total regulatory fees (prior year: allocated fees was \$379.5M or 23.50%). This is a \$3.1M (0.82%) 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.



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6. Appendix

6.1. Detailed S.W.O.T. Analysis

The following table outlines how the OUR plans to capitalize on identified opportunities and strengths while addressing and mitigating identified threats and weaknesses.

STRENGTHS	1.1.1. Highly skilled, professional and dedicated staff	Corporate Focus 5.4 – Build and Sustain Capacity Recruit the best, do the best by those we recruit and get the best out of them. (pg. 13)
	1.1.2. Mature Quality Management System	- Corporate Focus 5.3.- Quality and Risk Management – Continue to maintain an explicit culture of quality and risk management through the allowing projects (pg. 13): - Project: Quality Management System Management Review 2025 (pg.76) - Project: Quality Management System Surveillance Audit 2025 (pg. 76) - Project: Information Technology Management System Certification Audit (pg. 77)
	1.1.3. ISO 9001:2015 Certified	
	1.1.4. In-depth knowledge of sectors	- Corporate Goal CG2 e) All processes and procedures are documented and current to ensure the delivery of high-quality service. (pg. 16) - Corporate Goal CG4 c) Continue to provide opportunities to grow skills and competencies through training and development. (pg. 16) - Continue to provide the OUR's professional staff with on-going training offered by internationally recognized training institutions. - Knowledge transfer sessions. - Collaborate with other key stakeholders to exchange knowledge and provide critical inputs into important projects such as: - Electricity Market & Price Study/Path to Reduced Electricity Cost (pg. 36) - Terms and Conditions of Power Wheeling (pg. 36) - Development of a Tower Database (pg. 45) - Establishing Certification Standards for Private Branch Exchanges (PBXs) Equipment – (pg. 46) - National Emergency Telecommunications Plan – (pg. 49)
	1.1.5. Over two decades of regulatory experience	- Corporate Focus 5.1- Thought leadership – The OUR is a thought leader and produces papers on regulatory and related issues within our remit (pg. 13) Maintain active participation in various international regulatory associations (OOCUR, ITU, NARUC, CANTU) and collaborate on matters of mutual interest as appropriate. - Assist other Regulatory agencies with on-the-job-training (cross training)
	1.1.6. National, regional and international reputation for high-quality work	
	1.1.7. Ability to access international networks for experts	



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	1.1.8. Not funded by the government	Maintain self-financing public body status.
	1.1.9. Autonomy in regulatory decision-making	
	1.1.10. Legislative framework entrenching the authority and functions of the organization	Build on the existing framework to strengthen the effectiveness of the OUR.
	1.1.11. Multisector regulator which enables efficient regulation of converging sectors	- Project: Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers (pg. 60) - Project: Establishing a Guaranteed Standards Scheme for Digicel and Flow (pg. 61) - Analysts and engineers work across sectors, thereby strengthening capacity of personnel in all sectors, which then reduces the need for external consultants.
	1.1.12. The multi-disciplinary expertise of the Office	- Continue to ensure that Office members' areas of expertise are aligned with various Committees to enhance strategic decision-making and organisational success. - Matters for Office Decision are first discussed and signed off by individual committees.
	1.1.13. Good information technology infrastructure	- Corporate Goal CG5- IT systems and equipment are modern and support the organisation strategy (pg. 17) - Maintain IT infrastructure through periodic upgrades.
	1.1.14. Ability to adapt to changes in the environment	- Continued engagement and collaboration with utility operators and other stakeholders to encourage dialogue and transparency. - Continued facilitation of capacity development through training and development to keep skills relevant in a changing environment. - Continual improvement of OUR's annual Corporate and Strategic Planning exercise to ensure timely response to emerging regulatory issues.
	1.1.15. Good track record of success in regulatory decisions	- Corporate Goal CG2. f) Compliance with policies, regulations and legislation. - Corporate Goal CG3. e) Protect OUR's interest in legal matters. - The Office's Decisions are upheld by the Courts or Tribunal in most instances.
WEAKNESSES	2.1.1 Human resource constraints as it pertains to technical staff	- Corporate Focus 5.4 – Build and Sustain Capacity Recruit the best, do the best by those we recruit and get the best out of them. (pg. 13) - Corporate Goal CG4. d) Develop a suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience. (pg. 16) - Corporate Goal CG4. f) Effective talent management. (pg. 16) - Corporate Goal CG4. h) Equitable and competitive compensation (pg. 16) - Project: Succession Policy and Procedures (pg. 71)
	2.1.2 Inadequate monitoring capabilities	Corporate focus 5.5- Monitor regulatory compliance- Maintain compliance database including generation of reports and follow-ups. (pg. 13)



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		• Project: Enhancement of the K-Factor Programme (pg. 41) • Project: Quarterly Telecommunications Market Information Report (pg. 43) • Project: Quarterly Report on Service Providers' QoS Performance (pg. 43) • Project: QoS/QoE Independent Measurement Regime (pg. 43) • Project: Quality of Service (QoS) Measurement Campaign (pg. 48) • Project: OUR Mystery Shopping Programme 2025/26 (pg. 57) • Project: Market Research Survey of Private Licensees (pg. 60) • Project: Establishing Complaints Handling as a Core Process under the Quality Management System (pg. 65) • Project: Complaints Handling Determination Notice- Compliance Monitoring (pg. 66) • Project: Succession Policy and Procedures (pg. 71) • Project: Compliance Management (pg. 76)
2.1.3	Inadequate enforcement powers	• Water Sector Focus 3.2- Development and enhancement of regulatory framework for private provisioning (pg. 13) • Water Sector Focus 3.3- Support the implementation of the Water Sector Policy (pg. 13) • Continue to lobby for changes in the Electricity Act and the Telecommunications Act, which would provide the OUR with the requisite enforcement powers.
2.1.4	Organisational structure and staffing not fully aligned with strategy	• Continue dialogue with the MoFPS to ensure the approval of an organisational structure that is more aligned to the strategic focus of the OUR. • Corporate Goal CG4. b) Establish a clear competency requirement and assessment framework. (pg. 16) • Corporate Goal CG4. d) Develop a suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience. (pg. 16) • Project: Succession Policy and Procedures (pg. 71)
2.1.5	Succession planning culture is still embryonic	• Corporate Focus 5.4 – Build and Sustain Capacity- Recruit the best, do the best by those we recruit and get the best out of them (pg. 13) • Corporate Goal CG4. f) Effective talent management. (pg. 17) • Project: Succession Policy and Procedures (pg. 71)
2.1.6	Retention strategy constraints for existing talent	• Corporate Focus 5.4 – Build and Sustain Capacity- Recruit the best, do the best by those we recruit and get the best out of them (pg. 13) • Corporate Goal CG4. f) Effective talent management. (pg. 17) • Corporate Goal CG4. h) Equitable and competitive compensation (pg. 17) • Project: Succession Policy and Procedures (pg. 71) • Continuous training and practical experience.
2.1.7	Limited ability to accurately forecast spikes in workload	• Corporate Focus 5.2- Project Planning and Execution- Improved planning with regard to timelines, resource allocation, making provisions for contingencies, and prioritization, creation and



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OPPORTUNITIES		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. (pg. 13) • Corporate Goal CG3. a)- Effective and proper creation and execution of the Corporate Plan and Budget. (pg. 16) • Project: Preparation of the Corporate Business Plan for 2026/27 – 2029/30 (pg. 69) • Project: Quarterly Work Plan Status Reporting and Meetings (pg. 69)
	2.1.8 Processes for managing tariff reviews, licence applications and renewals are not optimal	• Annual review of processes to identify areas for improvement. • Project: Quality Management System Management Review (pg. 76)
	3.1.1. To lobby for an increase in the scope of regulated sectors	
	3.1.2. To influence regulated utilities to become more quality-oriented	• Telecommunications Sector Focus 1.3- Promotion of the availability of improved network quality and reliability (pg. 13) • Consumer and Public Affairs Focus 4.2- Monitoring of customer-related quality of service (pg. 13) • Consumer and Public Affairs Focus 4.3- Research and analysis of service providers capabilities to deliver on Quality of Service (QoS) standards (pg. 13) • Electricity Sector Goal ES2. Service Reliability – Support initiatives to encourage JPS to improve the quality of power delivery. (pg. 14) • Water Sector Goal 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. (pg. 15) • Consumer and Public Affairs Goal 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. (pg. 15) • Project: Review of QoS Rules (pg. 46) • Project: Quality of Service (QoS) Measurement Campaign (pg. 48) • Project: Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers (pg. 60) • Project: Establishing a Guaranteed Standards Scheme for Digicel and Flow (pg. 61)
	3.1.3. To impact national development by influencing modernisation, efficiency, and greater access	• Telecommunications Sector Focus 1.1- Facilitation of widening access to broadband (pg. 12) • Electricity Sector Focus 2.4- Support and analysis for the IRP, and capacity addition and replacement (pg. 12) • Water Sector Focus 3.1- Promotion of initiatives to reduce non-revenue water (pg. 13)



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		• Telecommunications Sector Goal 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. (pg. 13) • Electricity Sector Goal 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. (pg. 14) • Water Sector Goal WS1- Non-Revenue Water (NRW) Reduction – Support initiatives to reduce non-revenue water on a sustainable basis. (pg. 14) • Water Sector Goal WS5- Sector Modernisation – Support initiatives to encourage utilities to improve the water and sewerage infrastructure. (pg. 15) • Project: Assessment of JPS's Smart Streetlight Programme (SSP) (pg. 35) • Project: JPS 2024- 2029 Rate Review Determination Notice (pg. 39) • Project: NWC Rate Review (pg. 42) • Project: Development of Guidelines for Resilience of Public Networks (pg. 44) • Project: Enhancement of the Jamaica Internet Exchange Point (pg. 45) • Project: Assessment of the Readiness of Service Providers to Deliver Automatic Number Identification (ANI) and Automatic Location Information (ALI) (pg. 47)
3.1.4.	Collaboration with other regulators and ministries	• Project: Electricity Market & Price Study/Path to Reduced Electricity Cost (pg. 36) • Project: Terms and Conditions of Power Wheeling (pg. 36) • Project: Development of a Tower Database (pg. 45) • Project: National Emergency Telecommunications Plan (pg. 49)
3.1.5.	Collaboration with multilaterals	• Project: National Emergency Telecommunications Plan (pg. 49)
3.1.6.	Increase the effective use of technology throughout the organisation	• Corporate Goal CG5. b) IT systems and equipment are modern and support the organisation’s strategy. (pg. 17)
3.1.7.	To increase public awareness about the OUR and its functions and the impact of OUR’s activities on sector performance and national development	• Consumer and Public Affairs Focus 4.1- Stakeholder engagement (pg. 13) • Consumer Goal 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. (pg. 15) • Project: Workplace & community stakeholder engagement (pg. 58) • Project: OUR Podcast Series – Season 3 (pg. 59) • Project: Integrated Communications Campaign – Phase 2 (pg. 62)



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THREATS	3.1.8. Benchmarking best practices of other organisations	- Project: Termination Rates Benchmarking Exercise (pg. 50) - Project: Review of Corporate Governance Manual (pg. 69)
	3.1.9. To lobby for longer statutory timelines for tariff review processes	
	4.1.1. Cyber security threats	- Corporate Goal CG3 c) Maintenance and enhancement of Integrated Risk Management Framework (pg. 16) - Corporate Goal CG3 d) Measures in place to ensure business continuity (pg. 16) - Project: Management of the Disaster Recovery and Business Continuity systems (pg. 74) - Project: Upgrading of System/ Network Security and the Management Cybersecurity and Incident Response (pg. 75)
	4.1.2. Inadequate policy and legislative framework across regulated sectors	- Telecommunications Sector Focus 1.5 - Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 13) - Electricity Sector Focus 2.5- Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 13) - Water Sector Focus 3.3 – Support the implementation of the Water Sector Policy (pg. 13) - Water Sector Focus 3.5- Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 13) - Consumer and Public Affairs Focus 4.4.- Research and formulation of consumer policy (pg. 13) - Water Sector Goal WS4- Legislation – Advocate for comprehensive sector legislation (pg. 15) - Project: Terms and Conditions of Power Wheeling (pg. 36) - Project: Enhancement of the K-Factor Programme (pg. 41) - Project: Review of Number Portability Framework- Phase II (pg. 44) - Project: Review of QoS Rules (pg. 46) - Project: Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers (pg. 60) - Project: Establishing a Guaranteed Standards Scheme for Digicel and Flow (pg. 61) - Project: Consultation to Review the General Code of Practice for the Telecommunications Industry (pg. 61)
	4.1.3. Negative impact on structure and funding of the OUR in the event of a reduction in number/scope of sectors currently regulated	



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	4.1.4. Inadequate autonomy in optimally aligning organisational structure and staffing with strategy	- Corporate Goal CG4. b) Establish a clear competency requirement and assessment framework. (pg. 16) - Corporate Goal CG4. d) Develop a suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience. (pg. 17)
	4.1.5. Government bureaucratic overreach	- Corporate Goal CG2. e) All processes and procedures are documented and current to ensure the delivery of high-quality service. - Corporate Goal CG2. f) Compliance with policies, regulations and legislation.
	4.1.6. Vulnerability to reputational damage	- Corporate Focus 5.3- Quality and Risk Management – Develop and maintain an explicit culture of quality and risk management (pg. 13) - Corporate Goal CG2.- a) Effective communication procedures and reporting functions are in place to ensure transparency (pg. 16) - Corporate Goal CG2.- b) Ensure favourable reports from applicable authorities (e.g., internal and external auditors, Integrity Commission, etc.). (pg. 16) - Corporate Goal CG3.- c) Maintenance and enhancement of Integrated Risk Management Framework. (pg. 16) - Corporate Goal CG3.- e) Protect OUR's interest in legal matters. (pg. 16) - Corporate Goal CG3.- f) Ensure prudent financial management. (pg. 16) - Project: Integrated Communications Campaign – Phase 2 (pg. 62)
	4.1.7. The uncertainty caused by global disruptions	- Telecommunications Sector Focus 1.5 - Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 13) - Electricity Sector Focus 2.5- Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 13) - Water Sector Focus 3.5- Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 13) - Corporate Focus 5.3- Quality and Risk Management – Develop and maintain an explicit culture of quality and risk management (pg. 13) - Corporate Goal CG3- c) Maintenance and enhancement of Integrated Risk Management Framework. (pg. 16) - Corporate Goal CG3 d) Measures in place to ensure business continuity (pg. 16)
	4.1.8. The degree to which the OUR is required to assume the responsibilities of other agencies and ministries	Corporate Focus 5.2- 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



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		measures by which the organization's performance and the achievement of the Corporate Plan's targets are assessed. (pg. 13) • Continue to support the ministries and other agencies to develop their internal technical capacities.
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