OFFICE OF UTILITIES REGULATION

Regulating Utilities for the Benefit of All

ISO 9001:2015 CERTIFIED

2024 - 2025 ANNUAL REPORT





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OFFICE OF UTILITIES REGULATION

Regulating Utilities for the Benefit of All

Introduction

This, the twenty-eighth report of the Office of Utilities Regulation (OUR) will inform the Parliament and the country of the regulatory and operational activities, as well as the financial positions of the OUR for the period 2024 April 1 to 2025 March 31. The OUR was established in 1995 by the Office of Utilities Regulation (OUR) Act as a body corporate with its operations beginning in 1997 January. Under the Act, the OUR is charged with the responsibility of regulating the provision of utility services in the following areas:



ELECTRICITY



TELECOMMUNICATIONS



WATER AND SEWERAGE

MISSION

The 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**CCOUNTABILITY
- **F**AIRNESS
- **A**GILITY
- **I**NTEGRITY
- **R**ESPECT
- **E**XCELLENCE



OBJECTIVES

- Ensure that consumers of utility services enjoy an acceptable quality of service at a reasonable cost.
- Establish and maintain transparent, consistent and objective rules for the regulation of utility service providers.
- Promote the long-term, efficient provision of utility services for national development consistent with Government policy.
- Provide an avenue of appeal for consumers in their relationship with the utility providers.
- Work with other related agencies in the promotion of a sustainable environment.
- Act independently and impartially.

QUALITY MANAGEMENT SYSTEM (QMS) OBJECTIVES

- Maintain certification through successful surveillance audits.
- Maintain a satisfaction index of at least 80% for OUR's licensees and utility customers who utilise the appeals process and the complaints handling procedure.
- By 2025, improve the average score for Employees' Collective Interest in Health and Well-being by 8% over the 2019 score.

The Office



Professor Alvin Wint

Chairman
(2022 March 16 to 2025 March 17)

Professor The Honourable Alvin Wint is the Chairman of the Office of Utilities Regulation (OUR). In addition to his stellar academic and corporate service track record, Professor Wint brings to the Office specific experience related to the electricity sector.

Between 1994 and 1995, before the OUR was established, Professor Wint served as a member of a committee set up to evaluate the Jamaica Public Service Company Limited's tariff request and the National Energy Policy Committee. Between 2014 and 2019, he worked closely with the OUR as a member of the Electricity Sector Enterprise Team (ESET) and subsequently as the Chairman of the Generation Procurement Entity (GPE), the succeeding entity to ESET.

Professor Wint is also a Director of the Jamaica Producers Group and a member of the National Partnership Council and the National Competitiveness Council. He is a Professor Emeritus of International Business at the University of the West Indies (UWI). He has served the UWI in several capacities, including Pro Vice-Chancellor. His publications, primarily in international competitiveness, include five books and numerous scholarly articles. He holds a Doctorate in Business Administration in International Business from Harvard University, a Master of Business Administration from Northeastern University and a Bachelor of Science degree from the University of the West Indies.

In 2022 he was bestowed with the Order of Jamaica for his invaluable contribution to academia and service to both the public and private sectors. Other awards include the Vice-Chancellor's Award for All-round Excellence at UWI, an honourary Doctor of Humane Letters degree from Northern Caribbean University, and inaugural membership in the St. Elizabeth Technical High School Hall of Fame.



Noel daCosta

Deputy Chairman

Mr. Noel daCosta has served on numerous boards in the private and public sectors, as well as on charitable organisations and government-appointed national committees. He has been at the helm of several local and international organisations, including the Jamaica Chamber of Commerce, the Jamaica Institution of Engineers, the Jamaica Debates Commission, the Caribbean Breweries Association, the Master Brewers Association of the Americas, United Way of Jamaica, the National Building Code Committee, the Petroleum Trade Reform Committee and the Caribbean Council of United Way Worldwide.

A consultant with over twenty (20) years of experience in corporate relations, he also has over three (3) decades of technical and engineering leadership in the petroleum and brewing industries. He is a founding partner of the Jentech Group of Companies.

A graduate of the University of the West Indies, he has postgraduate degrees in Engineering from the University of Waterloo, Business Administration from the University of Toronto, and Insurance from the Chartered Insurance Institute (UK). He is a Fellow of the Jamaica Institution of Engineers, the Institution of Chemical Engineers (UK), and the Chartered Insurance Institute.

In 2012, Mr daCosta was appointed by the Government of Jamaica to the Order of Distinction in the Rank of Commander (CD) for his contribution to engineering and manufacturing, and in 2019, the University of Technology conferred him with an Honourary Doctor of Technology for his contribution to nation building.



Dr. Damien King

Dr. Damien King is the Executive Director of the Caribbean Policy Research Institute (CAPRI), a Think Tank, and formerly a lecturer in the Department of Economics at the University of the West Indies (UWI). His research in economics has been published in international journals, edited collections, and numerous policy reports by CAPRI.

Dr. King is the author and editor (with David Tennant) of Debt and Development in Small Island Developing States (Palgrave Macmillan, 2014). In the corporate world, he serves on the boards of Recycling Partners of Jamaica (Chair), Dequity Capital Management (Chair), Jamaican Teas, and Caribbean Dreams Foods, and previously on the boards of other entities, both private and public.

In public service, Dr. King is a member of the United Nations High-Level Expert Group on Beyond GDP and has served on the Commission to Reform Housing Finance, the National Health Insurance Commission, the Tax Reform Commission, the CARICOM Review Commission, and the CARICOM Commission on the Economy.
He earned a Bachelor of Arts from York University (Canada), a Master of Science. from the University of the West Indies (Jamaica), and a Doctorate from New York University (USA), all in Economics.



Yasmin Chong

Ms. Yasmin Chong is an experienced business development and utilities regulation practitioner. For over twenty-one (21) years, she has served the Consumer Advisory Committee on Utilities (CACU), as its Chairman since 2004 January.

Under her direction, the CACU has been positioned at the forefront of consumer advocacy activities in Jamaica and has become an integral part of the utility regulation landscape. She is also a member of the Consumer Protection Tribunal at the Consumer Affairs Commission (CAC).

As Trade Commissioner with the Government of Canada, Ms Chong has successfully delivered several projects and contracts in the energy, cleantech, transportation and education sectors, developed specialist skills in the international business practice of Corporate Social Responsibility (CSR) and received Environmental, Social, and Governance (ESG) certification (investment and development assistance programmes) in 2024 January.

She is a graduate of Florida International University and the University of Florida with Bachelor's and Master's degrees in International Relations (minor in Economics) and Public Administration, respectively. She has also completed other professional, certificate, and diploma courses.

She is a Rotarian, a practising Roman Catholic, and a proud alumna of Immaculate Conception High School.



Simon Roberts

Mr. Simon Roberts is an engineering and business consultant, focusing on the areas of manufacturing improvements, logistics, compensation design, and project management. He previously worked at GraceKennedy for over 20 years in various capacities, including Group Chief Information Officer, General Manager of food manufacturing plants, and CEO of H&L Ltd. He also has expertise in product and process design and development, warehouse design, new product and manufacturing process innovations, as well as metallurgy.

Mr. Roberts is a board member of various public and private sector bodies and charity organisations, including the Jamaica National Agency for Accreditation, Recycling Partners of Jamaica, and CAC2000 Ltd.

He holds a Bachelor of Applied Science (Metallurgical and Materials Sciences Engineering) from the University of Toronto and a Master of Applied Science (Management Sciences and Engineering) from the University of Waterloo.



Dan Kelly

Mr. Dan Kelly is an Attorney-at-Law with over forty (40) years of experience practising law in real estate, corporate, commercial, and administrative law, arbitration, mediation, and financial services. He is a senior consultant at the law firm Samuda & Johnson, primarily focusing on commercial, banking, and trusteeship matters.

Mr Kelly has served on numerous boards in the private and public sectors. In addition to being a member of the Office, he is currently a board director at BPM Financial Limited, Carlong Publishers (Caribbean) Limited, and Goodwill Farms Limited.

He holds a Bachelor of Science (Hons) in Management Studies from UWI (Mona) and a Certificate from the Law Society of England and Wales, among other professional certifications. Dan is a proud alumnus of Jamaica College.

Mr. Ansord E. Hewitt is the Director-General of the OUR, and an ex officio member of the Office, since 2017 January 1. His tenure as Director-General was renewed in 2023 January for five (5) years. He is a Regulatory Specialist, Economist, and Attorney-at-Law and has over thirty (30) years of experience at various levels in quasi-judicial organisations. His educational background and professional experience cover law, management, and economics with extensive specialised training in, among other areas, regulation, policy formulation, competition analysis, strategic planning, leadership, international negotiation, and corporate planning.

Mr. Hewitt joined the OUR in 2000 February and prior to that, worked at the Fair Trading Commission and the Jamaica Bauxite Institute. He also lectured at the postgraduate level on Regulation and Regulatory Reform in the Department of Government, University of the West Indies (UWI), Mona, for over ten (10) years, and served as a tutor in the UWI Master's in Telecommunications Regulation and Policy Programme. He is the current Chairman of the Organisation of Caribbean Utility Regulators (OOCUR) and a member of the Public Utility Research Center's (PURCs) Leadership Advisory Council.

He has a Master's degree in Regulation from the London School of Economics, obtained after being awarded a Chevening Scholarship in 1997, a Bachelor of Science in Economics and Management (UWI), and a Bachelor of Laws from the University of London. He also holds a Certificate in Legal Education from the Norman Manley Law School.



Ansord E. Hewitt

Director-General
Ex Officio Member

Office Members' Skill Set

Table 1: Office Members' Skill Set

Name	General Management	Finance and/or Audit	Strategic Management	Human Resource	Legal	Utilities Regulation	Governance	IT	Engineering
Alvin Wint *Chairman*	X	X	X	X		X	X		
Noel daCosta *Deputy Chairman*	X	X	X	X		X	X		X
Yasmin Chong	X		X	X		X	X		
Damien King	X	X	X	X		X	X		
Dan Kelly	X		X	X	X	X	X		
Simon Roberts	X	X	X	X		X	X	X	X
Ansord E. Hewitt	X	X	X	X	X	X	X		



Corporate Governance Report

Our corporate governance reflects the organisation's value system, embracing accountability, probity, and transparency, key governance principles and practices. The Office of Utilities Regulation (OUR) is thus committed to observing best practices in corporate governance in line with the ten (10) dimensions of good board performance instituted for good corporate governance for Jamaican public bodies.



Role of the Office

The Office is responsible for strategy and decision-making. It provides strategic and policy direction and has oversight of the executive and technical team, thus ensuring that the sectors regulated by the OUR see robust and effective regulation. The Office also ensures the organisation is managed efficiently through its insistence on financial accountability, appropriate internal controls, risk assessment and management and adherence to statutory requirements and observation of good corporate governance practices.

Office Members

The Office of Utilities Regulation Act recognises and prescribes the diverse skill sets and composition of the Office. Under the powers set out in the Act, the Governor-General appoints the members of the Office. The Office complement provides for six (6) appointed members and the Director-General, who is an *ex officio* member. The members are highly competent and experienced in industry, finance, engineering, commerce, law, economics, and human resources management. They also evidence a mix of private and public sector and academic experience in areas regulated by the OUR, as well as competencies in leadership, risk management, and cybersecurity to meet the challenges of the digital era. The current gender mix is one (1) female and six (6) males.

The Chairman takes the lead role in conducting Office matters, facilitating effective communication among Office members, and fostering and nurturing a culture in which the Office works harmoniously for the long-term benefit of the organisation and its stakeholders.





Office Committees

Much of the work of the Office is done through six (6) Committees, which consider matters submitted by staff for analysis and decision. The Committees then make recommendations to the full Office for final decisions and determinations. Each Committee has at least two members of the Office, and is guided by its own Terms of Reference, which outlines its roles and functions. The Committees are supported by the Executive and other staff members as required. One co-opted member provided expert advice to two (2) Committees (Finance & Budget, and Audit) up to 2025 March.

Table 2 lists the Committees, their primary responsibilities, their membership, and a record of attendance at Office and Committee meetings.

Table 2: Office Committees

Name of Committee	Main Responsibilities	Members
Audit	Maintains Office and management accountability and observance of appropriate governance practices. Ensures the OUR's financial integrity and provides oversight of the organisation's internal controls, risk management, and internal audit.	• Damien King - Chair • Noel daCosta - Deputy Chair • Simon Roberts - Member • Donald Reynolds - (Co-opted Member)
Finance and Budget	Brings proficiency in financial management and reporting processes. Monitors and reviews the effectiveness of budgeting, accounting, treasury and materials management, payroll activities, and financial statements.	• Simon Roberts - Chair • Damien King - Deputy Chair • Donald Reynolds - (Co-opted Member) • Ansord E. Hewitt - Member
Technical	Provides oversight of planning activities, and the technical and operational functions of the OUR to ensure efficiency and effectiveness in the delivery of appropriate regulations for the sectors for which the OUR has responsibility.	• Noel daCosta - Chair • Yasmin Chong - Deputy Chair • Simon Roberts - Member • Ansord E. Hewitt - Member
Legal Affairs	Provides general legal oversight, guidance to the Legal Department, conducts legal reviews of matters and makes recommendations to the Office. Reviews policy recommendations and monitors the implementation of legislative revisions.	• Dan Kelly - Chair • Ansord Hewitt – Deputy Chair • Alvin Wint - Member
Human Resources and Compensation	Monitors and reviews the effectiveness of the Human Resources and Administration Department's activities and other related matters. The Committee also supports the development of policies, procedures, and practices to ensure a forward-looking approach to human resource development, governance, and management.	• Yasmin Chong - Chair • Noel daCosta- Deputy Chair • Ansord E. Hewitt - Member
Information Technology	Assists the Office in fulfilling its Information Technology (IT) oversight responsibilities. The Committee acts in an advisory capacity to the Office on technology trends, the efficacy and reliability of the OUR's IT system and the soundness of the supporting policies and strategies.	• Simon Roberts - Chair • Ansord E. Hewitt - Deputy Chair • Alvin Wint - Member

Table 3: 2024-2025 Attendance Record for Office and Committee Meetings

Members	Full Office (N=13)	Audit N=4	Finance & Budget (N=4)	Human Resources & Compensation (N=5)	Technical (N=12)	Legal Affairs (N=1)	IT (N=2)
Alvin Wint	12*	N/A	4**	5	12	1	2
Noel daCosta	12*	4	1**	5	11	N/A	N/A
Damien King	12*	4	4**	N/A	N/A	N/A	N/A
Simon Roberts	12*	4	4**	N/A	12	N/A	2
Yasmin Chong	13*	N/A	1**	5	11	N/A	N/A
Dan Kelly	13*	N/A	1**	N/A	N/A	1	N/A
Ansord E. Hewitt	10*	N/A	3**	4	11	1	1

KEY: N: - Total number of meetings; N/A: - Not applicable- that is, the person is not a member of that Committee. * Attendance optional or Special meeting. ** Joint Committee meetings

Office Meetings

The dates of all Office meetings for the year are decided in advance and circulated to the Members and the Executive. The Chairman and the Secretary to the Office, in consultation with the Executive, propose the agenda for each meeting, which, along with the other relevant documents, is circulated in advance.

Except for December, the Office meets monthly. Additional meetings are held when necessary. The Office members are expected to rigorously prepare for, attend, and participate in Office and committee meetings.

The Office met eleven (11) times to consider matters recommended from the various Committees, plus two (2) special meetings to approve: (i) the Corporate Business Plan and Budget for 2024-2027; and (ii) the Audited Financial Statements 2023-24.

Reports of the Committees

The Audit Committee had four (4) quarterly meetings in the 2024-25 Fiscal Year. In these meetings, the Committee received regular reports on internal audits, which included findings and resolutions arising from audits. Furthermore, the Committee, in a joint meeting with the Finance and Budget Committee, reviewed and approved the report of the external auditors on the OUR's financial statements for Fiscal Year 2023-24

The Committee focused on governance and risk management matters. These included reviewing risk management reports and the Business Continuity Plan (BCP). These reviews and the resulting recommendations enhance the OUR's effectiveness and efficiency in managing the risks it faces. Additionally, the reviews aim to ensure the timely continuation of critical business processes in the event of a significant disruption to operations.

The Finance and Budget Committee had four (4) meetings during 2024-25, including a special meeting to approve the Budget for 2025-26. The Committee also had one joint meeting with the Audit Committee to finalise the 2023-24 Audited Financial Statements. The Committee performed

general financial oversight of the OUR's operations throughout the year. This involved reviewing financial statements and reports, assessing financial management and projections, evaluating operating reserve requirements, deliberating on the budget, and along with the Audit Committee, overseeing the management of the external audit.

The Technical Committee had twelve (12) meetings during the period as it continued its diligent effort to ensure the OUR's delivery of efficient and effective regulations that are appropriate for the sectors under its purview. Hurricane Beryl, which caused significant damage in some sections of the island, also created additional challenges in the three (3) sectors regulated by the OUR. During its meetings, the Committee took advice from, and provided guidance and direction to the technical staff on policy matters, assessed their submissions, and made recommendations to the Office for decisions, determinations, and other actions. Matters for consideration included:

- **Electricity Sector** - JPS's non-automated meter reading; the OUR's assistance to the Generation Procurement Entity and the Ministry on grid impact study; preparation of the Request for Proposal and the evaluation of bids for the procurement of 100MW of capacity to the national grid; preparatory work for the JPS 2024 – 29 tariff and the annual 2024 Tariff Rate Review Process. Other matters considered are highlighted in the sector reports.

- **Water and Sewerage Sector** - Recommendation for tariff approvals for service providers, including the National Water Commission (NWC) Annual Price Adjustment Mechanism for 2024 Rate Adjustment; Annual Price Adjustment Mechanism for some small water providers such as Rose Hall (Developments) Limited and Dynamic Environmental Management Limited; recommendation for the grant of two (2) licences. Details are provided in the Secretary to the Office Report. Other matters are highlighted in the sector reports.

- **Telecommunications Sector** - Review of Carrier and Service Provider Licence recommendations; Determination Notices on Number Portability Administration Fees, 2024; Review of the International Mobile Subscriber Identity (IMSI) Assignment Guidelines; and Industry Notification on Quality of Service Measurement and Reporting Obligation. Arising from the effects of Hurricane Beryl to some parishes of Jamaica, the OUR granted forbearance regarding the provision of Internet services by the World Food Programme, which was offered through the Office of Disaster Preparedness and Emergency Management (ODPEM). Further details on the aforementioned items are included in various sections of this report, notably in the reports of the Secretary to the Office (STTO) Department and the ICT Unit.



The Human Resources and Compensation Committee had five (5) meetings in 2024-25 and continued its focus on the OUR's human resource strategy and policies. The Committee reviewed changes to polices arising from changes in Government policies. These included the Paternity Leave Policy and an amendment to acting appointments. These policies were subsequently recommended to and approved by the Office. Additionally, the Committee continued to provide oversight to address matters pertaining to the OUR's Vacation Leave Policy, and other HR-related policies under review. The Committee also guided other committees on other HR/Admin matters.

The Legal Affairs Committee convened once during the review period and provided advice or

recommendations to the Office on matters pertaining to compliance, oversight, and legal remedies. These included litigation matters.

The Information Technology Committee conducted two (2) meetings during the reporting period to address various issues. These included the OUR's proactive steps to ensure compliance with the Data Protection Act, ISO 27000 Certification, the heightened external threat environment, and the status of the OUR's IT security.

OUR'S Corporate Business Plan and Budget

The Office was fully involved in developing the Corporate Business Plan and Budget for 2025-2029. This involved providing policy direction in the initial strategic planning stage and approving the final draft Plan and Budget for submission to the Ministry of Finance and the Public Service by the statutory deadline of 2024 December 31.

Office Evaluation

Good practice requires that the Office reviews and monitors the effectiveness of its performance as a whole, and that of its committees and individual members.

Utilising the three (3) Government of Jamaica (GoJ) survey instruments, the Office and Chair of the Office, Committees, Corporate Secretary, Office Members themselves (self-evaluations), and the Corporate Governance function were evaluated by an independent consultant. The report and recommendations were discussed with the Office, and individual feedback was provided.

Continuing Development

The Office must be current on information involving the various industries, regulatory and legislative matters, and areas of national concern, such as data security, etc. During the fiscal year, members and senior managers were trained in corporate governance, which included the emerging Jamaican Environmental, Social and Governance (ESG) regulatory environment.

Policy Review

Policies are developed or reviewed with regularity to ensure alignment with Government policies or continued relevance and alignment with the OUR's strategic objectives. The policies developed govern areas such as data privacy, human resources development, and corporate governance matters. The policies listed below have been developed or substantially reviewed in recent years:

- Data Protection
- Business Continuity Management
- Enterprise Risk Management
- Code of Ethics and Business Conduct for the Office
- Disciplinary
- Employee Recognition and Rewards
- Grievance
- Protected Disclosures
- Sexual Harassment

Corporate Social Responsibility

In the area of corporate social responsibility, the OUR is guided by the relevant principles in the Government of Jamaica's Corporate Governance Framework for Public Bodies, and in the Private Sector Organisation of Jamaica's (PSOJ's) Corporate Governance Code. For the Office, it is a *sine qua non* that, as a regulator, everything that the OUR does must be in the public interest and for the public good.

The OUR's source of income is the regulatory and licensing fees it collects from the regulated entities and for licence applications, respectively. This is provided for by statute, which precludes the OUR from using any part of these fees for non-regulatory purposes. The OUR is therefore constrained in its ability to financially participate in philanthropic and/or corporate social activities.

Even so, demonstrations of the OUR's commitment to social responsibility can be seen in initiatives aimed at facilitating access to utility services by persons with disabilities, participation in national events, and other philanthropic events put on by other corporations. The OUR employs undergraduates as summer interns. The OUR also has an Information Centre (OURIC), which is open to the public. OURIC is an increasingly valuable resource for research, particularly for persons with an interest in regulation and the regulated entities. The OUR encourages its staff in their philanthropic activities. These include visits and donations to Children's Homes.



Environmental, Social and Governance Report

The OUR is dedicated to incorporating environmental, social, and governance factors into our business operations to provide long-term value and benefit to all our stakeholders.

Environmental

Over the period, the OUR continued to emphasise sustainable environmental practices in its operations. As such, there was a continued reduction in the use of printed materials as part of efforts to reduce waste as part of climate change mitigation efforts. Staff members are encouraged to use recycled bottles for drinking water. While the building contains recycled skips for all plastic containers, the OUR made specific provision during the year for its own dedicated recycling bins. Newspapers are repurposed by staff members after they are no longer needed



OUR's Recycle Bin

Social

The OUR maintains an Employee Health and Wellness Programme, which sometimes extends to other family members to support the employee's well-being. This includes assistance for any required mental health services and participation in physical activities such as the annual Sigma Walk/Run event.

The OUR is mindful of the special needs of some of its stakeholders, such as the elderly. As such, it has an annual outreach initiative which includes engagements with the elderly.

The workforce maintains gender diversity with members possessing various skill sets and academic abilities. The Executive Directors include an equal mix of males and females.

Governance

The Office is guided by the Code of Ethics and Business Conduct for the Office (CEBC) and the OUR Code of Ethics (COE) to ensure proper ethical conduct of all staff members. The Codes mandate that the organisation must always act in an equitable, unbiased, and transparent manner. The COE applies to all staff members, temporary staff, and all others who work with or represent the OUR directly or indirectly. Also, under the conflict of interest provisions set out in the CEBC, the Office Members must indicate actual, perceived, or potential conflict of interest before the commencement of discussions at the Office meeting. Similarly, all staff are mandated to report any area where there is or may be a conflict of interest.

The OUR seeks to have transparency and accountability in its work with all stakeholders.

For the past eleven (11) years, we have had annual stakeholder engagements where we seek to:

- Advise/enlighten our stakeholders on the accomplishments in the sectors over the one-year period.
- Provide the industry outlook for the various sectors.
- Answer queries or receive comments or recommendations from stakeholders.

The OUR, over the past eleven years, has consistently delivered its annual report to the Office of the Cabinet on time.



Chairman's Report

I am pleased to present the Chairman's Report for the Office of Utilities Regulation (OUR) for the 2024-2025 financial year. The year marked another chapter of committed stewardship, strategic foresight, and continued advancement in our regulatory responsibilities across the electricity, water, sewerage, and telecommunications sectors in Jamaica.

At the heart of the OUR's governance framework is a commitment to accountability, transparency, and public service. In fulfilling our mandate, the Office has maintained its focus on good governance, rigorous oversight, and sound strategic guidance, all aligned with the ten (10) principles of good board performance prescribed for public bodies locally. Details of Office meetings and activities are provided in the Corporate Governance section of this report.

The Office was also actively involved in discussions and approval of the 2025–2029 Corporate Business Plan and Budget and the 2023–2024 Audited Financial Statements.

As in prior years, the work of the Office was effectively carried out through its six (6) functional committees - Audit, Finance & Budget, Technical, Legal Affairs, Human Resources & Compensation and Information Technology. The dedication of the members of the Office, their extensive expertise, and active participation in the committee structure ensured robust oversight across all operational areas.

Notably, the Technical Committee played a pivotal role in guiding regulatory responses, especially in the wake of Hurricane Beryl, which significantly impacted the utility sectors. Regulatory activities in the water and sewerage sectors resulted in one recommendation to the Ministry of Economic Growth and Job Creation for the grant of a Sewerage Service Provider licence. Other matters addressed included electricity tariff reviews, assistance provided for grid capacity procurement, licensing activities in the Telecommunications sector, and price adjustments across the regulated sectors.

The Audit and Finance Committees continued to strengthen our financial governance and risk management practices, while the Human Resources and Compensation Committee as well as the Legal Committee addressed vital policy reforms in areas such as paternity leave and legal compliance. The IT Committee provided strategic oversight to ensure the organisation's readiness in cybersecurity and data protection.

We were also proactive in evaluating our own performance. An independent review of the Office, its committees, and individual members was conducted using instruments developed by the Government of Jamaica. The resulting recommendations are being implemented to drive further improvement.

The OUR continues to take its environmental, social, and governance (ESG) responsibilities seriously. We have reduced our environmental footprint, strengthened internal policies, supported employee well-being, and upheld the highest standards of ethical conduct and transparency in stakeholder engagement.



Professor Alvin Wint

As I demit this role, I wish to extend sincere thanks to all Office Members for their commitment and excellence. I also acknowledge the tireless efforts of the Director-General, the Deputy Directors-General, and the entire staff whose work underpins the success of our organisation. It has been my pleasure to have served in this area, and it has also been a continued learning experience.

I leave well assured that the OUR continues to be on the right path. Its strong governance foundation, cadre of professional experts, and dedication to regulatory excellence will continue to serve Jamaicans and support the development of a resilient, reliable, and forward-looking utilities sector.

Director-General's Report

It has been my abiding commitment to avoid the construction and presentation of the OUR's annual report as a ritualistic, perfunctory box-ticking exercise. For, to do so, would be to miss the opportunity that it presents to be accountable to our stakeholders and to continue to make the case for our existence and relevance. I once again express the hope that within the ensuing pages, you will find enough information to assess the extent to which the OUR remains a good steward both in discharging its mandate and in deploying the public resources that are bestowed on it to perform its functions. I trust as well that it will affirm the view that the OUR continues to play a vital role in advancing public welfare.

This twenty-eighth Annual Report of the Office of Utilities Regulation (OUR) encapsulates a year defined by challenges in which there was a clarion call for a continued focus on resilience and a renewed commitment to being transformational in our approach to fulfilling our mission to protect utility consumers across Jamaica while ensuring the sustainability of the regulated utilities.

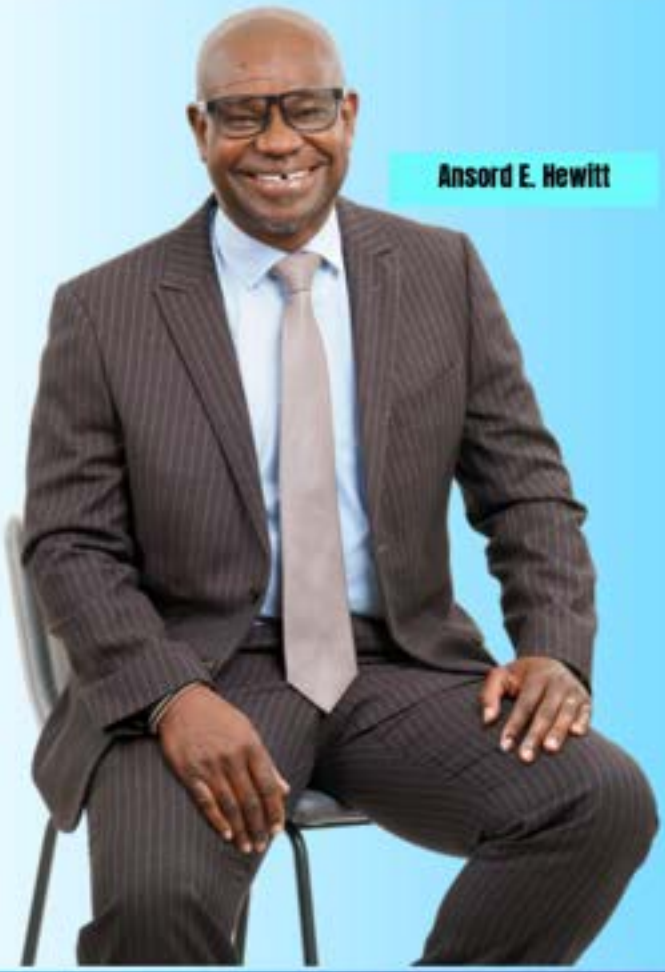
Resilience in the Face of Adversity

Hurricane Beryl, dominated, and in many respects, disrupted the calendar for the fiscal year, testing the strength of our utility infrastructure, the responsiveness of service providers, and the robustness of the regulatory framework. As part of its response, the OUR used a mix of focused engagement with critical stakeholders, strategic prodding, on-the-ground presence and the issuance of directives where necessary to drive the impetus for recovery.

Although there was disquiet at the outset, I have no doubt that our timely intervention and measured, continuous public communication helped to minimise uncertainty and bolster public confidence that there was regulatory oversight of the recovery efforts. Even so, I am constrained to indicate that it required Solomonic judgment at times to ensure that our insistence on reporting for regulatory compliance purposes did not detract from the focus on recovery.

> *Although there were expressions of disquiet at the outset following Beryl, I have no doubt that our timely intervention and measured, continuous public communication helped to minimise uncertainty and bolster public confidence that there was regulatory oversight of the recovery efforts.*

While testing the mettle of the utility providers and the OUR, the hurricane and its unwelcome offerings also gave rise to opportunities for collaboration which extend beyond that event and provide clear guidelines for the future. One notable collaboration was with the Office of Disaster Preparedness and Emergency Management (ODPEM) and an international

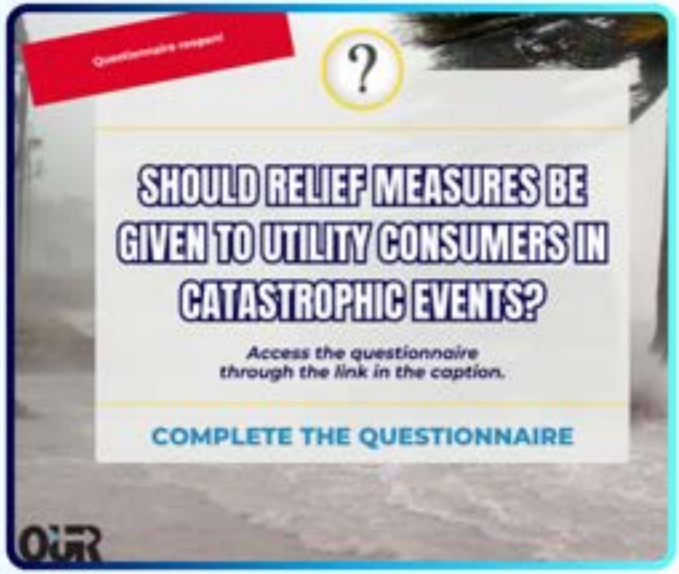


Ansord E. Hewitt

relief agency to facilitate the provision of internet connectivity services to ODPEM and humanitarian responders in the worst-affected areas after the hurricane. We have been continuing discussions with ODPEM to develop a protocol to facilitate the temporary use of telecommunications facilities for relief measures where the existing licensed telecommunications providers have no or limited service during or following a disaster.

Hurricane Beryl underscored, in a very big way, the extent to which the major utilities and other key infrastructural agencies are interdependent, and the need to ensure that redundancies and contingencies are in place to mitigate what I would like to term a single point of failure. By the same token, it also underlined the importance of coordination and cooperation among the key stakeholders.

The reality with Hurricane Beryl was that, apart from the widespread damage done to the network of each utility, which rendered it impossible to provide service to customers in some affected areas, there were many instances where service could not be provided because another utility was out of service. By far, the most common instances were those where the loss of power quickly resulted in a loss of communication services and piped water. I accept that it will be impossible to provide the kind of redundancy and contingency to allow the utilities to maintain services independently of one another. I am concerned as a regulator, however, about the prevalence of this single point of failure, and this is definitely a matter to which we are giving greater attention.



In the same vein, I wish to note that Hurricane Beryl also threw into sharp relief, the pernicious effects and the threat to national security and welfare that criminal incursions upon the network of public utilities pose. These nefarious activities, whether wanton and mindless vandalism, stealing or deliberate acts of sabotage, operate as constraints on the initiatives that can be taken to allow for greater redundancy and also disrupt and hinder actual recovery efforts. As I have done by other means, I continue to urge a national 'setting of the face' against such activities and the strengthening of the prosecution regime, at all levels, to address such infractions.

At our 11th Annual Director-General's Stakeholder Engagement on 2025 March 27, I was heartened by the commitment given by the four major utility providers during a panel discussion to institute measures to mitigate some of the occurrences which impacted the swift restoration of service. I am also aware of some of the actions that were subsequently taken in fulfillment of that commitment. On the OUR's part, we will continue to engage them and monitor their activities even while reviewing and upgrading our own internal response mechanisms and protocols.

As we enter the new fiscal year, the OUR, learning many lessons from this experience, has embarked on several initiatives to include:

Examining the possibility of developing protocols for force majeure relief for affected customers

The OUR is mindful that, unlike some utility operators, there are no provisions in place for customers to seek redress or relief following a force majeure event. These events are defined as certain acts or circumstances beyond the parties' control, which include natural disasters such as hurricanes, epidemics, or the outbreak of hostilities. Such conditions may impact customers' and the utility providers' obligations under their mutual agreement for service, payment of bills as per contract, and quality of service agreements, such as the Guaranteed Standards. The OUR has spent some time looking into this matter during the year and will be conducting a survey to canvass public views on this in the upcoming year.

In the past, following a natural disaster, such as hurricanes, some utility providers have extended discretionary relief measures such as a moratorium on collections and disconnection processes and compliance, bill discounts, credits or top-ups, direct cash in the form of care

packages or flexible payment arrangements, to their customers. We want to get the views of customers about this, as their views will help us make some crucial decisions. The survey aims to gather utility customers' feedback on whether they should be given special consideration under such conditions.

The OUR intends to also examine the Terms and Conditions of Service and other regulatory documentation that act as contracts for the provision of services to customers of the four major utility providers. This will identify whether there are any force majeure provisions for customers and assess whether, where such conditions exist, they are sufficient and, where none exist, whether relief is needed.

Telecommunications Outage Reporting Protocol and Network Resiliency Measures

This was an initiative that was in progress before Hurricane Beryl but has taken on added significance since then.

The OUR has developed measures which codify the obligations of telecommunication licensees to:

- Conduct an annual risk analysis of their critical facilities in accordance with their established internal audit procedures and take measures to reduce their network vulnerability.
- Prepare and submit to the OUR, disaster preparedness and business continuity plans, which shall be in accordance with the requirements and recommendations of international standards such as ISO 22301 for business continuity management systems and plans and ISO 21110 for emergency preparedness and response plans.
- Submit outage reports to the OUR whenever there is a major or critical outage and to notify the public. The measures outline the classification criteria for outages and the information which should be provided in the outage reports. Importantly, the measures require that telcos conduct a root cause analysis after a major or critical outage. This will allow for the identification of common recurrent threats to the normal functioning of networks and services with a view to ensure that countermeasures are taken by service providers to mitigate the risk of recurrences in the future.

The Decision, which will be published in 2025-26, will also require mobile operators to negotiate national roaming agreements, which will be activated during disasters. This will allow mobile subscribers to use the network of another operator during disasters when their own network is down.

National Emergency Telecommunications Plan

Effectively managing the risks of disasters depends on the effective communication and sharing of information among all stakeholders. The OUR is collaborating with the Ministry of Science, Energy, Telecommunications and Transport (MSETT) and other stakeholders regarding the development of a National Emergency Telecommunications Plan (NETP). This is a strategy that indicates the telecom-supported activities during disasters and emergencies, the roles and responsibilities of all stakeholders, and the step-by-step actions to be taken by each stakeholder in the different phases of the disaster management cycle. This includes outlining the national vision for the utilisation of telecommunications for purposes such as early warnings or alerts in times of emergencies and disasters.



Improving Communication

A takeaway from some of the public criticisms levelled at the OUR in the wake of Beryl is that we could have done better at communicating the preparatory work and activities that were undertaken in the lead up to the hurricane season. A more visible presence in affected communities and more timely communication of what we were doing in overseeing the recovery efforts immediately after the event would also have been helpful in allaying some of ensuing public consternation. We, therefore, intend to improve our communication with you, ensuring you are kept abreast of salient information that should provide some comfort to you that your regulator is responsive and acting in your best interest.



Consumer Empowerment and Engagement

Consumer protection remains a cornerstone of our mandate. The Consumer Affairs Unit (CAU) and Public Affairs Unit (PAU), responded to a thirty-two per cent (32%) increase in consumer contacts - largely driven by hurricane-related service disruptions and billing issues. Over $456 million was secured or paid to customers through Guaranteed Standards compensation or interventions arising from complaints and appeals.

The launch and continuation of strategic public education initiatives, stakeholder engagements such as the 11th Annual Director-General's Stakeholders' Engagement, our Eastern Focus on utility matters impacting customers in St. Thomas, Portland and St. Mary and increased digital outreach, including the OUR Chat Podcast and new TikTok platform, significantly expanded our public presence. We also conducted critical consumer research, including the 2024 Mystery Shopping Survey, and advanced policy work, such as the review of the Guaranteed Standards schemes for the Jamaica Public Service Company Limited (JPS) and the National Water Commission (NWC). The revised Guaranteed Standards will be implemented following a tariff review.

> *The OUR maintained a steady pace of technical and policy oversight, including the approval of licence applications across sectors, tariff reviews, and the issuance of regulatory documents.*

Regulatory Excellence and Sector Oversight

The OUR maintained a steady pace of technical and policy oversight, including the approval of licence applications across sectors, tariff reviews, and the issuance of regulatory documents.

In the electricity sector, our focus was guided by such considerations as the need for preparatory work for the pending JPS five-year Rate Review, disaster fund assessments, and providing inputs into the bid evaluations for 100MW of new generation capacity.

On the investment front, the sector saw significant improvement in activities in terms of both exit and entry, with a number of assets changing hands. With respect to exits, the following were notable:

1. New Fortress, the island's pioneer investor in Liquefied Natural Gas, exited Jamaica during the year by selling its interest in both gas and generation facilities.
2. BMR Jamaica Wind Limited, Content Solar Limited, and Eight Rivers Energy Company Limited (EREC), all early movers in the country's renewable push, were successfully sold during the year.

With the exit of these investors, the sector saw:

1. The entry of Excelerate Energy Inc., which acquired New Fortress's Jamaican holdings.
2. A significant expansion of the footprint of the InterEnergy Group, which, with its acquisition of acquired via its one hundred per cent (100%) ownership of CACAO Renewables Inc. (CRI), alongside its consolidated holding of thermal generation facilities, is now a bigger player in Jamaica's energy sector.
3. The entry of Sol Ecolution Caribbean Limited, which acquired Content Solar Limited.

The award of the 100MW of renewable procurement to Wigton Energy and Sunterra Energy Jamaica Limited also heralds further expansion in renewable investments and further ownership diversification.

The above transactions speak eloquently to the confidence that is reposed in Jamaica as an investment destination, but also in the governance and regulatory framework.

Ultimately, the test of the efficacy of any regulatory framework is not just the ease with which it is able to attract entry, but the extent to which it is able to facilitate asset transfer and market exit. I think it is safe to say that the seamless manner in which the considerable holdings detailed above, changed ownership during the review year, is an indication that Jamaica passed that test with honours.

In telecommunications, we reviewed interconnection disputes, updated International Mobile Subscriber Identity, (IMSI) assignment guidelines, and enhanced rules on Quality of Service Standards.

At the micro-level in particular, the Information and Communication Technology (ICT) sector continues to manifest dynamism as reflected in the number of applications for new and renewed licences during the period. At the same time, some of the uncertainties regarding the future of one of the major operators appeared to have retreated somewhat during the period with the completion of significant restructuring of its parent organisation. It is also apparent that, even though an ill wind, Beryl has served to expedite investment in systems resilience within the sector.

In water and sewerage, we processed tariff applications for small providers and recommended licences for small providers to expand access to underserved communities. Evaluation of the approximately J$12B Rio Cobre water project was completed during the period. The OUR's support for the project continues to be based on its potential to address water supply shortages that may result from severe drought; that it will, in fact, meet growing residential and commercial water demand in southeastern St. Catherine and on the likelihood of achieving the target set out in the Non-Revenue Water (NRW) Reduction Programme on which the NWC has embarked provided it maintains the schedule of activities as planned.

We also completed the Regulatory Document Standardisation Project, which now ensures clarity and consistency across all OUR regulatory instruments.

Institutional Strengthening and Governance

Internally, the OUR maintained its Quality Management System (QMS) goals, improved its business continuity and IT risk frameworks, and sustained strong corporate governance, with high levels of participation across our Office Committees. An independent governance evaluation was also completed, with actionable recommendations discussed and adopted.

The 2025–2029 Corporate Business Plan was prepared and submitted on time, outlining the OUR's forward-looking goals across digital transformation, stakeholder engagement, and sector innovation.

We continue to align our policies with national priorities in data protection, Environmental, Social, and Governance (ESG), and public sector modernisation. This includes our readiness efforts under the Data Protection Act and the forthcoming development of a mobile app to improve consumer interaction and real-time reporting.

Thank you, Prof. Wint

Professor Alvin Wint resigned in 2025 March after three years of invaluable contribution to the OUR as Chairman of the Office. He came to the OUR with experience and expertise in many of the subject areas over which the OUR had remit. His contextual and incisive analysis and his personal equanimity were particularly comforting in troubled times. It was also a delight and a learning experience to see him deploy his mediatory skills and high level of emotional intelligence in his engagements with all our critical stakeholders, which only served to further enhance the image of the OUR. Prof. Wint also showed respect to staff at all levels and demonstrated a keen appreciation of the distinction between governance and operations. I take this opportunity to thank him for his sterling contribution to the work of the OUR through his chairmanship of the Office and the sage advice and personal guidance he provided me in my capacity as Director-General. We wish him well in his future endeavours.



(l-r) Professor Alvin Wint , Former OUR Deputy DG, Maurice Charvis and Ansord E. Hewitt

Farewell, Winston Hay

We also recognise the invaluable contribution of a man who helped shape the utility regulatory landscape in Jamaica and who, over 28 years ago, reported on the OUR's performance in a manner similar to that which I am now privileged to do in these pages.

Winston Hay was appointed in 1996 as the OUR's first Director-General, and even before the official opening of its doors, helped to mould the framework on which we are still guided as a regulatory authority. During his six-year stint, Winston presided over a host of milestone utilities regulatory activities and decisions that contributed to establishing Jamaica as the model for utilities regulation best practices.

I am firmly of the view that it is important for history, for institutional knowledge and for goodwill and branding, that we take account of, and record the seminal contribution of those upon whose work we continue to build. The nation lost a giant when he passed away on 2024 December 5, but his salient contribution to the development of a structured utility regulator endures to this day and beyond.

Enjoy your dance with the angels, Winston.



Looking Ahead

In the year to come, the OUR is committed to building on our achievements. We will deepen collaboration with our regulated entities, strengthen public education and responsiveness, and enhance the use of technology in regulatory operations and consumer engagement. Guided by our values of accountability, integrity, fairness, and excellence, we aim to further modernise regulation to meet the evolving expectations of both consumers and service providers and increase productivity.

I extend sincere thanks to our stakeholders, Office members, dedicated staff, and all Jamaicans who continue to hold us accountable. Your feedback and support fuel our pursuit of regulatory excellence in service of the public good.



Tribute to Winston Hay

OUR's first Director-General

1933 September 5 – 2024 December 5

Some leaders seek recognition, while others quietly dedicate themselves to excellence. As the first Director-General of the Office of Utilities Regulation (OUR), Winston Hay was not defined by self-promotion but by an unwavering commitment to strengthening Jamaica's utility sector.

His storied career began in the 1970s, beginning with a stint as the Managing Director of the Jamaica Public Service Company Limited (JPS), where he played a pivotal role in shaping the country's energy sector. His consultancy work from 1982 to 1986 further solidified his reputation as a power-sector expert, leading to a position at the World Bank in 1986. As a Senior Power Engineer and later Principal Power Engineer, he contributed to global discussions on power regulation and infrastructure development.

In 1996, Winston returned to Jamaica to become the Director-General of the newly established OUR. His first challenge was to build a team of skilled professionals capable of earning the respect of stakeholders, including regulated entities, government agencies, and international partners.

The mettle of his leadership would be tested time and again. This included in 2002 when he defended the OUR's independence through legal action against a directive from the then Minister of Commerce, Science, and Technology. The case, which reached the UK-based Privy Council, resulted in a landmark ruling that upheld the OUR's authority, reinforcing the regulator's autonomy and setting a precedent for future governance.



Winston fought to assert the OUR as an independent regulator and bring some form of cohesion in the utility entities under its watch. He was also bullish on looking out for the interest of consumers. And so, it was no surprise that among his most notable achievements was the introduction of Guaranteed Service Standards, a key mechanism for measuring the performance of the National Water Commission (NWC) and JPS. This initiative ensured that utility providers adhered to quality service expectations, and Jamaican consumers could be compensated for deviations from these standards.

During his tenure, Winston spearheaded the regulatory activities that led to the liberalisation of Jamaica's telecommunications sector. This included issuing the first invitation for telecommunications licences in August 2000, implementing interconnection and price cap regimes for Cable and Wireless Jamaica's (CWJ's) fixed-line services, and facilitating competition within the industry. His efforts ensured consumers benefited from improved services and more competitive pricing structures.

He was a strong proponent of private sector participation in the power industry. He knew that the only way for the sector to thrive was through investment that could support a resilient infrastructure.

Even after leaving the OUR, Winston remained an influential figure in energy and regulatory policy, including serving on the Electricity Sector Enterprise Team from 2014 to 2016 and advising on procurement strategies for new electricity generation projects.

Winston Hay's dedication to public service, his unwavering commitment to regulatory fairness, and his advocacy for consumer rights have left an indelible mark on Jamaica's utility sector. His legacy continues to shape policies and inspire regulatory professionals across the region. Jamaica is forever indebted to him, and the OUR thanks him for his service.

Summary of Publications issued for the 2024-2025 fiscal year

Table 4: Telecommunications

Category	FY 2024 April – 2025 March	FY 2023 April – 2024 March
Determination Notices	✓ Number Portability Administration Fees, 2024 ✓ Review of the International Mobile Subscriber Identity (IMSI) Assignment Guidelines	✓ Number Portability Administration Fees, 2023
Directives	*None was issued in this period.*	✓ Directive to CWJ and Columbus Communication Jamaica Ltd. to Comply with the OUR Information Request Regarding Compliance with the Improving Information Transparency in Telecom Markets Determination Notice
Quarterly Sector Reports	✓ Telecommunications Market Information Report 2023 January – December ✓ Telecommunications Market Information Report 2024 January – March ✓ Telecommunications Market Information Report 2024 April - June	✓ Telecoms Market Information Report 2022 October - December
Notice of Interconnection Dispute	Notice of Interconnection Dispute - Cable and Wireless JA Ltd & Verge Caribbean Limited Notice of Interconnection Dispute - Cable and Wireless JA Ltd & Ubitelecom Limited Notice of Interconnection Dispute - Cable and Wireless JA Ltd & Traille Caribbean Limited	*None was issued in this period.*
Industry Notifications	✓ Telecommunications Industry Notification - Re: Forbearance in relation to the Provision of Internet Services by World Food Programme ✓ Telecommunications Industry Notification - QoS Measurement and Reporting Obligation ✓ Telecommunications Industry Notification - Extension of Deadline to Submit QoS Report	✓ Telecommunications Industry Notification - Operationalisation of The Jamaican Common Short Code Scheme – Phase II ✓ Telecommunications Industry Notification - Appointment of Ms. Evona Channer as Deputy Director-General, OUR ✓ Telecommunications Industry Notification - Re: The Telecommunications (Infrastructure Sharing) Rules, 2022
Decision	✓ Rock Mobile Limited and Cable & Wireless Jamaica Limited Interconnection Dispute submitted 2024 August 27 – Complaint Investigation Report and Decision Document	*None was issued in this period.*
Guidelines	✓ The Telecommunications Numbering Rules and Number Assignment Guidelines - International Mobile Subscription Identity (IMSI) Assignment Guidelines	*None was issued in this period.*
Rules	✓ The Telecommunications (Resolution of Interconnection Disputes) Rules, 2024	✓ The Telecommunications (Quality of Service Standards) Rules, 2023

Table 5: Electricity

Category	FY 2024 April – 2025 March	FY 2023 April – 2024 March
Determination Notices	✓ JPS Proposal for Regulatory Amendment to EGS7 - Requesting Flexibility in Estimated Meter Readings ✓ Jamaica Public Service Company Limited Electricity Disaster Fund Proposal	✓ Jamaica Public Service Company Limited - Annual Review and Extraordinary Rate Review 2023
Consultation Documents	*None was issued in this period.*	✓ Proposed Criteria Jamaica Public Service Company Limited 2024 – 2029 Rate Review Process
Public Notice	✓ Net Billing/SOC Rate for the period of 2023 May - 2024 March ✓ Net Billing/SOC Rate for 2024 April & May ✓ Net Billing/SOC Rate for 2024 June ✓ Net Billing/SOC Rate for 2024 July ✓ Net Billing/SOC Rate for 2024 August ✓ Net Billing/SOC Rate for 2024 September ✓ Net Billing/SOC Rate for 2024 October ✓ Net Billing/SOC Rate for 2024 November ✓ Net Billing/SOC Rate for 2024 December ✓ Net Billing/SOC Rate for 2025 January and February	✓ Net Billing/SOC Rate for 2023 February – March ✓ Net Billing/SOC Rate for 2023 April ✓ Net Billing/SOC Rate for 2023 May
Rules	*None was issued in this period.*	✓ Final Criteria Jamaica Public Service Company Limited 2024 – 2029 Rate Review Process
Reports	✓ Report on the Evaluation of JPS's Request for Review and Update of Generation Avoided Cost ✓ South Jamaica Power Company Ltd - Request for Recovery of Duties for 190MW CCGT Plant- Evaluation Report - Reconsideration Request - Recovery Timeline	✓ South Jamaica Power Company Ltd - Request for Recovery of Duties for 190MW CCGT Plant - Evaluation Report
Directives	✓ Directive to JPS Regarding the Restoration of Damaged Network Infrastructure Due to the Passage of Hurricane Beryl	*None was issued in this period.*



Table 6: Water and Sewerage

Category	FY 2024 April – 2025 March	FY 2023 April – 2024 March
Determination Notices	✓ National Water Commission Annual Price Adjustment Mechanism 2024 Rate Adjustment ✓ CAN-CARA Development Limited Water and Sewerage Rates ✓ Rose Hall (Developments) Ltd - Annual Price Adjustment Mechanism 2024 Rate Adjustment ✓ Runaway Bay Water Company Limited Annual Price Adjustment Mechanism 2024 Rate Adjustment ✓ Richmond Environmental Services Ltd - Annual Price Adjustment Mechanism 2024 Rate Adjustment ✓ CAN-CARA Development Limited Water and Sewerage Rates ✓ Dynamic Environmental Management Limited Annual Price Adjustment Mechanism 2024 Rate Adjustment	✓ Runaway Bay Water Company Limited Annual Price Adjustment Mechanism 2023 Rate Adjustment ✓ St. Jago Hills Development Company Limited Water Rates ✓ Dynamic Environmental Management Limited Annual Price Adjustment Mechanism 2023 Rate Adjustment ✓ National Water Commission Annual Price Adjustment Mechanism 2024 Rate Adjustment
Decisions	✓ National Water Commission All-Island Customer Metering Project ✓ National Water Commission Request for Suspension of Guaranteed Standards Due to Hurricane Beryl ✓ National Water Commission Rio Cobre Water Treatment Plant Project	✓ National Water Commission All-Island Customer Metering Project
Reports	✓ Meter Pattern Approval - Richmond Environmental Services Limited	*None was issued in this period.*

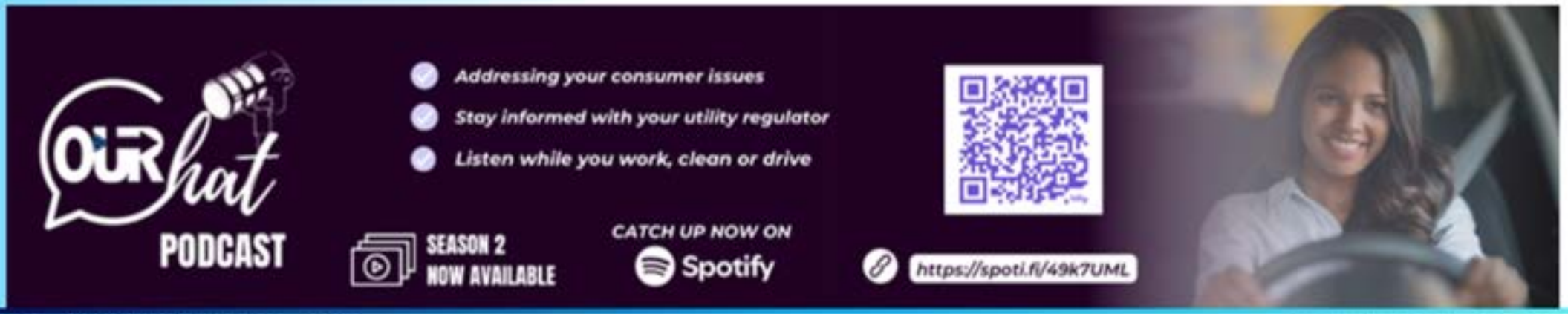


Table 7: Consumer & Public Affairs

Category	FY 2024 April – 2025 March	FY 2023 April – 2024 March
Reconsideration Decision	✓ Reconsideration Decision and Clarification Response: Determination Notice- Comprehensive Review of the Guaranteed Standards Schemes for the Jamaica Public Service Company Limited and the National Water Commission.	*None was issued in this period.*
Quarterly Performance Reports	✓ Quarterly Performance Report 2024 January – March ✓ Quarterly Performance Report 2024 April – June ✓ Quarterly Performance Report 2024 July – September ✓ Quarterly Performance Report 2024 October - December	✓ Quarterly Performance Report 2023 January – March ✓ Quarterly Performance Report 2023 April – June ✓ Quarterly Performance Report 2023 July – September ✓ Quarterly Performance Report 2023 October - December
Determination Notice	*None was issued in this period.*	✓ Complaints Handling for Utility Service Providers ✓ Comprehensive Review of the Guaranteed Standard Schemes for the Jamaica Public Service Company Limited and the National Water Commission
Decision	✓ Decision on National Water Commission Request for the Suspension of Guaranteed Standards due to Hurricane Beryl	*None was issued in this period.*
Reports	✓ National Consumer Satisfaction Survey 2024 ✓ Mystery Shopping Survey 2024	✓ Mystery Shopping Survey 2023
Media Releases	✓ $212M Paid to Utility Customers for Breaches in 2023 – 2024 April 22 ✓ OUR Approves New Rates for Can-Cara Development Ltd - 2024 May 10 ✓ NWC Records Highest Number of Complaints for 2024 – 1st Quarter - 2024 July 17 ✓ Some Electricity Customers to receive a 40% Reprieve on Estimated Bills - 2024 July 30 ✓ OUR Issues Power Restoration Directive to JPS -2024 August 2 ✓ OUR Monitors JPS Restoration Schedule - 2024 August 7 ✓ OUR to Meet with JPS as Restoration Deadline Ends - 2024 August 12 ✓ OUR Investigating increase in electricity bills - 2024 August 19 ✓ OUR directs JPS to reduce and re-issue some customer bills – 2024 August 23 ✓ OUR to conduct in-depth post-Beryl assessment of the electricity sector's resilience – 2024 August 22	✓ Fewer Utility Customer Complaints to the OUR in 2022 - Published 2023 April 24 ✓ OUR Finalises Decisions on NWC's 2023 Annual Price Adjustment Mechanism - 2023 May ✓ JPS 2023 Annual Tariff Adjustment Application Under Review by OUR - 2023 May 11 ✓ OUR Assigns Numbers under 658 Area Code - 2023 May 17 ✓ OUR finalises ANPAM for Runaway Bay Water Company - 2023 July 6 ✓ OUR Approves Rates for Richmond Environmental Services - 2023 July 13 ✓ Over $69M Secured for Utility Customers - 2023 July 31 ✓ OUR Completes JPS Annual Rate Review- 2023 August 24 ✓ Six Regional Regulators Sign Historic MOU – 2023 October 4 ✓ Utilities Pay Out Over $45 Million to Customers for Breaches - 2023 October 31 ✓ Utility Providers Score Low on Customer Service Delivery – 2023 Dec 4

Table 7: Consumer & Public Affairs (cont.)

Category	FY 2024 April – 2025 March	FY 2023 April – 2024 March
Media Releases	✓ OUR advises on post-Beryl telecoms charges - 2024 August 29 ✓ OUR Conducts Validation Checks on JPS's Restoration Works - 2024 September 6 ✓ Contacts to OUR Increased by 6% in 2024 Q2 - 2024 October 2 ✓ Nominations open for 2nd Annual CACU Utility Customer Service Award - 2024 October 3 ✓ OUR Receives Updates from Utilities about TS Rafael - 2024 November 5 ✓ OUR returned to Chair Regional Regulatory Authorities - 2024 November 6 ✓ No Plans for Electricity Rate Increase to Boost EDF - 2024 November 12 ✓ Digicel's Marlon Williams Wins 2nd Annual CACU Utility Customer Service Distinction Award - 2024 November 15 ✓ OUR Mourns Passing of First Director-General - 2024 December 10 ✓ OUR Releases Findings of Hurricane Beryl Fuel Rate Investigation - 2024 December 19 ✓ Contacts to OUR increased by 103% post-Hurricane Beryl - 2025 January 2 ✓ Utility Consumers Still Troubled by Customer Service Issues - 2025 January 13 ✓ Dairy Spring Limited submits Tariff Application - 2025 January 15 ✓ CACU to award Utility Provider of the Year - 2025 February 6	✓ NWC Tops Customer Service Award of Distinction – 2023 December 5 ✓ OUR Commends NWC For Reversing Kiosk Charge – 2023 December 18 ✓ OUR Appointed to Chair Regional Regulatory Authorities – 2024 January 22 ✓ Over $51M Compensation Due to Utility Customers for Breaches in 2023 - 2024 January 26 ✓ OUR Amends JPS and NWC Guaranteed Standards - 2024 March 20 ✓ OUR Makes Decisions Regarding Complaints Handling by Utility Providers – 2024 March 21



The Executives

Cedric Wilson
Deputy Director-General

Cheryl Lewis
Deputy Director-General

Ansord E. Hewitt
Director-General

Evona Channer
Deputy Director-General

Patricia Watson
Executive Assistant




DEPARTMENTAL
REPORTS

Secretary to the Office (STTO)

This Department ensures the Office's effective and efficient operation while adhering to internal and external procedures. In partnership with the Office Chairman, the STTO determines the regulatory agenda and guarantees that issues presented to the Office are discussed promptly. Additionally, the STTO oversees the OUR's external engagements, the processes related to licence applications, and the development of the Corporate Business Plan. This report highlights the major activities conducted during the review period.

Corporate Business Plan

The OUR's 2025-2026 to 2028-2029 Corporate Business Plan and Budget were submitted to the Ministry of Finance and the Public Service by the required date of 2024 December 31, in compliance with the Public Bodies Management and Accountability Act requirements. The Plan covers both core business and supporting areas.

> *The Standardisation Project, which aims to undertake a comprehensive review of regulatory papers produced by the OUR to enhance their clarity and address the idiosyncrasies related to the various sectors, was completed during the period under review.*

Regulatory Document Standardisation Project

The Standardisation Project, which aims to undertake a comprehensive review of regulatory papers produced by the OUR to enhance their clarity and address the idiosyncrasies related to the various sectors, was completed during the period under review. The templates of Directives and Determination Notices, as well as a Style Manual to guide the standardised generation of regulatory papers, were implemented on 2025 March 24.

Licences

Several licence applications were received in the various sectors during the period under review.





Diana Cummings
Secretary to the Office



Peta-Gaye Locke Rankin
Manager, Regulatory & Licensing Affairs



Thalia McPherson
Project/Research Officer



Carlene Dunbar
Licensing Officer

Telecommunications Sector

The OUR conducted the usual due diligence exercise, resulting in recommendations for the grant of Telecommunications Licences to the entities listed in Table 8:

Table 8 : Telecommunications Licences issued in 2024-2025

Company	Licence Category	New (N) / Renewal (R)
Amber Innovations Limited	• Internet Service Provider	R
CTL Limited	• Internet Service Provider	R
Clarke's Network Limited	• Carrier • Internet Service Provider	N N
Digicel (Jamaica) Limited	• International Voice Service Provider • Internet Service Provider • Carrier (Domestic Fixed) • Domestic Voice Service Provider	R R R R
Home Town Telephone Limited	• Carrier	R
Island Networks Limited	• Internet Service Provider	R
Kayla Internet Services Provider Limited	• Service Provider	R
Liquidware Systems Company Limited	• Carrier • Service Provider	N N
McKoy Cable Television Limited	• Service Provider	R
Neptune Communications (Jamaica) Limited	• Internet Service Provider	R
Network Connections Limited	• Carrier • Internet Service Provider	N N
Solar Internet Repairs S.I.R. Tech Limited	• Service Provider	R

Water and Sewerage Sector

The OUR conducted the usual due diligence exercise, resulting in recommendations for the grant of Water Supply and Sewerage Service Provider Licences to the entities listed in Table 9:

Table 9: Water Supply & Sewerage Service Provider Licences issued in 2024-2025

Company	Licence Category	New (N) / Renewal (R)
OceanPointe Utilities Limited	• Sewerage Service Provider	N
Rio Cobre Water Limited	• Water Service Provider	N

Notably, even though the OUR has no statutory responsibilities with respect to the grant of licences in the electricity sector, assistance was provided to the Ministry of Science, Energy, Telecommunications and Transport by conducting due diligence, which includes the provision of technical and financial analysis and legal advice on the application of Derillion Energy Jamaica Limited.



Consumer and Public Affairs (CPA)

The Consumer and Public Affairs Department incorporates consumer and public affairs and the Information Centre. The Department administers the OUR's consumer affairs regulatory function and monitors and evaluates the customer service performance of all regulated utilities. In these capacities, it develops and implements all approved public education activities for the OUR, serves as the primary point of contact for the public, develops strategies and procedures for complaint resolution, spearheads public consultations, undertakes and conducts research on matters material to consumer interests, and manages the organisation's public image. The OUR Information Centre (OURIC), in addition to providing vital research resources for the staff, is open to the public. The Department also has the critical function of managing the content of the OUR's website and social media channels.

The review period tested the Department's resilience, adaptability, and commitment to serving the public with transparency, empathy, and efficiency. The Department was significantly impacted by Hurricane Beryl and its attendant effects. Given its critical crisis communication role which includes, ensuring the timely dissemination of information about restoration timelines, coordinating with service providers, and addressing consumer concerns related to utility disruptions, the OUR came under deep public scrutiny in the aftermath of the hurricane. Through a combination of expanded public advisories, direct outreach, and strengthened complaint resolution mechanisms, the Department helped to reaffirm the OUR's role as a trusted regulator for utility consumers. These efforts not only helped to alleviate public frustration but also reinforced transparency and accountability during a period of national recovery.

During the year under review, through its research and the monitoring of consumer satisfaction quotients, such as the annual Mystery Shopping Survey and the impact assessment of the closure of two-thirds of JPS's Customer Service Offices, public attention was drawn to the uneven quality of utility providers' service delivery, and remedial recommendations were put in motion.

As part of the thrust to embrace the advantages of digitalisation, the department will seek to guide the OUR through its digital transformation journey; to improve its complaints handling system with the adoption of an enhanced customer relationship management system to reduce response times, as well as to develop a mobile app. The latter is a part of the fulfilment of the OUR's value proposition for empowering



Yvonne Nicholson
Director - Consumer and Public Affairs

Elizabeth Bennett Marsh
Public Education Specialist

Collette Goode
Specialist, Consumer Affairs (Policy)

Jodian Coultman
Coordinator, Consumer Affairs (Operations) (Acting)



Beverley Green
Consumer Affairs Officer



Shara Barnett
Consumer Affairs Officer



Peta-Gay Campbell
Consumer Affairs Officer



Regina Watt
Consumer Affairs Officer



Beverley Robinson
Consumer Affairs Officer

utility consumers, enhancing their choices, promoting the awareness of their rights and responsibilities, being responsive to their needs, and keeping them informed.

Consumer Affairs Unit (CAU)

The 2024–25 reporting period was significantly shaped by the impact of Hurricane Beryl, which struck during the July–September quarter. The storm caused widespread utility disruptions across Jamaica, triggering a substantial increase in consumer complaints and service-related grievances. The OUR, through its Consumer Affairs Unit (CAU), played a pivotal role in addressing these challenges and advocating for consumer rights during this critical period. The hurricane accounted for twenty-four per cent (24%) of the total customer contacts for the reporting period and a thirty-eight per cent (38%) increase in consumer contacts to the Unit during the 2024 July-September quarter, compared to the previous quarter. Utility customers, particularly those of the JPS and the NWC, reported a sharp increase in service interruptions, billing disputes, and quality-of-service concerns. These challenges underscore the critical role of the OUR in advocating for consumer rights and ensuring accountability from service providers during times of crisis.

Billing issues remained the leading cause of complaints during the 2024 July–September quarter, comprising fifty per cent (50%) of all contacts, while service interruptions - many directly linked to hurricane damage - rose sharply to twenty-nine per cent (29%), up fifteen (15) percentage points from the previous quarter.

Unsurprisingly, complaints related to service interruptions surged by 320%, while billing disputes increased by 116%, and rebate-related issues skyrocketed by 380%. JPS alone recorded over 20,648 breaches of Guaranteed Standards during the quarter, potentially incurring $40.64 million in compensatory payments, though the company sought force majeure relief due to the storm's impact.

> *The 2024, April 1 – 2025, March 31 period saw the Consumer Affairs Unit (CAU) receiving 4,143 contacts concerning the provision of utility services*

Consumer Appeals and Resolution

The 2024 April 1 – 2025 March 31 period saw the CAU receiving 4,143 contacts concerning the provision of utility services (See Table 10). Of these contacts, thirty-five (35) (or 1%) were accepted for investigation under the Appeals Process; 2,158 (or 52%) were handled in-house, while the remaining 1,950 (or 47%) were referred to their respective service providers for resolution. The contacts received represent a thirty-two per cent (32%) increase over the period 2023 April 1 -2024 March 31

Table 10: Annual Contacts Managed by Consumer Affairs Officers (2020 – 2025)

Service Providers	Periods				
	2024 - 2025	2023 - 2024	2022- 2023	2021 - 2022	2020 - 2021
JPS	1,826	1,255	1,955	2,608	2,794
NWC	1,034	1,081	1,055	1,363	1,380
C&WJ (FLOW)	455	214	156	465	1,126
Columbus Communications (FLOW)	598	377	458	965	970
Digicel	90	119	108	164	275
Others	150	116	77	227	325
Total	**4,143**	**3,135**	**3,823**	**5,792**	**6,870**

Twenty-four (24) appeals remained unresolved up to 2024 March 31 (Table 11), and were carried forward to the new reporting period. For the review period, thirty-five (35) new appeals were accepted, bringing the total number of appeals to fifty-nine (59). Of the new appeals, the Jamaica Public Service Company Ltd. (JPS) and the National Water Commission (NWC) accounted for fifteen (15) and twenty (20) respectively.

Table 11: Appeals Summary for 2024 April 1 – 2025 March 31

Description	No. of Appeals
Appeals from Previous Periods	24
Appeals Received during Reporting Period	35
Total Appeals for Reporting Period	59
Appeals Resolved during Reporting Period	41
Total Appeals at End of Reporting Period	18

Forty-one (41), representing sixty-nine per cent (69%) of the fifty-nine (59) appeals that were investigated during the period were resolved. Of those resolved, fifty-nine per cent (59%) were resolved in the utilities' favour, twenty-two per cent (22%) in the customers' favour, ten per cent (10%) were withdrawn, seven per cent (7%) were mutually resolved and two per cent (2%) were outside of our jurisdiction. Further details on appeals resolution may be seen in Figure 1, while details on appeals resolution for the period 2020 – 2025 are provided in Table 12.

Fig 1. Appeals Resolution

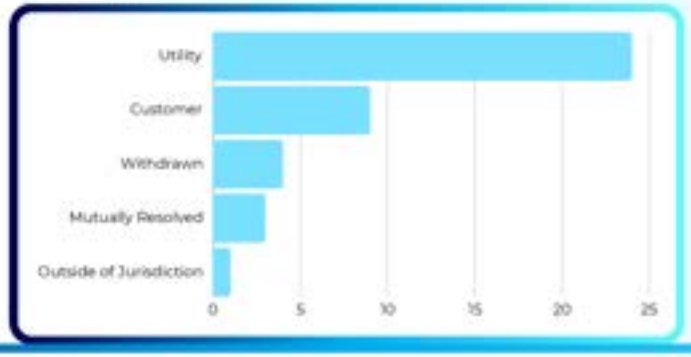




Table 12: Appeals Resolution for the Period 2020 - 2025

Description	2024 - 2025	2023 - 2024	2022 - 2023	2021 - 2022	2020 - 2021
Appeals from previous periods	24	22	10	24	16
Appeals received during the reporting period	35	35	33	32	67
Total appeals for reporting period	59	57	43	56	83
Appeals resolved during reporting period	41	33	29	49	59
Appeals resolution rate for reporting period	**69%**	**58%**	**67%**	**82%**	**71%**

With the established sixty-five (65) working days to complete investigations of customers' appeals, of the fifty-nine (59) appeals reviewed during the reporting period, fifteen (15) (or 25%) were completed within the timeline and twenty-six (26) (or 44%) were completed outside of the timeline. The remaining eighteen (18) (31%) consisted of five (5) appeals that had not exceeded the closure timeline and thirteen (13) appeals that had exceeded the closure timeline.

For the thirty-five (35) new appeals received, twenty-eight (28) were due to be closed by the end of the review period, and seven (7) were due to be closed in the next review period in keeping with the established appeals timeline.

Twenty-seven (27), or 77%, of the thirty-five (35) new appeals were closed, with thirty-seven per cent (37%) being within the established sixty-five (65) working days timeline and forty per cent (40%) being outside the timeline. The remaining eight (8) (23%) consist of one (1) appeal that had not exceeded the closure timeline and seven (7) that had exceeded the closure timeline.

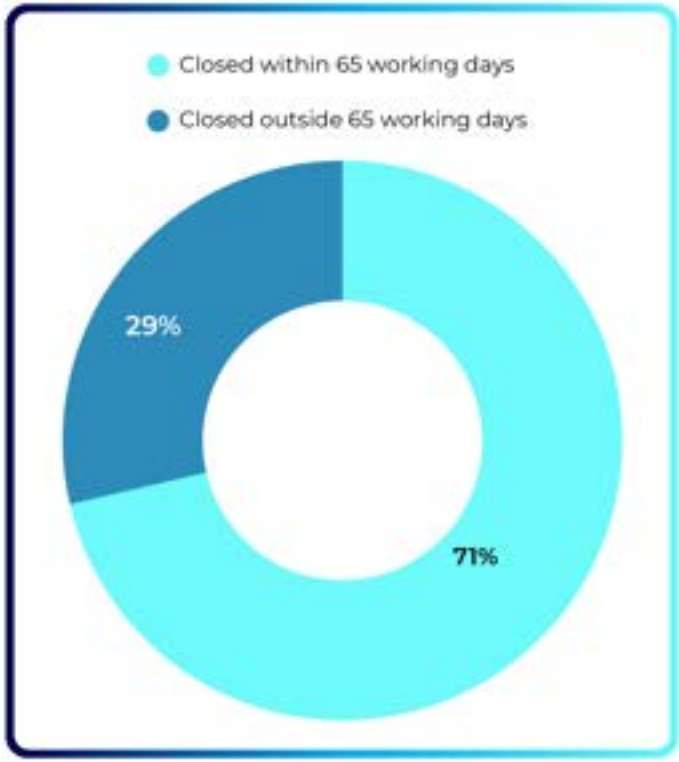
Other Non-Appeal Contacts

In addition to appeals, the OUR also handled complaints, enquiries, opinions, etc., which accounted for fifty-two per cent (52%) (2,158) of total contacts received. The bulk of these contacts were complaints, which represented ninety-two per cent (92%) (1,983). The matters classified as complaints include those that are brought to the service provider, and for which no response was provided within the agreed timeline.

Like the Appeals Process, the OUR has established a sixty-five (65) working day timeline to complete its investigation of customer complaints. This timeline is required to obtain all information from the service providers and customers to ensure that the customer receives a response.

Of the 1,983 complaints handled, 890 (45%) were closed. As is shown in Figure 2, 635 (or 71%) were closed within the established complaints timeline, while the remaining 255 (or 29%) were closed outside of the established timeline.

Figure 2: Closed Complaints for 2024 April 1 – 2025 March 31



For the remaining 1,093 open complaints, JPS accounted for forty-four per cent (44%) while the NWC and FLOW each accounted for twenty-seven per cent (27%). The remaining two per cent (2%) is shared among all other service providers. In addition, nineteen per cent (19%) of the open complaints had not exceeded the sixty-five (65) working days closure timeline with the remaining eighty-one per cent (81%) exceeding the closure timeline.

Further details are provided in Table 13 below.

Table 13: Open Complaints for 2024 April 1 – 2025 March 31

Service Providers	Number of Open Complaints/period				Total
	Current (within 65 working days, 2025 Jan - Mar)	2024 Oct - Dec	2024 Jul - Sept	2024 Apr - Jun	
Digicel	5	3	10	7	**25**
FLOW	54	90	108	41	**293**
JPS	67	115	215	80	**477**
NWC	75	71	57	90	**293**
Small Telecom Providers	0	1	1	0	**2**
Small Water & Sewerage Providers	2	0	1	0	**3**
				Total	**1,093**

Main Customer Concerns

> ***At forty-eight per cent (48%) and twenty-three per cent (23%) of total contacts, respectively, billing matters and service interruption continued to be the main cause of contacts to the OUR***

At forty-eight per cent (48%) and twenty-three per cent (23%) of total contacts, respectively, billing matters and service interruption continued to be the main reason for contacting the OUR. The nature of the billing contacts included: customers' disputes of billed charges to their account, high consumption charges and concerns relating to estimated and retroactive billing. These billing matters included those that related to Hurricane Beryl. Disconnection, at three per cent (3%), accounted for the third highest number of total contacts. Each of the contact categories accounted for two per cent (2%) or less of total contacts.

Consumer Affairs Highlights:

JPS Customer Service Office Closures Impact Assessment Findings and Recommendations (Phase II)

When the Jamaica Public Service Company Limited (JPS) made the decision in 2020 February and March 2021 to close ten (10) of its fifteen (15) offices, it was inevitable that it would impact their customers across the island. JPS's explanation for the closures was that dwindling walk-in visits to its Customer Service Offices (CSO), fuelled by digitisation and further impelled by the Government and globally imposed 'no-contact' COVID-19 policies, were responsible for this decision.

JPS made efforts to stave off the public outcry from its customers about the closure, by proposing what it termed 'other channels' for redress. The OUR also took the view that it needed to conduct a scientific assessment to determine inter alia:

1. The impact, if any, of the CSO closures on customers;
2. The level of satisfaction with the measures or channels implemented by JPS to deliver customer service;
3. The effectiveness of the measures established by JPS to provide customer service;
4. The customer's ease or difficulty with using the customer service measures/channels established by JPS;
5. Whether there are other options through which JPS can deliver customer service, and
6. Whether there are distinctions in the experiences of rural versus urban customers.

The research found that cost, convenience, and access are the main reasons nearly eighty per cent (80%) of JPS customers think JPS should reopen some of its offices, despite their satisfaction with intermediary bill payment agencies and other channels. Notably, only five (5) JPS CSOs now serve over half a million customers, with only one (1) office each serving the counties of Cornwall and Surrey.

The findings of the OUR's impact assessment research revealed that more than three-quarters (77%) of respondents in parishes with no CSO indicated that JPS should reopen the offices. One of the main reasons was that JPS customers prefer to pay their bills at the JPS office, which,

though time-consuming and costly, remains the favoured method. More than half of respondents in parishes with no JPS CSO (58%) reported it took them more than fifty (50) minutes to travel from home to a JPS CSO.

The research indicated that despite customers' satisfaction with the alternative channels, for example, online (77%) and Mobile App (87%), seventy-seven per cent (77%) of JPS customers in parishes without CSOs want the offices to be reopened. These customers cited cost, convenience and access as the main reasons they wanted the JPS CSOs reopened in their parish.

Considering the findings, the OUR's recommendations to JPS included:

- Review of the spatial distribution of customer touchpoints
- Development of a customer solution that satisfies face-to-face/touchpoint requests for specific services, which include new service applications, reporting a complaint and querying a bill
- Zero-rate the My JPS Mobile App

JPS is required to develop an action plan to address the issues with the CSO closures and submit this to the OUR by 2025 November 30.

2024 Mystery Shopping Survey

Utilities customers are still troubled by customer service issues such as long wait times (both in-store and online), poor communication, and poor physical facilities. These are among the findings from the OUR's latest annual Mystery Shopping research, conducted in 2024.

The Mystery Shopping study across the four (4) major utility providers - FLOW, Digicel, Jamaica Public Service Company Ltd. (JPS), and the National Water Commission (NWC), highlights significant, recurring service challenges that negatively impact customer experience. The common issues observed include inadequate customer service engagement, inconsistencies in communication, and poor physical and digital infrastructure. While some agents demonstrated professionalism and knowledge, overall, the customer experience was undermined by inefficiencies, lack of accessibility, unclear processes, and poor responsiveness.

The 2024 findings revealed an average score of sixty-six per cent (66%), up from the fifty-four per cent (54%) performance level of 2023 across in-store, call centers, websites, social media, and the mobile app. The best performing providers were FLOW and JPS, at seventy per cent (70%).



Digicel (82%) and FLOW (89%) had the strongest call center experience, while in-store customer experience among all the providers hovered between sixty-two per cent (62%) and seventy-eight per cent (78%), with Digicel scoring the lowest, moving from fifty-six per cent (56%) in 2023 to forty-six per cent (46%) in 2024. The overall customer experience for online/digital interface, which includes social media, use of mobile apps, and website chats, has a disappointing average score of fifty-eight per cent (58%). In particular, the average score for customer experience on social media remained low, moving from thirty-two per cent (32%) to forty-eight per cent (48%) across all service providers. The performance is disappointing in view of the providers' push to have utility customers conduct business, such as bill payment, service requests, etc., in their digital space.

These findings indicate systemic gaps in customer service protocols, operational efficiency, and infrastructure readiness across the service providers. They also indicate that utility providers could benefit from adopting standardised practices where feasible, enhancing physical and digital infrastructure, and focusing on customer-centric engagement to transform customer experiences. A coordinated effort is necessary to raise the bar for utility service delivery and ensure consistent, high-quality interactions for all customers across all service providers.

Table 14: 2024 Mystery Shopping Results

Service Providers	Total Score
FLOW	70%
DIGICEL	64%
JPS	70%
NWC	58%
Average Score	**66%**

As is customary, the OUR shared the respective findings of the 2024 Mystery Shopping Report with the service providers for their action, particularly with the areas identified for improvement. The OUR will continue to conduct these exercises annually as part of its strategy to assess the customer service delivery of the main utility service providers.

Change in JPS Guaranteed Standards Compensation Mechanism for Residential (Rate 10) Customers following Reconsideration Request

Following its public consultation, the OUR outlined and issued its decision on the Guaranteed Standards (GS) compensation mechanism for JPS Residential (Rate 10) customers in the document titled Determination Notice on the Comprehensive Review of the Guaranteed Standards Schemes for the Jamaica Public Service Company Limited and the National Water Commission, (Document Number: 2024/GEN/007/DET.001) on 2024 February 28.

In making its decision, the OUR consulted on JPS's GS compensation mechanism for its Residential (Rate 10) customers, which is currently based on the Reconnection Fee of $1,650. During the consultation, the OUR explored other bases for computing JPS's GS compensation for its residential customers, which included using: (i) the Customer Charge (fixed charge) with a multiplier and (ii) an average of customers' monthly bills (fixed compensation). Based on the feedback received from the consultations, the decision was made to use an average of twenty per cent (20%) of residential customers' monthly bills to compute JPS's GS compensation for that rate class.

However, following the issuance of the Determination Notice, JPS requested reconsideration of that decision on several grounds and proposed using the Customer Charge with a multiplier instead as the basis for the GS compensation for residential customers.
The OUR reviewed and accepted JPS's proposal on the basis that the approach would be better aligned with the objectives of the GS Scheme. This acceptance was influenced by considerations of whether the proposal would be balanced against the convenience of the implementation mechanism. That is, whether the sum should be based on a fixed charge or fixed compensation and the likely financial impact on the JPS.

Credits & Compensation

> ***Utility companies paid over $456.59 million to consumers between 2024 April and 2025 March, either as a result of actions taken by the OUR or as compensation for breach of the GS.***

Utility companies paid over $456.59 million to consumers between 2024 April and 2025 March, either as a result of actions taken by the OUR or as compensation for breach of the GS.

In relation to the GS, JPS committed a total of 90,188 breaches that attracted potential compensation of approximately $199.68 million, of which $155.04 million (78%) was paid out through automatic compensation. The remaining $44.64 million (or 22%) not paid by the JPS is awaiting a decision on its force majeure relief application made due to the impact of Hurricane Beryl. The NWC committed a total of 13,754 breaches, which attracted potential compensation of approximately $66.13 million. Actual payments amounted to approximately $26.06 million, representing thirty-nine per cent (39%) of total potential amounts, with the remaining sixty-one per cent (61%) not being paid as, among other things, the required claim forms were not submitted. In recognition of the continued low completion of the NWC GS Claim Forms, the OUR will engage the NWC about digitising the GS Claim Forms as well as accepting them digitally. This will aid in removing any additional cost and increase the convenience for the customer in completing and submitting the GS Claim Forms.

Additionally, Private Water and/or Sewerage Service Providers committed a total of twenty-three (23) GS breaches, which attracted potential compensation of approximately $76,000. However, actual payments amounted to only about $45,000 as approximately thirty-nine per cent (39%) of the breaches committed related to the meter repair or replacement GS for which the service providers reported that they were awaiting the completion of the process to purchase needed meters, which includes receiving approval from the OUR. The compensation for the remaining thirteen per cent (13%) of GS breaches was not paid due to, among other things, the non-submission of the required claim form.

The sum secured resulting from our investigation of customers' appeals and complaints amounted to $9.56 million. Of the amounts secured, JPS



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accounted for the greatest share at fifty-three per cent (53%) ($5 million). NWC followed with thirty-six per cent (36%) ($3.4 million) while Columbus Communications Ltd. (FLOW) ($668,000), C&WJ (FLOW) ($350,000), Digicel ($50,000) and Can Cara Development Limited ($2,600) accounted for the remaining eleven per cent (11%).

Upcoming Activities

Use of Technology

One of the mechanisms to improve our service delivery is the development of an OUR mobile app during the upcoming year. The app is expected to benefit customers with 24/7 access to information, allowing them to report a utility matter or get updates on complaints or appeal matters, as well as submit appeals inclusive of attachments (pictures of bills, letters and location) along with latitude, longitude, date, and time.

It is expected to provide the OUR with real-time information on major outages from user reports, push notifications to communicate with large blocks of utility customers, and improved connection with utility customers. It will also provide a portal for the reporting of service disruptions and incidents, inclusive of the data associated with the report, all geotagged.



For the upcoming year, we will engage in other activities to further strengthen our efforts to protect the interests of consumers, namely:

1. Consultation to establish force majeure relief for utility customers.
2. Review of the Guaranteed Standards for the Small Water and Sewerage Service Providers
3. Consultation to review the General Consumer Code of Practice for the Telecommunications Industry.
4. The procurement and establishment of an automated customer service solution to handle all customer interfaces. The selected solution will include the capability for automated updates to be sent relating to customers' appeals and complaints.
5. Completion of the project to Monitor the Utility Service Providers' Complaints. This will inform the OUR about, among other things, the reasons for customers contacting their service providers as well as appropriate measures to implement to improve customer protection.

Public Affairs Unit (PAU)

During the period, the Public Affairs Unit (PAU) undertook activities in its continued quest to educate and update stakeholders about the work of the OUR and canvass public views on utility matters of concern. Of note, much focus was placed on addressing issues pertaining to Hurricane Beryl. This included regular updates on service restoration, media engagement and dissemination on the role and function of the OUR before, during, and after such events. The PAU, as part of its mandate to connect and maintain dialogue with stakeholders, staged several engagements in this regard. This included

webinars, the annual Director-General Stakeholders' Engagement and the Eastern Focus, which placed the spotlight on utility matters in St. Thomas, Portland and St. Mary. The Unit also closely monitored social media and traditional media for any public issues for which responses were needed. The OUR maintained a steady public presence throughout the year through its posts, ads, publications and radio features.



Stakeholder Engagements

Community/Workplace Outreach

As part of the ongoing mandate-driven effort to augment utility consumer education, the PAU carried out seven (7) workplace or community engagements, five (5) of which were in person.

Attendees spanned senior citizens, university, high school, and primary school students, academia, engineers and residents. The focus at each outreach activity was to educate utility customers on their rights and responsibilities and to hear first-hand about their utility concerns. All events included a segment for direct feedback through a question-and-answer segment.

All events were completed as scheduled and within the respective approved expenditure limits.

Table 15: Open Complaints for 2024 April 1 – 2025 March 31

Event	Parish	Date	Format	# of Persons Registered
RE/MAX Real Estate Expo	St. Andrew	2024 April 14-16	In-person	152
UWI-ICENS+UTECH Nuclear Energy conference	St. Andrew	2024 May 2	In-person	50
Jamaica Post staff members	Kingston	2024 Sept 23	Virtual	31
Rotary Club Savanna-la Mar & Sav community	Westmoreland	2024 Nov 12	In-person	38
Mandeville Justice Fair (Seniors)	Manchester	2024 Dec 12	In-person	53
G.C. Foster College Career Expo	St. Catherine	2025 Jan 29	In-person	40
St James Combined Citizens' Association	St. James	2025 March 29	Virtual	31
Total attendees for all outreach 2024-25				**395**

11th Annual Director-General's Stakeholders' Engagement

The 11th Annual Director-General's Stakeholders' Engagement was held using a hybrid format on 2025 March 27 at the Jamaica Pegasus Hotel. The theme of the event, which was well-publicised, was 'Resilience and Response: Learnings from Hurricane Beryl', and featured panelists from the four (4) major utility providers who provided frank reflection on their performance post-Hurricane Beryl and plans to improve on their service delivery and restoration timelines. OUR Director-General, Ansord E. Hewitt, in his State of the Utility Sector address, also provided a critical assessment of the OUR's performance after the hurricane and promised improved communication with the public following any similar occurrence.

Eastern Focus

Consistent with its focus on utility issues impacting consumers in every parish, the OUR organised an Eastern Focus engagement on 2024 December 5. The spotlight was placed on utility matters in St. Thomas, Portland and St. Mary. Residents from these parishes were invited to this virtual meeting to

talk with the OUR representatives, as well as their utility providers. The OUR Director-General also provided an update on utility developments in the three parishes. The concerns raised by residents were logged, and follow-up actions are underway by the OUR's Consumer Affairs Unit and the utility providers.

Webinars

The OUR conducted two (2) webinars during the year.

In addition to broadcasting the webinars live on YouTube and Facebook, for the first time, there was a simultaneous broadcast on the OUR's Instagram page. The webinar titled 'The Electricity Disaster Fund – A Shelter in the Storm' which garnered well over 300 views, was held on 2024 November 4, to provide clarity on the Electricity Disaster Fund (EDF), which was a topic of public discourse in the immediate aftermath of Hurricane Beryl. The presenter was Dr. Cedric Wilson, the OUR's Deputy Director-General with oversight for the electricity and water and sewerage sectors. He provided insights into the purpose of the Fund and how it benefits stakeholders in the electricity sector. A second webinar was held on 2025 March 11 titled, 'Water Service Issues? How the NWC and the OUR can Help'.

The OUR thought it prudent to host this webinar based on its observation of the content of stories in the media and complaints received through its Consumer Affairs Unit, which suggests a deficit in consumer knowledge on how their complaints can be addressed by the NWC and the OUR and the role and remit of the Office. The presenters were Collette Goode, the OUR's Consumer Affairs Specialist (Policy), and Delano Williams, the NWC's Public Relations Manager (Acting). The webinar garnered over 9,000 views.

> *The CPA Department spearheads all utility customer consultations in response to a utility provider submitting a tariff application.*

Tariff Review Consultation - Dairy Spring Limited

The CPA Department spearheads all utility customer consultations in response to a utility provider submitting a tariff application. Customer consultations enable regulatory transparency in tariff application processing. As such, the PAU arranged one customer consultation for the tariff application submitted by Dairy Spring Limited (DSL), a small private water supplier operating in sections of St Ann.



The consultation allowed the principals of DSL to inform its customers about its performance and details of its submission to the OUR. Customers had an opportunity to provide feedback, including on the quality of service and aspects of the application submitted by DSL. Their views help to inform the Consumer Chapter of the final decision document published by the OUR. Customer feedback always forms a vital component in the OUR's assessment of any tariff application.

NWC Media Public Education Campaign

The OUR monitors media coverage on utility matters. To this end, account was taken of reports from NWC customers on various issues ranging from service quality to exorbitant bills. It was noticed that invariably, these stories failed to present a complete picture of the issues, including hearing from the NWC on the matter, presenting information on the considerations that go into investigating a customer complaint and the OUR's remit in handling customer complaints, as well as the appeals process. Guided by this, as well as the results of the OUR's 2024 Consumer Satisfaction Survey, the OUR embarked on a multi-pronged campaign targeting the NWC, media, and customers.

The NWC was engaged to discuss the issues and pain points and to get an understanding of the factors impacting its customer delivery. The OUR held face-to-face meetings with forty-seven (47) media practitioners from six (6) of the main media houses, which have a strong focus on news and current affairs content. These were The Jamaica Gleaner, Jamaica Observer, The Star, Radio Jamaica.



Nationwide News Network and Television Jamaica. The OUR also placed ads in the newspapers and on social media sites and aired features in its weekly radio programme, providing information to customers on the procedure for logging complaints and the OUR's role in complaints handling and logging appeals. Buoyed by the feedback, the OUR intends to stage similar public education campaigns highlighting consumer matters for the other utilities.

Mass Media

The OUR continues to have a steady presence in the media through its weekly and bi-monthly radio features. Its five (5) minute weekly radio programme ***Inside the OUR*** is aired on several radio stations every Wednesday. Its live bi-monthly feature, ***Call the OUR***, continues to be aired during Hotline on Radio Jamaica 94 FM, enabling on-air discussions regarding the regulator's decisions and facilitating live on-air handling of utility consumer complaints.

> *Our five (5) minute weekly radio programme Inside the OUR is aired on several radio stations every Wednesday. Its live bi-monthly feature, Call the OUR, continues to be aired during Hotline on Radio Jamaica 94 FM.*

It also updates the public regularly on its decisions or opines on a current matter which falls under its portfolio. These are done either through media releases or opinion pieces (op-eds). Invariably, these are aired or published by the media houses.

Information requested by journalists on any publication, clarification, and queries on any statement made publicly is easily available through the PAU. The unit is committed to meeting its established

response times for these requests and to granting media interviews whenever it is feasible.

Social Media

The OUR continues to produce and upload a steady stream of content in the major social media spaces, with daily content uploaded on its pages on Instagram, X, Facebook, LinkedIn and YouTube, with the newest being TikTok. The OUR utilised the latest trends to connect with consumers and get across its messages. Through the creation of its TikTok page, the OUR also expanded its reach to the younger consumer base. The second season of the OUR Chat Podcast was also launched during the period, with ten (10) episodes. In 2024-25, mindful of the unique followers on LinkedIn, the OUR refined its page in keeping with its user profile and introduced the OUR Digest LinkedIn Blog.

Figure 3: Overall Social Media Performance

Profile ▲	Audience	Net Audience Growth	Published Posts	Impressions	Engagements	Engagement Rate (per Impression)
Reporting Period Apr 1, 2024 - Mar 31, 2025	**25,744** ↗9%	**2,144** ↗18.8%	**1,779** ↗5.9%	**1,561,123** ↘21.4%	**17,490** ↘11%	**1.1%** ↗13.3%
Compare To Apr 2, 2023 - Mar 31, 2024	**23,619**	**1,805**	**1,680**	**1,986,970**	**19,654**	**1%**

Across platforms, the OUR saw strong digital growth overall from 2024 April to 2025 March. Total impressions reached 1.56 million, a twenty-one point four percent (21.4%) decrease, with 17,491 overall engagements. Instagram grew to 7,343 followers, a twenty-eight point eight per cent (28.8%) increase, and LinkedIn rose to 799 followers, up 188.2 per cent. X gained 907 new followers and 63,889 impressions with an engagement rate of four point one per cent (4.1%). Facebook added eighty-eight (88) followers and delivered 59,267 impressions and 11,354 engagements. LinkedIn had the highest engagement rate at seven point seven per cent (7.7%), while Facebook led in video views with over 23,200.

The OUR Chat Podcast

Season 2 of the OUR Chat Podcast successfully delivered all ten (10) planned episodes and maintained a balanced gender split. It effectively reached its key demographic, with fifty per cent (50%) of listeners falling within the 23-27 and 45-59 age ranges. Local engagement remained strong with seventy-nine point nine per cent (79.9%) of listeners based in Jamaica and ten point two per cent (10.2%) from the United States. The season introduced new hosts, welcomed external guests, and generated over 190,000 social media ad views and 4,963 link clicks.

> *The OUR launched its TikTok page on 2025 January 20. Between 2025 January and March TikTok proved to be a valuable platform for audience engagement as it generated over 15,000 video views and reached 13,291 unique viewers.*

TikTok

The OUR launched its TikTok page on 2025 January 20. Between 2025 January and March TikTok proved to be a valuable platform for audience engagement as it generated over 15,000 video views and reached 13,291 unique viewers, with ninety-four point seven per cent (94.7%) being new. The majority of traffic came from the For You Page, and a viral moment in 2025 March significantly boosted reach. Although repeat engagements were modest, the performance confirmed TikTok's potential to expand the OUR's messaging to a broader younger audience.

LinkedIn

The launch of the OUR Digest on LinkedIn in 2024 October strengthened the organisation's digital presence. Thirteen (13) articles were published by 2025 February, resulting in 274 subscribers and 125 new followers. The platform recorded 37,917 impressions, with 32,337 from sponsored content. The most viewed article featured the OUR Chat Podcast and generated over 11,000 impressions and 160 clicks.

YouTube

Between 2024 April and 2025 March, The OUR Jamaica Hub, the OUR's YouTube channel, recorded a total of 58,930 views, a substantial increase from 8,286 views in the previous year, marking over 600% growth.

Non-subscribed viewers accounted for most views at ninety-five point five per cent (95.5%) (56,513), while subscribed viewers made up four point one per cent (4.1%) (2,417). Notably, while the percentage of views from subscribed users decreased (from 12.0% to 4.1%), the actual number of subscribed views more than doubled, indicating increased engagement from the existing subscriber base.

The 19th Annual OOCUR Conference

In 2024, two members of the PAU team made presentations at the 19th Organisation of Utility Regulators (OOCUR) Conference held in 2024 October. Public Affairs Coordinator (Social Media), Jody-Anne V. Lawrence, presented on the topic, ***The New Digital Frontier in Communications for Regulatory Entities***. She was later invited to host one of the OOCUR's Communications Webinar Series, leading a session on the Do's and Don'ts of Communicating on Social Media. The OUR's Coordinator for its Information Centre, Colleen Mignott, presented at the OOCUR Conference on the topic, ***Best Practices for Managing a Utilities Regulatory Information Centre***. The presentations were well received based on the feedback of attendees.

OUR Information Centre (OURIC)

The current digital strategy of the OURIC is guiding the OUR through a digital transformation journey. This is expected to result in increased access through the digitalisation/automation of routine processes, operations, and programmes - collection development, loan services, research services, and reference and information services – as well as incorporating digital formats. The latter will involve: the acquisition of material created in digital form and the conversion of physical formats into digital ones. The resulting innovations and revamped library work processes will provide users with access to electronic information, resources and services. The digitisation of physical materials, that is, the process of converting physical books, documents, and other media into digital formats, is the next important step. During the period, OURIC continued its work toward the digitisation of its collections in keeping with the needs of its internal and external stakeholders.

After two site visits at the UWI and the Scientific Research Council to observe digitisation operations firsthand, best practices and workflows were identified that could be adopted to ensure efficiency in the process. Additionally, a deep dive assessment of the digital library was conducted 2024 April to September, after which a detailed status report was completed to highlight key findings and outline the next steps. The work continued throughout the period to refine the collection, including acquiring, updating, and curating digital materials.

To ensure broad internal stakeholder engagement and effective implementation of all digitisation efforts, a Digitisation Selection/Advisory Committee (DSC) was established, bringing together diverse expertise to guide the process, ensure alignment with organisational goals and support transparency



and accountability in the selection of materials considered suitable for digitisation.

Stakeholder Engagement - Library Week activities

OURIC's participation at the 19th Annual OOCUR Conference in Suriname in late 2024 October was the key factor shaping a modified approach to its stakeholder engagement efforts for Library Week, which was observed during the same period, 2024 October 28 - November 1. A social media campaign was successfully launched and delivered, as OURIC marked its 21st anniversary on 2024 October 16. Commemorative materials showcasing major milestones in its history, contributions, and achievements were designed and developed for internal and external distribution.

Upcoming Events

The Public Affairs Unit will continue to employ strategies to meet the stakeholders where they are most comfortable receiving information, whether through social media, mainstream media, or more intimate connections through face-to-face and online direct engagements.

It will also be exploring new avenues of communications, guided by the findings in the OUR's 2024 Consumer Satisfaction Survey. It will seek to employ more Artificial Intelligence in its work, guided by the organisation's Data Privacy Policy and other considerations. Bolstered by the drastic increase in views on the OUR Jamaica Hub YouTube Channel, the Office will continue to diversify its content creation that is relevant to its viewers in the upcoming year.

Work will also start on an OUR app and continue content creation relevant to viewers on each social media platform on which the OUR has a presence. It will continue to provide support to other areas of the OUR, including in the planning of consultations as part of the tariff review process.

The work on digitising materials in the Information Centre will get underway in earnest, with the goal of allowing 24/7 public access to materials online.



Regulation, Policy, Monitoring and Enforcement

Electricity

In addition to the ongoing geopolitical tensions and international disquiet, Jamaica's utility sectors were exposed to extraordinary conditions in 2024 caused by Hurricane Beryl, which affected the island on 2024 July 3. Many customers endured the absence of regular water and electricity supply for days, and in some cases weeks, as utility companies toiled to repair damaged infrastructure and restore service. Given the path of the hurricane, with the eye passing to the south of the island, the parishes of Manchester and St. Elizabeth experienced higher levels of disruptions. All electricity supply was fully restored by 2024 August 31.

> *Despite the challenges, the energy industry landscape is rapidly being transformed through technological innovation, which has accelerated the rate of grid modernisation.*

Despite the challenges, the energy industry landscape is rapidly being transformed through technological innovation, which has accelerated the rate of grid modernisation. These new technologies include the deployment of smart meters, distribution system automation and energy resources management systems. The development of distributed energy resources (DER) is a noted facilitator of new and emerging supply options, which has had competitive implications in the electricity market and is challenging the traditional utility business model. Considering the national energy policy objectives to reduce dependence on imported fossil fuels and to develop a resilient and environmentally sustainable energy sector through the increased use of economically viable indigenous renewable energy (RE) resources, DERs seem set to play a crucial role in transforming Jamaica's energy industry.





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Electricity Sector

There were several incremental improvements and beneficial developments in the year 2024, compared to 2023. These include:

- A 1.09 percentage point reduction in annual system losses.
- An average reduction of 0.29 US¢/kWh in fuel rates.
- Private investment commitments to construct utility-scale renewable energy generation projects
- Increased penetration of distributed generation (DG) based on indigenous energy resources.
- Expanded support to the GOJ's goal to achieve fifty per cent (50%) penetration by 2030.

The Generation Procurement Entity (GPE) awarded contracts for the implementation of 100MW Generation from Renewable Sources, 50MW from solar, and 49.83MW from wind. This supports the GOJ's fifty per cent (50%) penetration target by 2030.

Notwithstanding the positive developments highlighted above, performance on the quality of service was less impressive in the sector. Service reliability continues to deteriorate, particularly in relation to the duration of outages.

Based on the approved reliability targets for 2023, System Average Interruption Duration Index (SAIDI) at 1,313.0 minutes/customer, System Average Interruption Frequency Index (SAIFI) was set at 11.0 interruptions/customer, and Customer Average Interruption Duration Index (CAIDI) at 120.2 minutes/customer.

> *SAIDI in 2023 and 2024 were 2,403.3 and 2,274.9 minutes/interruption, respectively, which is more than seventy per cent (70%) above the approved target.*

SAIDI in 2023 and 2024 were 2,403.3 and 2,274.9 minutes/interruption, respectively, which is more than seventy per cent (70%) above the approved target. CAIDI in 2023 and 2024 were 204.4 and 222.2 minutes/customer respectively, which is more than eighty per cent (80%) above the approved target. SAIFI, was the only one of the three (3) indices found within an acceptable range, registering 11.8 interruptions/customer and 10.2 interruptions/customer in 2023 and 2024 respectively. Although the utility is penalised for the below target service quality, there is a need for a re-examination of the 'quality of service' regulations toward promoting a higher quality of service performance.

Electricity System Performance Indicators

Customer Statistics

Reports from JPS, indicate that there were 705,707 service accounts at the end of 2024, representing an increase of 10,513 service accounts relative to 2023 or an increase of 1.4%. As shown in

Table 16, the service accounts from 2019 to 2024 comprise six (6) customer categories plus others, and the corresponding number of service accounts. The residential category accounts for 89.4% of the total. Of the increased number of service accounts in 2024, with respect to 2023, Rate 10 and Rate 20 customer classes were the predominant contributors to the increases, registering a change of 8,451 and 1,040 accounts, respectively. As shown in the table, the number of service accounts increased for Rate 40, Rate 50, and Rate 60, but Rate 70 showed a reduction. The evidence suggests that the increase in the total number of service accounts is largely attributable to new service connections associated with the large-scale development of residential dwellings in recent years.

Table 16: JPS Customer Base (2019–2024)

Table 16: JPS Customer Base (2019–2024)									
Year	Rate 10	Rate 20	Rate 40	Rate 50	Rate 60	Rate 70	Other	Total	% Change
	Residential Service	Commercial (General Service)	Large C&I (LV)	Large C&I (MV)	Streetlights & Traffic Signals	Wholesale Class (MV)			
2019	600,857	69,059	1,862	147	475	23	2	**672,425**	-
2020	606,095	68,882	1,879	149	497	24	-	**677,526**	0.76
2021	616,804	69,784	1,890	148	482	24	-	**689,132**	1.71
2022	610,733	69,533	1,899	151	497	24	-	**682,837**	-0.91
2023	622,392	71,225	1,916	152	481	26	-	**696,192**	1.96
2024	**630,845**	**72,265**	**1,926**	**158**	**490**	**23**	-	**696,192**	1.4
% of 2024 Total	**89.39**	**10.24**	**0.27**	**0.02**	**0.07**	**0.00**	-	**100.00**	-

System Demand Indicators

System Peak Demand

For the 2024 annual operating period, the system's peak demand of 678.1MW was recorded at 9:00 p.m. on 2024 May 20. The associated system load curve for those days is shown in Figure 4.

Figure 4: System Load Curve for 2024 May 20 (Peak Demand Day)

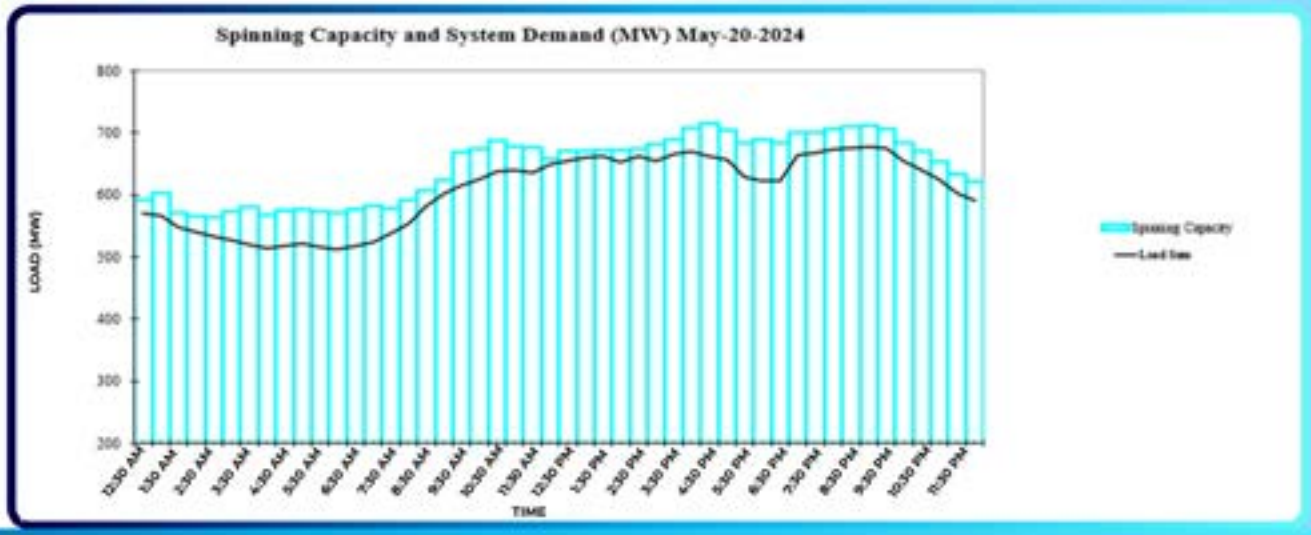


Table 17: Electricity System Demand-related Performance Indicators (2019-2024)

ELECTRICITY SYSTEM DEMAND-RELATED INDICATORS (2019-2024)								
Year	Peak Demand (MW)	Net Generation (GWh)	Load Factor (%)	Billed Sales (GWh)	System Losses (GWh)	System Losses (%)	Fuel Rate (US ¢/kWh)	IPP Charge (US ¢/kWh)
2019	660.9	4,429.87	76.52	3,275.93	1,153.94	26.05	-	-
2020	638.0	4,227.43	75.43	3,042.64	1,184.79	28.03	-	-
2021	631.6	4,303.96	77.79	3,086.19	1,217.77	28.29	15.89	6.345
2022	643.7	4,424.77	78.47	3,170.20	1,254.57	28.35	20.765	6.632
2023	692.0	4,664.86	76.95	3,365.10	1,299.76	27.86	16.079	6.233
2024	678.1	4,590.94	77.29	3,361.77	1,229.17	26.77	15.78	6.350
Change = (2024-2023)	-13.90	-73.92	0.34	-3.33	-70.59	-1.09	-0.30	0.12
% Change = (2024-2023)	-2.01	-1.58	-	-0.10	-5.43	-	-1.86	-1.88

In addition to the system peak demand, Table 17 shows the annual system peak demand and net generation from 2019–2024. A comparison of the peak demand in 2024 to that of 2023 shows that the annual peak demand not only decreased by 13.90MW (-2.01%) but also occurred in May, a noted deviation from July, which has been the trend from the previous years. A possible causal factor in the peak demand shifting from July to May was the impact of Hurricane Beryl, where the majority of customers had no electricity supply for at least a few days in July. Furthermore, the absence of supply persisted in the worst-affected areas until the latter part of 2024 August. Notwithstanding this, the annual peak demand in 2024 still exceeded the peak demand in 2022, which suggests that the previous trend of the peak demand occurring in July might have continued had it not been for the disruption caused by the hurricane

> *A comparison of the peak demand in 2024 to that of 2023 shows that the annual peak demand not only decreased by 13.90MW (-2.01%) but also occurred in May, a noted deviation from July, which has been the trend from the previous years.*

System Net Generation

The system's annual net generation for 2024 was 4,590.94. At a peak demand of 678.1MW along with the energy output for 2024, the system recorded a load factor of seventy-seven per cent (77%). This is consistent with the outcome from previous years. In comparison to 2023, the 2024 electricity billed sales figure indicates a reduction of 3.33GWh. This is explained by a drop in energy output and demand triggered by the hurricane.

Of the total net generation of 4,590.94GWh, electricity sales accounted for 3,361.77 GWh (73.23%), while system losses accounted for 1,229.17GWh (26.77%).

System Losses

The system losses in 2024 were 26.77% of net generation, as shown in Table 18. Although system losses in 2024 amounted to 70.59GWh less than system losses in 2023, the outcome does not appear to be attributable to any explicit

reduction initiative by JPS. The loss reduction is more suitably explained by the system events during and immediately after Hurricane Beryl.

The fact that net generation fell by approximately 74GWh compared to just over 3GWh of reduction in billed sales is no cause for comfort. The longstanding problem of system losses requires serious attention. To provide some additional perspectives, Table 18 shows the annual profile of system losses for the 2019–2024 tariff period in the form of an energy balance from 2019–2024.

Table 18: System Energy Balance (2019–2024)

SYSTEM ENERGY BALANCE (2019-2024)										
Component	2019	2020	2021		2022		2023		2024	
	Allocations (GWh)	Allocations (GWh)	Allocations (GWh)	% of Net Generation	Allocations (GWh)	% of Net Generation	Allocations (GWh)	% of Net Generation	Allocations (GWh)	% of Net Generation
Technical Losses (TL)	350.69	334.31	340.49	7.91	343.67	7.77	363.17	7.79	356.44	7.76
Non-Technical Losses (NTL)	803.25	850.48	877.28	20.38	910.91	20.59	936.63	20.07	872.73	19.01
TOTAL SYSTEM LOSSES	**1,153.94**	**1,184.79**	**1,217.77**	**28.29**	**1,254.57**	**28.35**	**1,299.76**	**27.86**	**1,229.17**	**26.77**
BILLED ENERGY	3,275.93	3,042.64	3,086.19	71.71	3,170.20	71.65	3,365.10	72.14	3,361.77	73.23
NET GENERATION	4,229.87	3,042.64	4,303.96	100.00	4,424.77	100.00	4,664.86	100.00	4,590.94	100.00

Key Points

- Annual system losses in GWh increased steadily from 2019 to 2023 and then decreased by 1.09 percentage points in 2024 relative to 2023.
- Technical losses (TL) reported in 2024 were approximately 0.02 percentage points lower than reported in 2023.
- Non-technical losses (NTL) increased in GWH terms steadily from 2019 to 2023 and then decreased in 2024 by approximately 1.02 percentage points.

It is obvious that the small reduction in system losses is explained by the disruption caused by the hurricane. The system losses statistics over the last five (5) years, however, suggest a serious problem which requires more effective strategies and greater collaboration between JPS and stakeholders.

Energy Sales

Table 19 summarises the electricity sales for the 2019–2024 tariff period. The data show that the sales volume in 2024 was 0.2% less than the 2023 sales volume but 2.6% greater than the 2019 sales volume, the year before the pandemic. This is evidence of an electricity sector that has remained resilient after enduring the effects of the COVID-19 pandemic and coping with Hurricane Beryl in 2024.

Pertaining to the 2024 sales volume distribution across customer classes, the percentage of total sales allocated to Rate 10 was 35%, Rate 40 was 24%, Rate 20 was 19%, Rate 50 was 11%, Rate 70 was 10%, and Rate 60 was 1%.

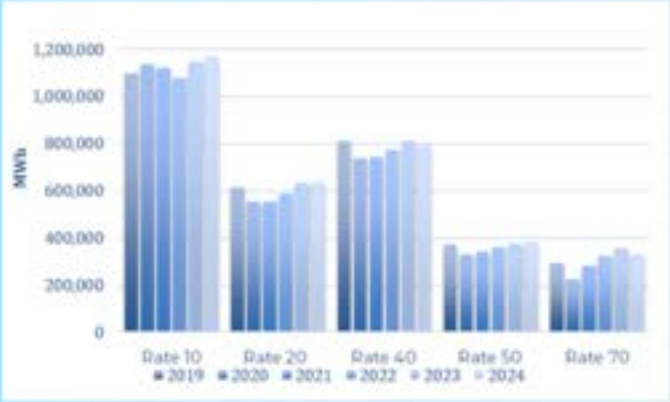
Figure 5 provides a graphical representationof the 2019–2024 annual energy sales distribution. Rate 60, Streetlight, has grown negatively over the last five (5) years because of the replacement of sodium vapour lamps with LED technology. Additionally, Rate 50 is the only customer class that shows a consistent increase in sales volume over the last six (6) years. For 2024, Rate 10 and Rate 20 sales volume increased in 2024 over 2023, while the sales volumes for Rate 40 and Rate 70 in 2024 were less than those in 2023.



Table 19: Annual Energy Sales Breakdown by Customer Category (2019-2024)

JPS 2019-2024 ENERGY SALES BREAKDOWN (MWh)								
YEAR	RATE 10	RATE 20	RATE 40	RATE 50	RATE 60	RATE 70	OTHER	TOTAL BILLED ENERGY
2019	1,100,737	615,424	811,884	371,289	59,427	294,236	22,934	**3,275,932**
2020	1,138,659	554,019	740,678	331,857	51,545	225,796	86	**3,042,641**
2021	1,123,328	545,915	742,629	343,079	49,431	281,809	-	**3,086,191**
2022	1,080,875	589,456	775,118	361,262	41,455	322,033	-	**3,170,198**
2023	1,147,708	633,586	811,180	376,909	40,073	355,645	-	**3,365,101**
2024	**1,171,284**	**638,208**	**798,453**	**383,551**	**39,180**	**329,094**	**-**	**3,359,770**
% of 2024 Total	2.05	0.73	-1.57	1.76	-2.23	-2.23	-	**100.00**

Figure 5: Annual Energy Sales Distribution (2019-2024)



2024 Monthly Demand

As shown in Table 20 below, customer monthly peak electricity demand increased progressively from January to May, then trended downwards to December, with the lowest demand reported for November. Monthly peak demand during 2024 ranged from 597.4MW to 678.1MW, reflecting seasonal variations typical of electricity supply systems in tropical Jamaica.

It should be noted that the system registers relatively low demand levels in the so-called 'winter months' (December-February). However, the pattern appears to have been disturbed owing to a second but lesser tropical cyclone, Hurricane Rafael, which impacted Jamaica on 2024 November 5.

Climate change and more extreme weather conditions are impacting demand and consumption patterns to the extent that there is a deviation from past trends, which means there may be a need for more frequent reassessment of all risk factors to service reliability and system resilience.

The demand data reported for 2024 indicate that the monthly mean system net generation was 382,578MWh and varied between 338,069MWh and 415,687MWh in February and May, respectively. Correspondingly, the reported monthly mean electricity sales volume was 279,981MWh, with a variation range between 260,930MWh in April and 297,561MWh in June. Figure 6 shows a graphical representation of the monthly system net generation, energy sales and peak demand.



Table 20: 2024 Monthly System Demand Data

2024 MONTHLY SYSTEM DEMAND DATA								
Month/Year	Peak Demand (MW)	JPS Net Generation (MWh)	IPPs Net Generation (MWh)	System Net Generation (MWh)	Energy Sales (MWh)	System Losses (%)	Fuel Rate (US¢/kWh)	Average IPP Charge (US¢/kWh)
2024 January	613.8	91,434	291,968	383,402	276,895	27.78%	14.930	6.629
2024 February	607.4	82,406	255,663	338,069	260,930	22.82%	15.944	6.714
2024 March	628.5	93,329	294,216	387,545	268,121	30.82%	13.736	6.386
2024 April	644.5	102,582	285,552	388,134	279,987	27.86%	15.485	5.833
2024 May	678.1	102,402	307,374	415,687	290,813	29.03%	15.779	6.311
2024 June	672.6	94,980	306,065	401,045	297,561	25.80%	15.570	6.299
2024 July	643.8	92,967	253,016	345,983	266,124	23.08%	20.423	6.653
2024 August	664.0	96,423	308,067	404,490	284,750	29.60%	13.478	5.835
2024 September	672.4	99,466	289,744	389,210	294,108	24.43%	14.819	5.961
2024 October	651.2	103,689	298,780	402,469	286,186	28.89%	15.753	6.182
2024 November	597.4	80,642	278,424	359,066	278,739	22.37%	17.346	6.344
2024 December	624.7	90,646	285,191	375,838	275,556	26.68%	16.142	6.509
2024 SUMMARY	**678.1**	**1,130,966**	**3,454,060**	**4,590,938**	**3,359,770**	**26.82%**	**6.509**	**6.509**
2024 Maximum	678.1	103,689	308,067	415,687	297,561	30.82%	20.42	6.71
2024 Minimum	597.4	80,642	253,016	338,069	260,930	22.37%	13.48	5.83

Figure 6: System Generation/Demand Profile (2024 January – December)





Figure 7 shows a trajectory of the 2024 monthly system losses. As illustrated, the losses varied between 22.37% in November and 30.83% in March. As mentioned previously in Table 18, the total system loss for the 2024 was 26.77%.

Figure 7: 2024 Monthly System Losses





Energy Supply Mix

The primary sources of energy used for electricity generation are: Heavy Fuel Oil (HFO), Automotive Diesel Oil (ADO), Natural Gas (NG) and Renewable Energy (RE) resources.

Table 21 shows the contribution of these energy sources to the annual system net generation from 2019-2024.

Table 21: System Annual Net Generation Breakdown by Primary Energy Source (2019–2024)

2019-2024 SYSTEM NET GENERATION BY PRIMARY ENERGY TYPE (GWH)									
MONTH/YEAR	NG	HFO	WIND	HYDRO	SOLAR	ADO	NET BILLING	OTHER	TOTAL
2019	1,162.36	2,647.27	274.51	152.71	89.94	103.04	3.37	0.34	**4,429.83**
2020	2,481.19	1,167.55	281.42	134.48	124.48	38.31	4.18	0.37	**4,227.43**
2021	2,689.51	1,054.25	264.55	137.69	132.22	25.74	4.85	0.31	**4,303.96**
2022	2,319.18	1,297.20	272.33	118.93	126.25	285.59	5.09	0.21	**4,424.77**
2023	2,810.86	1,334.96	231.72	110.28	127.49	43.44	5.63	0.44	**4,664.84**
2024	2,738.78	1,326.69	238.00	122.47	122.47	43.81	5.67	0.23	**4,590.94**
% of 2024 Total	59.66%	28.90%	5.18%	2.67%	2.51%	0.95%	0.12%	0.01%	**100.00%**
Change = (2024-2023) GWh	-72.08	-8.28	6.28	12.19	-12.19	0.37	0.04	-0.21	**-73.90**
% Change = 2024-2023	-2.63%	-0.62	2.64	9.95	10.58	0.84	0.65	-91.30	**-91.30**

The relative contribution of each primary energy source to net generation in 2024 was: Natural Gas (NG) - 59.66%, Heavy Fuel Oil (HFO) - 28.90%, Automotive Diesel Oil (ADO) - 0.95%, Renewable Energy (RE) resources - 10.36%, and 0.01% from other sources.

Figure 8: Net-Generation by Primary Energy Source (2019 - 2024)

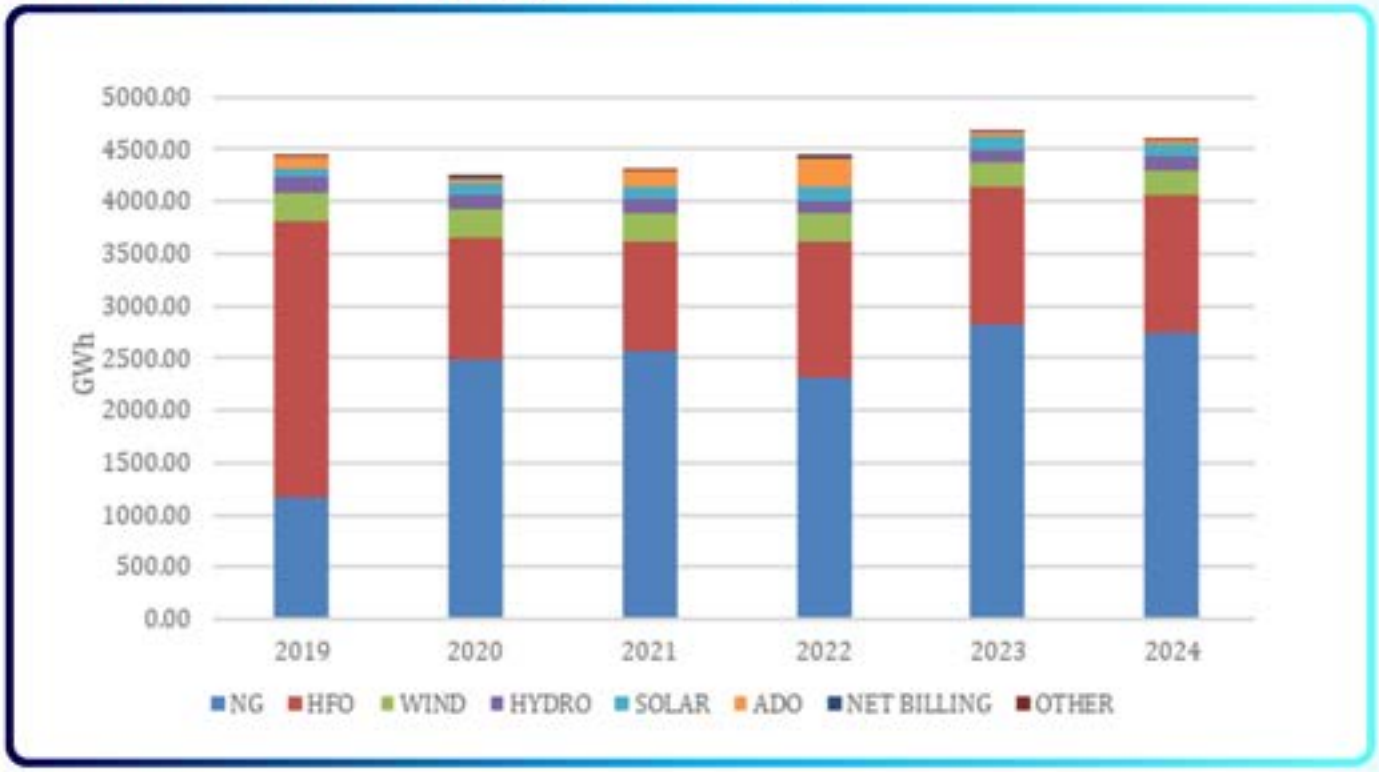
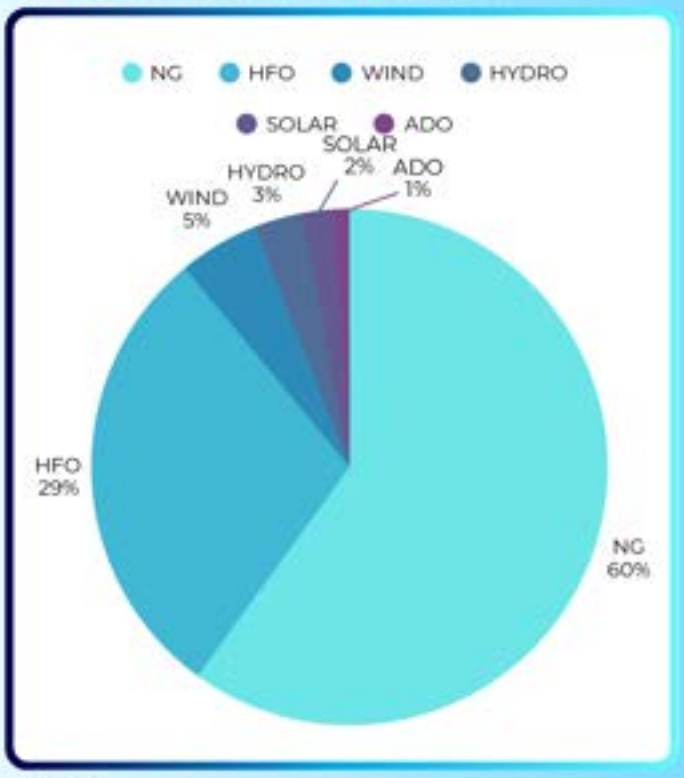


Figure 9: 2024 Net Generation Distribution



Since 2020, natural gas (NG) has been the predominant energy source for electricity generation and supply to the national electricity grid, as shown in Figure 8. To reiterate the view expressed in the 2023 Annual Report, this increased utilisation of NG significantly surpassed the 2009-2030 National Energy Policy (NEP) 2030 projection and, as a result, reduced the heavy dependence on imported liquid fossil fuels (petroleum-based) for electricity generation. Notwithstanding, this energy diversification strategy is not without repercussions as it seems to have effectively resulted in a 'fuel substitution' without essentially reducing the overall dependence on fossil fuel (liquid or gas) since the introduction of NG in 2016. In this regard, it may be necessary going forward to accelerate activities toward increased RE penetration in the electricity systems to achieve more economically sustainable energy in the long run.

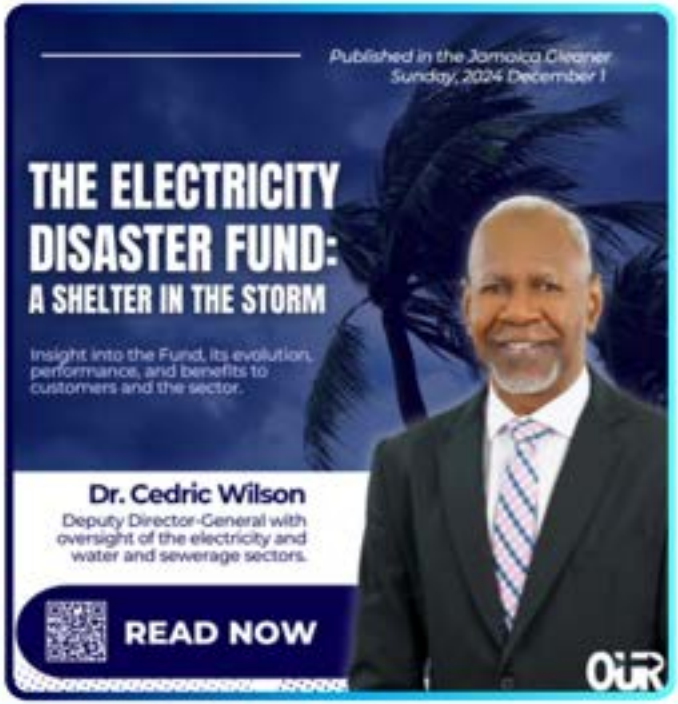
> *Since 2020, natural gas (NG) has been the predominant energy source for electricity generation and supply to the national electricity grid.*

Renewable Energy Generation

The annual generation from RE sources reported for the 2019-2024 period is shown in Table 22.

Table 22: Annual Net Generation from RE Sources (2019-2024)

2019-2024 NET GENERATION FROM RE SOURCES					
Year	Net Generation (GWh)	RE Net Generation (GWh)	RE% of Net Generation	NEP RE Target	Remarks
2019	4,429.87	516.42	11.66	-	
2020	4,227.43	540.01	12.77	15.00%	
2021	4,303.96	534.15	12.41	-	
2022	4,424.77	522.59	11.81	-	
2023	4664.86	475.13	10.19	-	
2024	**4,590.94**	**475.76**	**10.36**	**-**	**2020 RE target not yet achieved.**
Change = (2024-2023)	-73.92	0.63	0.71	-	
% Change = (2024-2023)	-1.58	0.13	1.67%	-	





In 2024, 475GWh of electricity from RE generation was supplied to the grid. Relative to 2023, this was an increase of 0.13%. Over the period, 2019–2022, RE generation was above 500GWh. However, it fell to sub-500GWh levels in 2023 and 2024. In 2024, the sub-500GWh performance can be explained by the effect of the hurricanes on the system. For a breakdown of net generation by RE sources, refer to Table 23.

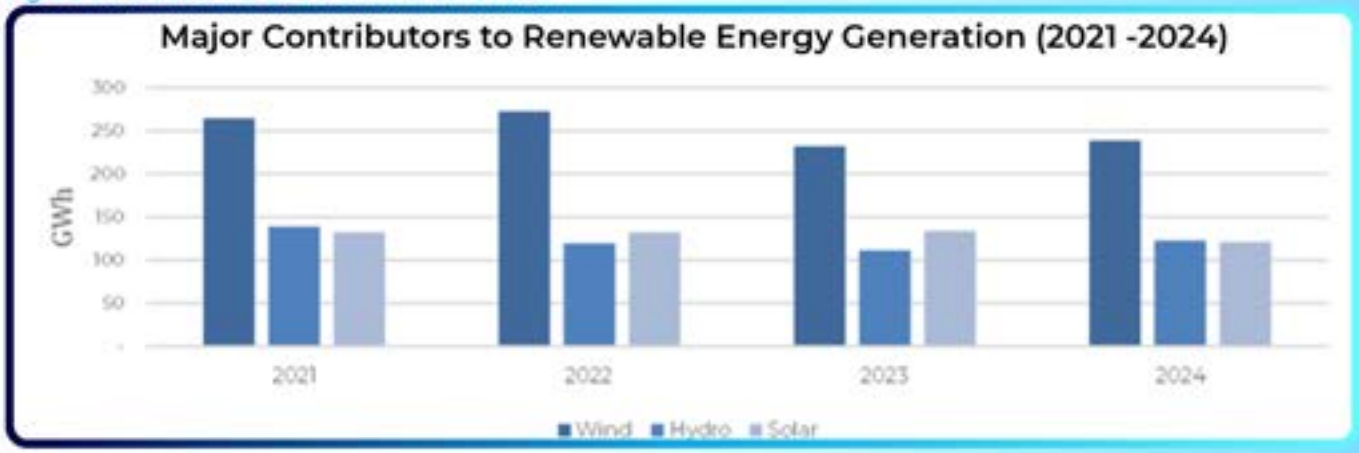
Table 23: Net Generation by RE Plants (2021-2024)

RE NET GENERATION BREAKDOWN BY PLANT (2021-2024)											
RE Plants	Capacity (MW)	RE Net Generation (MWh)				Capacity Factor (%)				Net Gen Change = (2024-2023) MWh	% Change in Net Gen (2024-2023)
		2021	2022	2023	2024	2021	2022	2023	2024		
JPS Hydro	28.66	137,687.56	118,929.86	110,280.43	122,470.31	54.84%	47.37%	43.93%	48.78%	**12,189.88**	11.1%
Wigton I	20.7	51,467.29	50,140.32	43,556.10	40,052.01	28.38%	27.65%	24.02%	22.09%	**-3,504.09**	-8.0%
Wigton II	18	51,774.14	52,634.44	43,272.08	42,242.65	32.83%	33.38%	27.44%	26.79%	**-1,029.43**	-2.4%
Wigton III	24	43,573.93	46,068.91	39,402.84	40,513.97	20.73%	21.91%	18.74%	19.27%	**1,111.13**	2.8%
BMR	36.3	116,994.59	122,971.70	105,493.63	115,186.67	36.79%	38.67%	33.18%	36.22%	**9,693.04**	9.2%
JPS Munro Wind	3	743.04	511.05	(1.22)	-	2.83%	1.94%	0.00%	0.00%	**1.22**	100.0%
Content Solar	20	44,372.14	45,798.20	45,751.92	43,782.23	25.33%	26.14%	26.11%	24.99%	**-1,969.69**	-4.3%
EREC	37	82,687.83	80,451.63	81,742.79	71,515.26	25.51%	24.82%	25.22%	22.06%	**-10,227.53**	-12.5%
Net Billing	28.66	4,845.94	5,088.25	5,632.46	5,272.27	54.84%	47.37%	43.93%	41.22%	**-360.19**	-6.4 %
TOTAL		**534,146.46**	**522,594.36**	**475,131.03**	**475,763.11**					**632.08**	**0.13**

The current RE penetration level of fifteen per cent (15%), which is prescribed by the National Energy Policy (NEP), has not yet been achieved. As indicated in Table 22, the 2024 RE% of net generation was at 10.36%. However, it is expected that by 2027, the 100MW RE generation procured by the Generation Procurement Entity will achieve the 2020 15% target, albeit belatedly.

Further illustration of the annual RE generation distribution and performance trajectory is provided in Figure 10.

Figure 10: Annual RE Generation Distribution



Fuel Cost and Charges

Fuel Supply and Price Dynamics

Natural Gas supply to the island is from one supplier, New Fortress Energy. Since 2020, approximately sixty per cent (60%) of electricity demand has been satisfied by NG, and as a result, the electricity sector is unavoidably exposed to the risk of inadequate diversification. Together, NG and fuel oil meet ninety per cent (90%) of electricity demand in the sector. As such, the sector is susceptible to the negative effects of international fuel markets and geopolitical events, which can impact fuel supply arrangements. As it stands, although there are pricing mechanisms included in the Gas Sales Agreements (GSAs) to stabilise NG prices, the availability and prices of fuel imports are largely outside the control of JPS and Independent Power Producers (IPPs).

Regarding fuel prices, Tables 24 and 25 show the annual mean prices of HFO, ADO, and NG utilised in the production of electricity supplied to the grid over the 2019–2024 tariff period.

Table 24: Average Price of Fuels used for Electricity Generation (2019-2024)

AVERAGE PRICE OF FUELS USED FOR ELECTRICITY GENERATION						
YEAR	HFO (JPS PLANTS)		ADO		NG	FUEL RATE
	(US$/ BBL)	(US$/ MMBTU)	(US$/ BBL)	(US$/ MMBTU)	(US$/ MMBTU)	(US¢/ kWh)
2019	67.19	10.69	96.35	16.54	12.66	14.085
2020	47.65	7.58	64.87	11.14	11.82	14.427
2021	72.99	11.61	95.09	16.33	14.25	15.89
2022	91.59	14.57	195.29	33.53	16.65	20.774
2023	80.33	12.78	175.37	30.16	13.76	16.079
2024	**81.87**	**12.97**	**158**	**25.85**	**13.54**	**15.784**

As shown in Table 24, the annual average fuel prices fluctuated over the 2019–2024 period, which are reflected in the relevant fuel costs associated with grid electricity generation. Observably, the annual average plant gate price for NG supplied to JPS's generation plants was the most stable, with a variation range between US$11.82/MMBTU in 2020 and US$16.65/MMBTU in 2022. The annual average plant gate prices for HFO supplied to JPS's generation plants varied between US$7.58/MMBTU (US$47.65/Barrel) in 2020 and US$12.97/MMBTU (US$81.87/Barrel) in 2024. The most variable plant gate price was for ADO for which there was a price variation range of US$22.39/MMBTU (US$130.42/Barrel), between the minimum average price of US$11.14/MMBTU (US$64.87/Barrel) in 2020 and a maximum of US$33.53/MMBTU (US$195.29/Barrel) in 2022.

The average fuel rate in 2024 was 1.8% less than the 2023 fuel rate, mirroring a reduction in the average NG price.



Table 25: Variation in Fuel Prices and Rates 2022 - 2024

ACTUAL FUEL PRICES AND RATES					
MONTH/ YEAR	HFO Prices to JPS (US$/ MMBTU)	ADO Prices to JPS (US$/ MMBTU)	NG Prices to JPS (US$/ MMBTU)	Fuel Rate (US$/kWh)	Net Billing Rate (US$/kWh)
2022 Jan	13.94	20.58	11.57	18.708	13.898
2022 Feb	15.18	23.55	13.82	23.406	17.158
2022 Mar	17.20	28.43	12.68	18.524	16.223
2022 Apr	16.72	33.18	13.62	21.257	16.229
2022 May	17.36	39.89	18.38	20.066	16.489
2022 Jun	17.42	42.55	19.53	21.233	17.124
2022 Jul	15.76	37.91	17.39	22.545	18.104
2022 Aug	14.96	36.52	20.07	20.563	16.666
2022 Sep	12.42	35.48	20.34	24.711	18.939
2022 Oct	11.09	37.8	18.63	20.416	17.082
2022 Nov	11.80	34.51	15.94	20.444	16.345
2022 Dec	10.95	31.92	17.79	17.409	14.463
2023 Jan	10.97	33.81	16.09	20.384	15.424
2023 Feb	11.22	30.37	14.11	17.890	17.890
2023 Mar	11.25	29.59	13.23	11.419	10.347
2023 Apr	12.34	28.39	12.58	14.470	11.909
2023 May	13.94	26.3	13.75	13.320	11.404
2023 Jun	12.19	26.67	12.9	13.656	10.898
2023 Jul	13.53	28.77	14.15	14.557	12.189
2023 Aug	14.70	32.47	13.51	15.924	12.550
2023 Sep	15.17	33.93	13.29	18.359	14.258
2023 Oct	13.99	33.58	13.95	17.982	14.714

Table 25: Variation in Fuel Prices and Rates 2022 - 2024 (cont.)

ACTUAL FUEL PRICES AND RATES					
MONTH/ YEAR	HFO Prices to JPS (US$/ MMBTU)	ADO Prices to JPS (US$/ MMBTU)	NG Prices to JPS (US$/ MMBTU)	Fuel Rate (US$/kWh)	Net Billing Rate (US$/kWh)
2023 Nov	13.25	29.40	13.96	17.348	13.584
2023 Dec	13.32	28.02	13.57	17.369	13.029
2024 Jan	12.29	29.23	14.05	14.930	12.071
2024 Feb	12.34	30.56	13.49	15.944	11.792
2024 Mar	13.14	29.78	12.58	13.736	11.973
2024 Apr	13.70	29.25	12.91	15.485	12.562
2024 May	13.51	27.91	12.67	15.779	13.097
2024 Jun	13.39	27.65	12.80	15.570	12.225
2024 Jul	13.55	21.91	14.23	20.423	15.471
2024 Aug	12.77	26.38	12.71	13.478	12.592
2024 Sep	12.45	25.52	13.34	14.819	11.931
2024 Oct	13.43	25.51	13.54	15.753	12.726
2024 Nov	12.48	25.51	14.53	17.346	13.332
2024 Dec	12.64	25.85	15.64	16.142	13.611



Monthly Fuel Prices (2022-2024)

As shown in Figure 11, in 2024, the average price of HFO supplied to JPS's generating plants varied between US$12.29/MMBTU in January and US$13.70/MMBTU in April. ADO prices to JPS in 2024 varied between US$21.91/MMBTU in July and US$30.56/MMBTU in February. Plant gate prices for NG in 2024 varied between US$12.58/MMBTU in March and US$15.64/MMBTU in December.

Figure 11: Monthly fuel prices and rates



Fuel Price Changes and Fuel Rates

Fuel prices determine the fuel cost of generation, which is translated into the 'fuel rates' customers see in their bills. Consequently, changes in the prices of HFO, ADO, and NG were directly reflected in the monthly fuel rates. Fuel rates are assessed by the OUR to ascertain accuracy and to ensure that the associated fuel costs were prudently incurred.

Net Billing Rate

The 'Net Billing' rate is volumetric-based (US¢/kWh) calculated each month to determine the energy payments to Net Billing customers/Self-generators for excess energy supplied to the grid under Standard Offer Contracts 'SOC' (approved under the Net Billing Programme). Given that the Net Billing rate is indexed to the fuel rate, and as such, was largely influenced by the same factors impacting fuel prices and by extension, the related fuel rates, the Net Billing rate exhibited a similar trend to the fuel rate over the review period. The movement in the Net Billing Rates over the 2019-2023 period is also shown in Table 25.

System Fuel Costs

The system fuel costs (related to the use of HFO, ADO and NG) reported by JPS in the monthly 'Fuel Rate Calculation' submissions and are passed on to customers.

A breakdown of the system total fuel cost for each fuel type for the 2019-2024 period is provided in Table 26.

Table 26: System Fuel Cost by Fuel Type (2019 - 2024)

SYSTEM FUEL COST BY FUEL TYPE (2019 - 2024)							
YEAR	ADO (J$B)	HFO (J$B)	NG (J$B)	Total Fuel Cost (J$B)	ADO Cost – (% of Total FC)	HFO Cost – (% of Total FC	NG Cost – (% of Total FC
2019	3.659	40.937	16.353	**60.949**	6.00	67.17	26.83
2020	1.183	13.931	41.822	**56.936**	3.18	24.19	72.63
2021	3.467	18.237	49.963	**71.667**	4.84	25.45	69.72
2022	12.174	28.752	57.109	**98.035**	12.42	29.33	58.25
2023	3.742	26.563	49.609	**79.914**	4.68	33.24	62.08
2024	**2.630**	**27.796**	**49.472**	**79.899**	**3.29**	**34.79**	**61.92**
Change = (2024-2023)	-1.112	1.233	-0.137	-0.015	-	-	-
% Change = Change/2023	-42.28	4.44	-0.28	-0.02	-	-	-

The total annual NG cost reported for 2024 did not differ significantly from that in 2023. The J$49.472B, NG cost reported in 2024 was 0.28% lower than the 2023 cost of J$49.609B. Of note, NG remains the dominant fuel expenditure, accounting for 61.92% of total fuel cost in 2024.

The 2024 HFO cost, however, increased by J$1.233B relative to 2023, resulting in an annual expenditure of J$27.796B and accounting for 34.79% of overall fuel cost. The expenditure on ADO in 2024 was J$2.630B, which represented 3.29% of the total fuel cost.

JPS & IPPs Contributions to System Generation and Total Fuel Cost

The JPS and IPPs accounted for approximately sixty-five per cent (65%) and thirty-five per cent (35%) respectively of the total annual fuel cost up to 2019. Table 27, however, shows that since 2020, this allocation essentially has been reversed, with IPPs' generation accounting for roughly sixty-six per cent (66%) to seventy-three (73%) of the total annual system fuel costs. This is attributable to the massive displacement of generation from aged and inefficient oil-fired power plants by new and efficient utility-scale IPP generation facilities operating on NG. In 2024, the fuel cost incurred by IPP was J$58.157B, while JPS's fuel cost allocation was J$21.742B. Total annual system fuel cost, the IPP to JPS allocation of system generation followed a similar trend up to 2020 and beyond. In contrast to the picture in 2019, in which JPS accounted for 55.1% of the net generation and IPPs 44.9%, in 2024, IPPs were responsible for 75.5% and JPS 24.5%.



Table 27: JPS and IPPs Proportions of Net Generation and Fuel Cost

JPS AND IPP PROPORTIONS OF SYSTEM FUEL COST AND NET GENERATION										
YEAR	SYSTEM FUEL COST					SYSTEM NET GENERATION				
	TOTAL (J$B)	IPP (J$B)	JPS (J$B)	IPP (%)	JPS (%)	TOTAL (GWH)	IPP (GWH)	JPS (GWH)	IPP (%)	JPS (%)
2019	60.949	21.541	39.408	35.3%	64.7%	4,429.83	1,990.34	2,439.49	44.9%	55.1%
2020	56.936	37.828	19.108	66.4%	33.6%	4,227.43	2,831.90	1,395.53	67.0%	33.0%
2021	71.667	52.289	19.379	73.0%	27.0%	4,303.96	3,156.98	1,146.98	73.4%	26.6%
2022	98.035	71.774	26.261	73.2%	26.8%	4,424.77	3,311.89	1,112.88	74.8%	25.2%
2023	79.914	57.109	22.805	71.5%	28.5%	4,664.86	3,512.85	1,152.01	75.3%	24.7%
2024	79.899	58.157	21.742	72.8%	27.2%	4,590.94	3,464.55	1,126.38	75.5%	24.5%

Figure 12: 2024 System Fuel Cost % (IPP vs JPS)

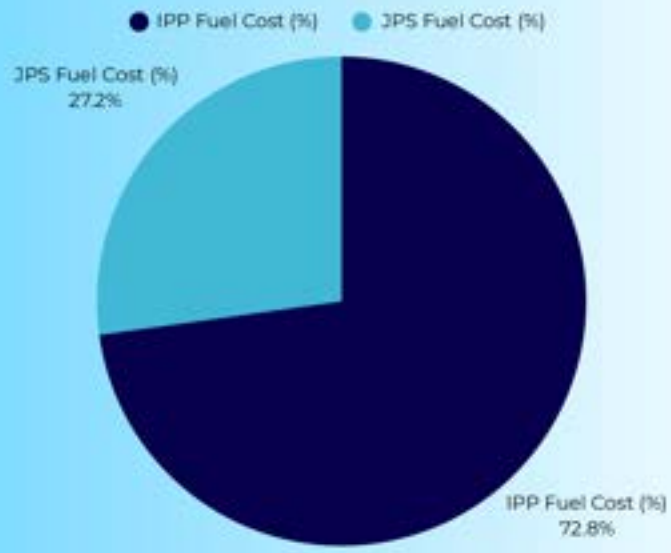
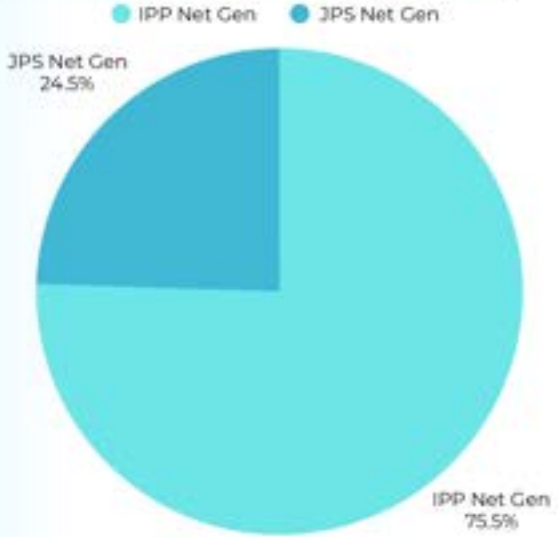


Figure 13: 2024 System Net Gen % (IPP vs JPS)



JPS Heat Rate Performance (2022 – 2024)

The heat rate indicator is a measure of the fuel conversion efficiency of the thermal generation plant interconnected to the system, which has implications for generation system efficiency and costs.

For JPS, the assessment on this indicator involves a comparison of the actual monthly heat rates outcomes versus the applicable targets. As it relates to the heat rate targets, these were set by the OUR in the JPS Rate Review 2019-2024 Determination Notice, dated 2020 December 24, for the 2020-2024 regulatory period. The determined targets are:

- 9,675 kJ/kWh – for 2020-2021 rate adjustment period
- 9,667 kJ/kWh – for 2021-2022 rate adjustment period
- 9,495 kJ/kWh – for 2022-2023 rate adjustment period
- 9,470 kJ/kWh – for 2023-2024 rate adjustment period.

For the 2022-2024 period, the results of JPS's performance on the heat rate are shown in Table 28.

Table 28: JPS's Monthly Heat Rate Performance (2022 – 2024)

JPS ACTUAL HEAT RATE VERSUS TARGET (2022 – 2024) [KJ/KWH]														
YEAR	COMPONENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AVG
2022	Heat Rate	9,590	9,208	9,393	9,146	9,546	9,746	9,289	9,438	9,383	10,985	11,943	10,415	**9,833**
	Target	9,667	9,667	9,667	9,667	9,667	9,667	9,667	9,667	9,495	9,495	9,495	9,495	**9610**
	Variance = (Actual-Target)	-77	-459	-274	-521	-121	79	-378	-229	-112	1,490	2,448	920	**231**
2023	Heat Rate	9,304	9,086	9,072	9,313	9,324	9,290	9,213	10,047	9,476	9,652	9,558	9,120	**9,371**
	Target	9,495	9,495	9,495	9,495	9,495	9,495	9,495	9,495	9,470	9,470	9,470	9,470	**9487**
	Variance = (Actual-Target)	-191	-409	-423	-182	-171	-205	-282	552	6	182	88	-350	**-115**
2024	Heat Rate	9,012	9,075	9,489	9,604	9,766	9,184	9,900	9,358	9,242	9,184	9,466	9,169	**9,371**
	Target	9,470	9,470	9,470	9,470	9,470	9,470	9,470	9,470	9,470	9,470	9,470	9,470	**9470**
	Variance = (Actual-Target)	-458	-395	19	134	296	-286	430	-112	-229	-286	-4	-301	**-99**

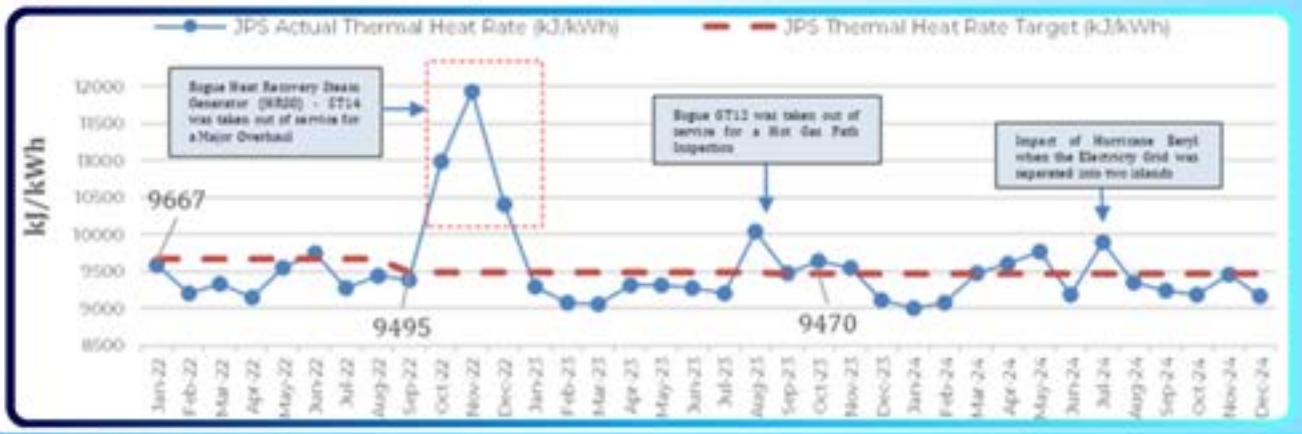
The summary statistics of the actual monthly Heat Rate observations are:

- Mean value = 9,527 kJ/kWh, median value = 9,371kJ/kWh, standard deviation = 564 kJ/kWh.
- Maximum value – 11,943 kJ/kWh, minimum value = 9,012 kJ/kWh, range = 2,931 kJ/kWh.

The statistics indicate average Heat Rate performance over the observation period.

It is worth highlighting that in 2022, 2023, and 2024, JPS failed to meet the Heat Rate target for four (4) months of each year. The overall outcome in 2022 was a net under-achievement of the target by 231 kJ/kWh. On the other hand, for 2023 and 2024 respectively, even though the company overshot the target in four (4) months the overall result was overachievements of -115 kJ/kWh and -99 kJ/kWh in 2023 and 2024 respectively. JPS is penalised financially for under-achievement and rewarded for over-achievement so as to encourage generation efficiency. Figure 14 provides further details.

Figure 14: JPS Thermal Plants Monthly Heat Rate Performance



System Reliability Performance

Electricity is universally considered an essential resource for a modern way of life. The provision of reliable electricity service is one of the foremost responsibilities entrusted to electric utilities. As a result, reliability is a critical area for performance.

The achievement of reliability objectives is subject to the extent to which the utility and regulator properly define, measure, manage, and monitor the various aspects of system reliability. Following that logic, the measurement of system reliability requires the use of specific performance metrics to establish a practicable framework for evaluating and quantifying quality-of-service performance (reliability dimension). This framework is usually defined and structured in the form of a Q-Factor scheme.

For measuring JPS's quality-of-service performance, in line with the general practice across the electricity supply industry (ESI), the key reliability indicators used are:

1. System Average Interruption Frequency Index (SAIFI) - indicates the frequency at which the average customer experiences a sustained interruption (duration > minutes) over a predefined period (usually a year).
2. System Average Interruption Duration Index (SAIDI) - indicates the total duration of interruption for the average customer during a predefined period.
3. Customer Average Interruption Duration Index (CAIDI) - represents the average time taken to restore service to the average customer per sustained interruption.
4. Momentary Average Interruption Frequency Index (MAIFI) – indicates the average frequency of momentary interruptions (momentary interruption events).

As prescribed by the Electricity Licence, 2016, only the SAIFI, SAIDI, and CAIDI indices (the quality indices) are applicable when determining the Q-Factor for adjustment to rates. The MAIFI metric is not included, but is still recognised as a key performance indicator (KPI). The Q-Factor, as defined, is the allowed price adjustment to reflect changes in the quality of service provided to customers by JPS.

To derive the annual Q-Factor, the OUR measures JPS's annual performance of SAIFI, SAIDI, and CAIDI against the annual target set in the 5-year rate review determination, where the three (3) quality indices are computed from system forced outages report in JPS's annual outage dataset, obtained from its outage management system (OMS).



Regarding the company's annual reliability performance, the results achieved over the 2019-2024 period are summarised in Table 29.

Table 29: JPS System Reliability Performance Metrics (2019-2024)

SYSTEM RELIABILITY INDICATORS [2019-2024]									
Year	Total Outages	Planned Outages	Forced Outages	Sustained Forced Outages	Momentary Forced Outages	SAIFI (Interruptions/ Customer	SAIDI (Minutes/ Customer)	CAIDI (Minutes/ Interruption)	MAIFI (Interruptions/ Customer)
2019	51,242	1,999	49,243	45,528	3,715	13.5	1,448.6	107.2	9.2
2020	63,217	2,453	60,764	56,405	4,359	8.6	1,486.8	173.2	13.8
2021	70,559	4,874	65,685	61,828	4,671	7.7	1,862.7	243.2	12.0
2022	106,343	2,712	103,631	91,065	13,883	7.5	1,983.8	266.1	36.5
2023	136,552	4,326	132,226	120,860	11,366	11.8	2,403.3	204.0	26.5
2024	128,628	3,414	125,214	108,978	16,236	10.2	2,274.9	222.2	39.4
Change = (2024-2023)	-7,924	1,800	-7,012	-11,882	4,870	-1.6	-128.4	18.2	12.9
% Change = % (2023/2024)	-5.8	111.5	-5.3	-9.8	42.8	-13.6	-5.3	8.9	48.7

It is worth noting that due to the impact of Hurricane Beryl on 2024 July 3, the OUR approved the exclusion of outages between 2024 July 1 and 2024 August 12 from the Q-Factor calculations. Additionally, the forced outages specified in Table 29 were estimated from the raw data in JPS's 2024 OMS Dataset because the calibrated data excluded non-reportable outages. On the matter of the reliability performance indices (SAIFI, SAIDI, CAIDI, and MAIFI) reported by JPS, these were based on the exclusion of outages for July and August, as opposed to what the OUR approved.

System Outages

JPS 2024 OMS Dataset indicates that there was a total of 168,474 outages across the system, including 3,433 'planned outage' events and 165,041 'forced outage' events. However, based on the approved outage exclusions from 2024 July 1 to 2024 August 12, the number of outage events was reduced to 128,628 outage events, with 125,214 being forced outage events and the remaining 3,414 being planned outage events.

As indicated, the total number of forced outage events recorded annually (sustained & momentary) has increased exponentially from 49,243 at the end of 2019 to 125,214 at the end of 2024. Considering the level of capital expended by the utility company on reliability improvement initiatives, the high level of frequent and sustained forced supply interruptions experienced by customers across the network is unsatisfactory. While these performance results are incorporated in the Q-Factor scheme, the reliability indices are essentially system average derivatives, even though customers across the system are affected differently. This creates a need for the utility to have in place practicable and workable prevention/mitigation mechanisms to resolve pertinent matters regarding damages for customers.

The annual outage datasets indicate that 'Equipment Failure' and 'Vegetation Impingement' are the main drivers for the escalation in system forced outages. While these outage causes are recognised across the industry to be responsible for some system outages, particularly in systems with predominantly overhead electricity networks, as is the case for

JPS, the number of forced outage events recorded for 2020-2024 is excessively high. Consequently, there are regulatory concerns regarding the effectiveness of JPS's system reliability programme. Additionally, there are concerns with respect to the level of planning and preparedness to withstand, respond and recover rapidly from potential disruptions given the heightened risks of hurricanes.

Performance on Reliability Indices

The quality-of-service performance for 2024 in terms of the reliability indices as reported by JPS, is summarised as follows:

- SAIFI was 10.2 interruptions/customer, representing a performance improvement of 13.22% when compared to 2023. Notwithstanding, the improvement does not provide an opportunity for complacency. The average number of supply interruptions experienced by customers in more recent years relative to the 2022 level (7.5 interruptions/customer), represents a reversal in the decreasing trend realised from 2019 up to 2022.
- SAIDI, similarly to SAIFI, decreased from 2,403.3 minutes per customer to 2,274.9 minutes per customer in 2024: a performance improvement that indicated a SAIDI reduction of 128.4 minutes/customer (or 5%). However, the 2024 SAIDI exhibits a trend of deterioration in the average supply interruption duration experienced by customers since 2019.
- CAIDI (the derivative of SAIDI/SAIFI), unlike SAIDI and SAIFI, increased from 204.0 minutes/interruption to 222.2 minutes/interruption. Relative to the 2019 level in which CAIDI was 107.2 minutes/interruption, the 2024 CAIDI represents a percentage performance decline of over 100%. JPS's performance on this index remains unsatisfactory.

For a comparison between the JPS's annual quality indices and the relevant OUR approved targets, refer to Table 30. Of note, there were no approved targets for 2024 owing to a delay in JPS's Rate Review application.

Table 30: JPS System Reliability Performance Metrics (2019-2024)

SYSTEM RELIABILITY INDICATORS [2019-2023]									
Year	SAIFI (Interruptions/Customer)			SAIDI (Minutes/Customer)			CAIDI (Minutes/Interruption)		
	SAIFI Target	SAIFI Actual	SAIFI relative to Target	SAIDI Target	SAIDI Actual	SAIDI relative to Target	CAIDI Target	CAIDI Actual	CAIDI relative to Target
2019	-	13.5	-	-	1,448.6	-	-	107.2	-
2020	12.4	8.6	-30.7%	1,502.9	1,486.8	-1.1%	121.5	173.2	42.6%
2021	11.7	7.7	-34.2%	1,408.0	1,862.7	32.3%	120.2	243.2	102.3%
2022	11.5	7.5	-34.8%	1,334.7	1,983.8	48.6%	120.3	266.1	121.2%
2023	11.0	11.8	7.3%	1,313.0	2,403.3	83.0%	120.2	204.0	69.7%
2024	-	10.2	-	-	2,274.9	-	-	222.2	-

Momentary Interruptions and MAIFI

As defined across the electricity industry, supply interruptions lasting five (5) minutes or less are categorised as 'momentary interruptions'. In power system operations, these momentary interruptions normally occur when there is a brief (duration ≤ 5 minutes) loss of power supply to one or more customers, caused by the opening and closing operation of an interrupting device, in response to momentary faults detected on distribution circuits. To measure reliability with these interruptions, the MAIFI metric is used.

While MAIFI is not included in the Q-Factor scheme, JPS is still required to track and report momentary interruptions to facilitate ongoing system reliability assessments and regulatory monitoring, as well as to ensure transparency in the reliability measurement process and to safeguard the interest of customers.

Regarding JPS's performance on momentary interruptions and MAIFI, the data indicate that:

- The number of momentary interruptions recorded from 2022 to 2024 was at least twice the magnitude recorded between 2019 and 2021.
- MAIFI for 2024 was reported at 39.4 interruptions/customer, indicating that, on average, momentary interruptions per customer decreased by 48.7% relative to the 2023 level (26.5 interruptions/customer), but remains over three (3) times the average 2019-2021 levels.

According to JPS, the rise in momentary interruptions and the MAIFI measure in recent years is primarily due to increased feeder cycling events, occasioned by tropical storms and adverse weather events. However, with the implementation of the grid modernisation programme, including the commissioning of a new OMS in 2022, it was expected that these interruptions would have been minimised and mitigated.



Water & Sewerage

> *In 2024, the Office of Utilities Regulation (OUR), through its mandate, continues to shape the sector in a way that facilitates sustainability, efficiency and affordability in Jamaica.*

The availability and supply of water and sewerage services are essential to human development, as they have an enormous impact on the quality of life and the scope for economic development within a country. In 2024, the Office of Utilities Regulation (OUR), continued through its interventions to seek to shape the sector to facilitate sustainability, efficiency and affordability in Jamaica.

Even so, in far too many instances, low quality of service, inadequate coverage, low efficiency, high operating cost and exorbitantly high non-revenue water levels persist in the sector. Under the prevailing circumstances, the revenue streams are impaired, and the capacity of many service providers to invest in infrastructure modernisation and to improve the quality of service is limited.

The water sector continues to face the challenges of climate change, which is manifested in longer dry periods and shorter, more intense rainy periods. In 2024, the water sector had to cope with the impact of Hurricane Beryl in 2024 July, which disrupted water supply in many areas particularly for the National Water Commission customers in the southern parts of the island. In the face of these changes, the OUR continues to hold the view that greater management of limited resources, and the identification of creative solutions are imperative.

In this context, the OUR has compiled this scorecard on the performance of the water and sewerage sector during the reporting period.

National Water Commission's Customer Data

The following were observed regarding NWC's customer base:

- Over the 5-year period, 2020-2024, the proportion of active customers in the NWC's customer base averaged 71.5%.
- There was a downward trend in the level of active customers in NWC's database over the period 2020-2023, ranging from 74.7% in 2020 to 66.9% in 2023.
- In 2024, active customers increased to 71.4%. This is explained by the NWC's 'Bill Amnesty Programme', which gave partial debt forgiveness to inactive customers who were willing to regularise their accounts.

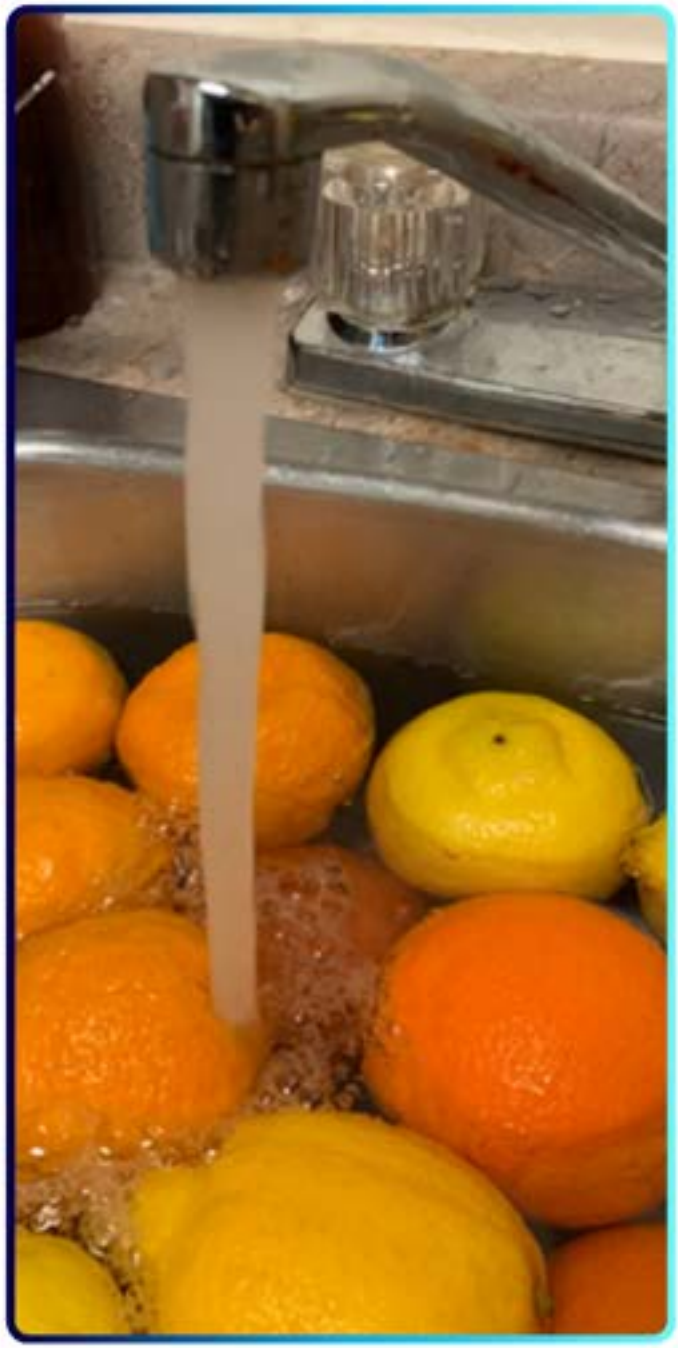


Table 31: National Water Commission's Customer Base (2020-2024)

Year	Total	Active Accounts	Active Accounts (%)	Change (Active Accounts)	Inactive Accounts	Inactive Accounts %	Change (Inactive Accounts)
2020	518,199	387,417	74.76	-	130,782	25.24	-
2021	527,290	384,119	72.85	(3,298)	143,171	27.15	12,389
2022	536,973	384,521	71.61	402	152,452	28.39	9,281
2023	545,512	364,699	66.85	(19,822)	180,813	33.15	28,361
2024	549,225	392,252	71.42	27,553	156,973	28.58	(23,840)

Water Sector Performance Indicators

Water Balance

The utility water balance is an essential tool for managing water resources effectively, maintaining water infrastructure, ensuring economic/financial sustainability, complying with regulations, and providing reliable services to customers. By monitoring and optimising the water balance, the utility can contribute to the overall resilience and sustainability of its water supply systems. In the case of the National Water Commission (NWC), the water balance developed for the period 2019-2024 is shown in Table 32.

Table 32: NWC Summary Water Balance (2018-2025)

NWC WATER BALANCE (2018 APRIL -2025 MARCH)						
Period	Total Production (M^3)	Total Allocation	Billed Water (M^3)	% of Production	NRW (M^3)	% of Production
2018-2019	323,076,366	100.00%	85,749,041	26.54%	237,327,325	73.5%
2019-2020	321,581,651	100.00%	85,638,798	26.63%	235,942,853	73.4%
2020-2021	336,218,348	100.00%	83,363,107	24.79%	252,855,241	75.2%
2021-2022	333,012,016	100.00%	83,906,142	25.20%	249,105,874	74.8%
2022-2023	324,698,209	100.00%	83,962,550	25.86%	240,735,659	74.1%
2023-2024	325,876,170	100.00%	83,787,366	25.71%	242,088,804	74.3%
2024-2025	328,807,436	100.00%	84,872,068	25.81%	243,935,368	74.19%
AVERAGE	327,610,028.00	100.00%	84,468,438.86	25.79%	243,141,589.79	74.21%

Based on the monthly 2024/2025 NWC's non-revenue water (NRW) reports, the company reported 328.807 million M^3 (or 72,327.52 MG) for the period. Of this total, production volume of 84,872 million M^3 (or 18,668.25 MG) represented billed consumption. This translates to a consumption level of 25.81% of the water production volume, hence a NRW volume of 243,935,368 M^3 , which is equivalent to 74.19% of total production.

Non-Revenue Water

Non-revenue water (NRW) is defined as the volumes of water which do not produce revenues for the company providing water service to a specific area. Typically, these lost volumes of water are linked to leaks or unauthorised consumption. Over the years, NWC has partnered with MIYA to reduce its NRW, this was initially done in the Kingston and St. Andrew (KSA) area and due to the success the partnership has been extended with the focus on Portmore, St. Catherine. The results of these efforts are seen in Table 34, specifically for the KSA area with an average of 45.46% for the year. The table shows the parish breakdown of NRW over the parishes in Jamaica for 2024-25. For the past three (3) years the overall NRW has registered levels above 70% with an outlier of 67.78% in 2024 July (see Figure 15). This is explained by NWC's inability to supply some areas, particularly in the south of the island, because of the disruption caused by Hurricane Beryl.

Notwithstanding, major water loss reduction initiatives over the years, the data (summarised in Table 32) indicate that NRW in the NWC's system has not moved from approximately

seventy-four per cent (74%) of input water volume. Consequently, NRW continues to impose an immense financial burden on the utility and ratepayers. The NWC needs to revisit its strategy for the reduction of NRW.

Further illustrations of the NRW profile over the 2018-2024 period are provided in Figure 16.

Figure 15: Trend of National Water Commission's Non-Revenue Water 2022-2024

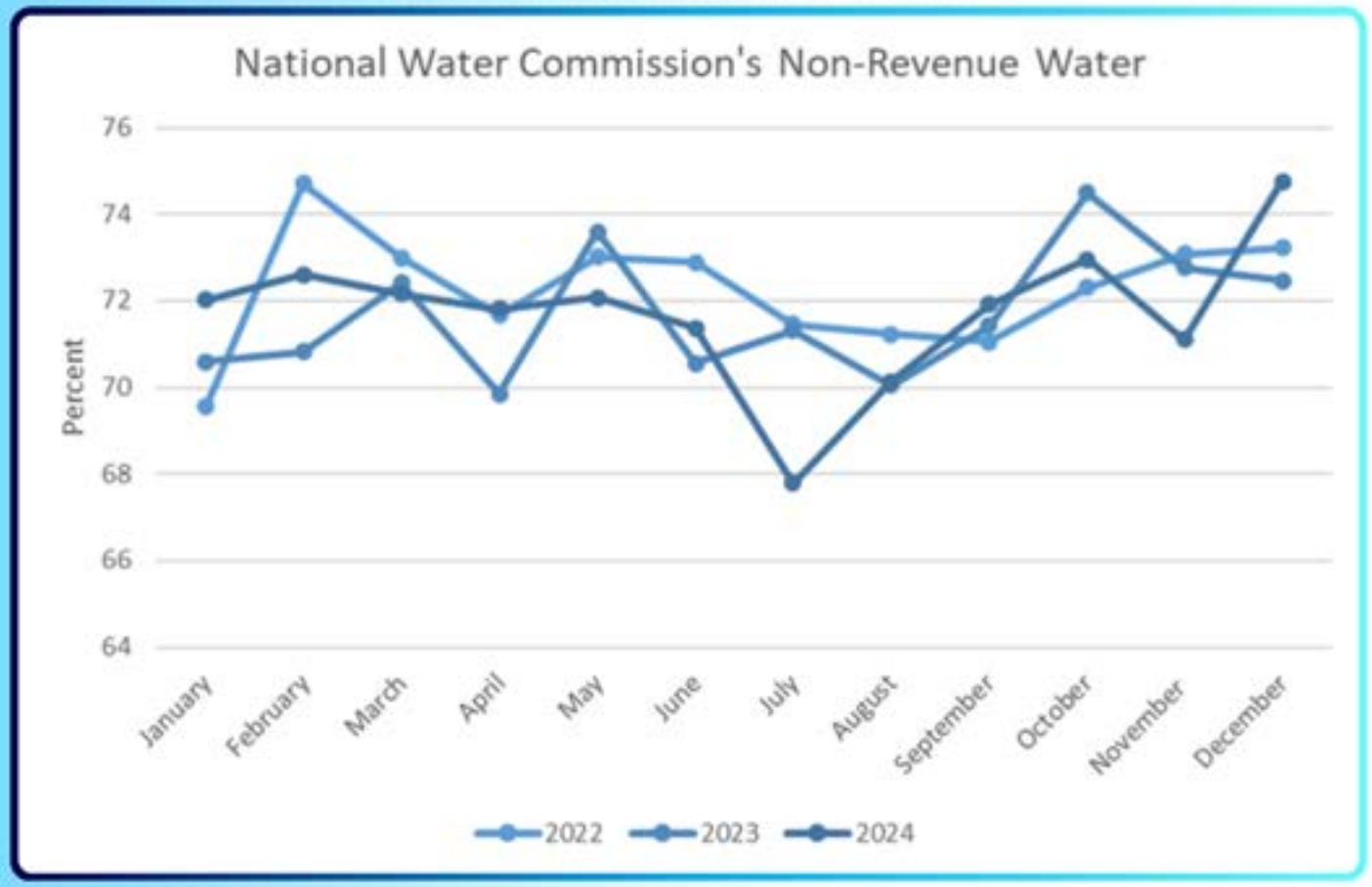
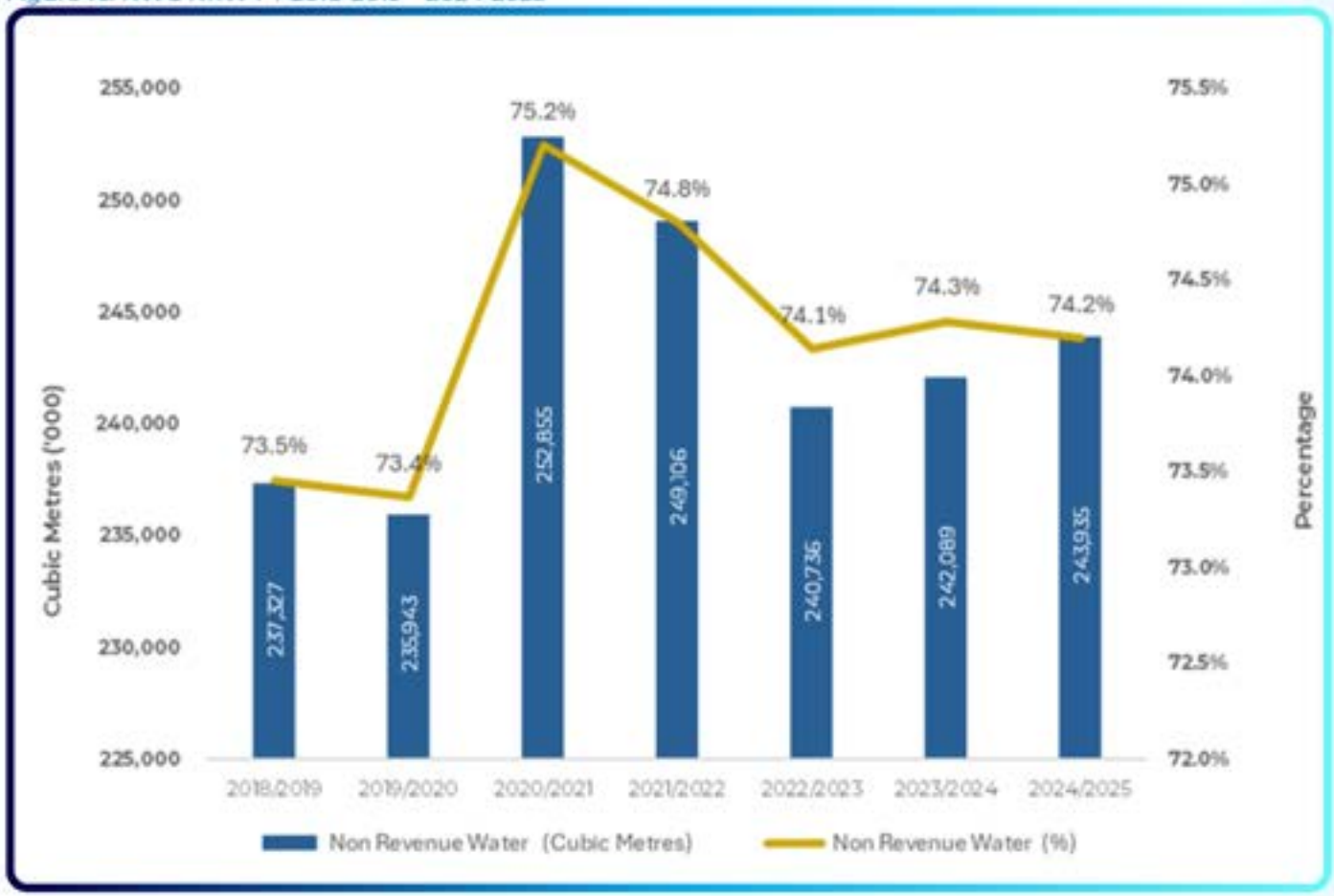




Figure 16: NWC NRW FY 2018-2019 – 2024-2025



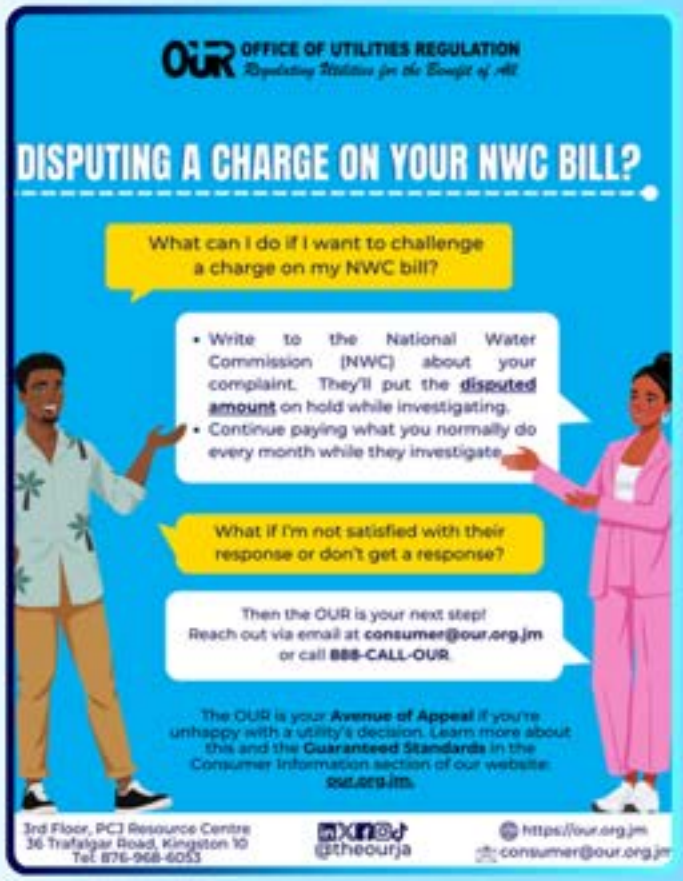




Table 33: NRW by Parish (2024 April – 2025 March)

NRW VOLUMES BY PARISH (THOUSAND M³) - FINANCIAL YEAR 2024-2025													
	2024 APR	2024 MAY	2024 JUN	2024 JUL	2024 AUG	2024 SEP	2024 OCT	2024 NOV	2024 DEC	2025 JAN	2025 FEB	2025 MAR	TOTAL
St. Catherine	4,613.01	5,038.75	4,651.05	3,987.51	4,659.31	4,414.51	5,005.31	5,044.46	5,413.14	5,561.52	4,490.19	4,769.47	**57,648.23**
KSA	4,613.01	1,930.54	1,346.83	1,782.21	1,931.93	1,780.12	2,273.45	1,706.12	2,241.42	1,798.65	1,563.27	2,055.99	**22,098.37**
St. Thomas	4,613.01	892.9	885.73	737.56	862.67	950.2	748.97	653.2	716.75	863.41	778.5	887.27	**9,852.47**
Portland	706.1	775.93	799.66	702.69	784.79	798.98	675.98	709.94	749.48	709.24	608.54	681.07	**8,702.38**
St. Mary	610.72	652.82	615.4	432.01	660.2	537.76	493	386.49	593.49	696.33	571.52	683.13	**6,932.89**
St. Ann	1,573.40	1,545.49	1,494.71	1,427.18	1,563.47	1,460.67	1,525.22	1,513.18	1,585.73	1,776.28	1,589.47	1,923.50	**18,978.30**
Trelawny	1,793.43	1,955.96	1,888.82	1,683.44	1,826.98	1,580.65	1,854.00	1,907.14	2,044.65	2,016.86	1,845.54	1,942.66	**22,340.15**
St. James	1,685.55	1,550.94	1,457.41	1,688.00	1,703.22	1,513.41	1,850.96	1,914.96	2,324.83	2,285.38	1,914.09	2,123.04	**22,011.80**
Hanover	331.5	381.42	639.83	491.92	661.04	714.44	771.4	694.65	740.57	685.85	487.87	512.54	**7,113.04**
Westmoreland	983.86	1,040.65	968.25	776.65	981.31	899.77	1,030.29	933.89	1,080.66	1,087.16	961.76	1,060.84	**11,805.10**
Manchester	898.26	838.8	876.81	493.37	885.34	747.68	740.22	746.08	1,041.04	946	758.07	725.82	**9,697.48**
St. Elizabeth	1,616.77	1,583.81	1,621.53	589.23	1,431.37	1,280.42	1,564.71	1,462.84	1,680.01	1,641.03	1,279.68	1,634.17	**17,385.57**
Clarendon	2,585.77	2,702.33	2,311.51	1,783.83	2,343.17	2,490.32	2,473.57	2,351.10	2,699.31	2,700.24	2,282.49	2,645.91	**29,369.54**
TOTAL	**19,961.52**	**20,890.33**	**19,557.56**	**16,575.62**	**20,294.80**	**19,168.92**	**21,007.08**	**20,024.06**	**22,911.09**	**22,767.96**	**19,130.98**	**21,645.42**	**243,935.3**



Table 34: Non-Revenue Water Breakdown by Parishes for 2024-2025

NON-REVENUE WATER PERCENTAGE BY PARISH – FINANCIAL YEAR 2024-2025												
	2024 APR	2024 MAY	2024 JUN	2024 JUL	2024 AUG	2024 SEP	2024 OCT	2024 NOV	2024 DEC	2025 JAN	2025 FEB	2025 MAR
St. Catherine	72.3%	73.5%	76.0%	71.1%	71.5%	74.4%	75.8%	74.2%	75.8%	75.5%	71.6%	76.5%
KSA	47.2%	47.8%	30.7%	42.6%	42.5%	45.3%	48.7%	43.1%	51.8%	45.1%	45.0%	41.6%
St. Thomas	82.9%	82.2%	82.9%	79.9%	80.1%	84.1%	80.2%	76.8%	79.9%	80.6%	80.2%	82.3%
Portland	82.2%	82.8%	83.2%	82.1%	81.4%	84.0%	81.3%	82.6%	83.5%	79.4%	79.5%	81.7%
St. Mary	77.6%	77.8%	69.5%	75.0%	70.4%	77.1%	77.3%	74.8%	80.0%	77.4%	76.5%	79.0%
St. Ann	73.2%	71.4%	75.6%	70.0%	75.1%	69.9%	70.7%	69.6%	73.1%	72.9%	72.7%	76.6%
Trelawny	56.7%	66.1%	88.3%	51.1%	25.0%	61.9%	59.5%	67.5%	73.6%	67.6%	68.4%	69.2%
St. James	74.4%	73.7%	62.2%	74.6%	74.6%	73.1%	77.2%	76.6%	79.1%	76.2%	74.2%	76.7%
Hanover	50.0%	58.1%	71.2%	70.0%	45.0%	72.2%	75.9%	71.0%	71.2%	68.5%	59.4%	61.8%
Westmoreland	83.0%	82.7%	75.6%	77.4%	80.5%	81.4%	82.0%	79.0%	82.2%	79.9%	80.0%	81.4%
Manchester	79.7%	79.0%	80.5%	72.3%	81.4%	77.9%	77.7%	77.7%	82.3%	78.9%	76.2%	76.6%
St. Elizabeth	87.0%	86.8%	86.8%	71.1%	89.0%	84.9%	87.3%	86.2%	88.1%	86.8%	84.8%	87.4%
Clarendon	87.1%	86.6%	85.7%	83.1%	85.3%	87.4%	86.9%	85.3%	88.0%	86.4%	85.6%	87.7%
All Island	71.8%	72.1%	71.4%	67.8%	70.1%	71.9%	73.0%	71.1%	74.8%	72.5%	70.3%	73.3%

From the NRW statistics in Tables 33 and 34 the following have been observed:

- With 57.6 million cubic metres of water not billed in 2024, St. Catherine is the parish with the highest volume of NRW. St. Mary registered the lowest volume of NRW at 6.9 million cubic metres.
- KSA recorded the lowest level of NRW at 41.6%.
- In relative terms, Clarendon and St. Elizabeth, with NRW at 87.7% and 87.4% exhibit the highest losses.
- While overall NRW stood at 73.3% for 2024, the highest level of losses occurred in December.

K-Factor Fund

Table 35 shows the inflows and outflows of the K-Factor Fund for 2024. The inflows exceeded the outflows by 1.85 billion . As expected, there was no significant increase in the deemed K-Factor Billing for 2024, because there was no increase in the NWC's tariff.

The overall inflows increased by one per cent (1%) relative to the $6.9 billion in flow for 2023 as registered in 2024. This is primarily explained by a twenty-nine per cent (29%) increase in interest earnings.

The total outflows of the fund increased by seven per cent (7%) in 2024 when compared to 2023. Direct financing of projects from the fund also saw an increase of forty-four per cent (44%).



Table 35: Inflows and Outflows of the K-Factor Fund (2024)

	2023	2024				TOTAL	
		JAN - MAR	APR- JUN	JUL - SEP	OCT - DEC	2024	Annual Change
Inflows (J$M)							
Total	6,871.45	1,799.39	1,849.95	1,721.93	1,593.22	6,964.49	1%
Deemed K-Factor Billing	6,618.76	1,727.32	1,757.07	1,634.96	1,491.15	6,610.49	0%
Other Inflows	252.70	72.08	92.88	86.97	102.07	352.00	29%
Outflows (J$M)							
Total	4,741.88	1,3373.55	1,726.20	620.59	1,392.93	5,113.28	7%
Debt Service	3,932.87	524.93	1,327.40	517.61	1,308.33	3,678.27	-7%
Direct Finance	809.01	848.62	398.80	102.98	84.60	1,435.01	44%



Private Water Providers

Table 36: Private Water Providers Water Statistics (2022-2024)

Private Water Providers	2022			2023			2024		
	Production (m^3)	Billed Water (m^3)	Non-Revenue Water (%)	Production (m^3)	Billed Water (m^3)	Non-Revenue Water (%)	Production (m^3)	Billed Water (m^3)	Non-Revenue Water (%)
Dairy Spring Limited	148,025	147,404	0.4	164,003	163,170	0.5	166,032	157,405	5.2
Dynamic Environmental Management Limited	684,944	435,386	36.4	695,262	428,977	38.3	687,915	416,419	39.5
Runaway Bay Water Company Limited	2,671,120	2,060,173	22.9	2,626,276	2,179,741	17	2,830,481	2,222,481	21.5
Total	**3,504,089**	**2,642,964**		**3,485,542**	**2,771,888**		**3,684,427**	**2,796,305**	
Average	1,168,030	880,988	19.9	1,228,142	923,963	18.6	1,228,142	932,102	22

As shown in Table 36, both water production and billed water had an increase in 2024 of 5.71% and 0.88% respectively, for the stated three private providers. Water production amounted to 3,684,427.06m^3 while 2,796,304.97m^3 was reported for billed water. For these companies, the average NRW in 2024 was 31.8%. The private water providers represent a growing source of water supply in Jamaica, and they continue to serve the island along with the main provider in the sector, the NWC.

Key Highlights Within the Sector

Annual Price Adjustment Mechanism (ANPAM)

This Price Adjustment Mechanism (PAM) is reflected on several private water and sewerage providers' bills to capture the effects of movements in the indices associated with major input costs, over which it has no control. The PAM serves to maintain the rates of the various companies in real terms. This is achieved through adjusting for fluctuations in three (3) indices:.

- Inflation,
- Foreign Exchange Rate and
- Electricity Prices.

Additionally, the PAM is also connected to an annual price adjustment mechanism (ANPAM). This typically allows for an adjustment of base rates and charges each year, which is achieved through the 'rolling-in' of the cumulative PAM from the time of last ANPAM into the base rates.

Table 37: Approved Annual Price Adjustment Mechanism within the Water and Sewerage Sector

Water and/or Sewerage Provider	Approved ANPAM Increase	Completion Date
National Water Commission	1.57%	2024 April
Rose Hall (Developments) Limited	1.57%	2024 June
Runaway Bay Water Company Limited	1.57%	2024 July
Richmond Environmental Services Limited	3.06%	2024 August
Dynamic Environmental Management Limited	8.90%	2024 October

Water and Sewerage Rates Review for Can-Cara Development Limited

On 2022 November 4, Can-Cara Development Limited (CDL) made a tariff application to the OUR for an increase in its water and sewerage rates. CDL is a privately owned limited liability company incorporated in Jamaica, with four (4) licenses to provide water and sewerage services to areas in western Spanish Town, St. Catherine, and the Meadows of Irwin Housing Development in St. James.

At the time of tariff application, the customer base was 2,887, of which 2,155 or seventy-five per cent (75%) of its customers were in St. Catherine and the remaining 732 in St. James.

In its tariff application, CDL requested an increase in rates ranging from forty-one per cent (41%) to eighty-six per cent (86%). This request was eleven per cent (11%) lower than the rates of the main provider in Jamaica, the NWC.

The OUR, on reviewing the data gaps in CanCara's application, determined that the No-Objection Principle should be applied in the rate-setting exercise. Consequently, the requested rates were approved and published in the Determination Notice – Can-Cara Development Limited Water and Sewerage Rates, document number: 2024/WAS/006/DET.002 dated 2024 April 25.





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Senior Utility Analyst



Gordon Swaby
Telecommunications Engineer



Nakesha Allen
Regulatory Analyst

Telecommunications

As technology evolves, consumers have increasingly relied on telecommunication services for personal and commercial use. With telecommunication services being so essential for Jamaicans' everyday lives and the economy, the work of the OUR continues to support the national strategy to expand the broadband network islandwide and encourage greater use of Information and Communication Technologies (ICTs). Specifically, the strategy is to create an appropriate regulatory environment conducive to investments in ICTs and network development, promote multiple modes of information delivery systems and networks, including new wireless and wired broadband technologies, improve network resilience and implement appropriate compliance measures.

> *The strategy is to create an appropriate regulatory environment conducive to investments in ICTs and network development, promote multiple modes of information delivery systems and networks, including new wireless and wired broadband technologies, improve network resilience and implement appropriate compliance measures.*

Major Activities During the Period

- Number Portability Administration Fees, 2024
- Telecommunications Market Information Quarterly Reports
- Operationalisation of the Quality of Service Reporting Regime
- Review of the International Mobile Subscriber Identity (IMSI) Assignment Guidelines – Determination Document - Final
- Revised International Mobile Subscription Identity Assignment Guidelines - Final
- Protocol for the Independent Measurement of the Quality of Service/Experience (QoS/QoE) of Telecommunications Services in Jamaica - Draft
- 5G Feasibility Study - Stakeholders' Engagement Activities and Identification Report

Coverage

The OUR's objective in this regard is to create a regulatory environment that facilitates the deployment of a mix of broadband technologies. To this end, the OUR periodically reviews the regulatory and licensing framework to ensure that it keeps pace with the technological changes in the sector. Currently, the broadband technologies deployed include microwave radio, hybrid fibre-coaxial, satellite and passive optical networks. The OUR also continued to encourage entities operating without the requisite licences to regularise their operations.

5G Readiness Study

The rollout of 5G and future connectivity technologies holds immense promise for unlocking new opportunities and driving innovation across various sectors. Despite the many benefits that can be derived from the deployment of 5G technology, there has been limited deployment in the Caribbean. The reasons given for this include: the significant cost outlay required, spectrum challenges and the likely low demand for the service. During 2024-25, the OUR, in collaboration with the European Union (EU), launched a study to explore the readiness for 5G deployment/adoption in select economic sectors in Jamaica. The study aims to develop a detailed understanding of sector-specific challenges and how these can be addressed, as well as explore opportunities for private 5G networks and partnerships between industry stakeholders to implement tailored solutions. The activities include:

1. Assessment to identify use cases that could drive the deployment/adoption of 5G in Jamaica, i.e. areas where the use of 5G technology can deliver greater efficiency in economic sectors such as the manufacturing and logistics sectors.
2. Stakeholder engagement initiatives (surveys, seminars, etc.) to assess the private sector's awareness of the benefits of 5G technology deployment and discuss use cases.
3. Assessment to determine any local challenges and/or inhibitors to 5G deployment/adoption (including current legal and regulatory framework) and identify viable solutions using best practices from other jurisdictions.

> *The rollout of 5G and future connectivity technologies holds immense promise for unlocking new opportunities and driving innovation across various sectors.*

Cell Tower Inventory and Establishment of a Cell Tower Database

Telecoms/ICT infrastructure data and mapping are essential in developing effective infrastructure strategies. Such data and maps are important in developing initiatives to connect unserved and underserved communities. Mapping infrastructure allows for identifying a country's connectivity gap and provides policymakers with information which facilitates targeted strategies. In times of emergencies/disasters, such information facilitates the development of contingency plans to maintain essential services. During 2024-25, the OUR, in collaboration with the Spectrum Management Authority (SMA), commenced activities geared toward creating a cell tower inventory and developing a cell tower database. The agencies developed a schematic for the design of the database and the data collection instruments. The development activities for the database and the collection of instruments started in the last quarter. The data collection will begin in the second quarter of 2025-26.



Improving the Resiliency of Networks and Service Quality

Monitoring of Post-Hurricane Beryl/Tropical Storm Rafael Restoration Efforts

During the first half of 2024, the OUR requested and received disaster preparedness/business continuity plans from the telecommunications companies. These plans indicated how they intend to respond to and recover from the impact of storms/hurricanes likely to occur during the hurricane season. Following the passage of Hurricane Beryl and Tropical Storm Rafael, the OUR tracked the restoration efforts of licensees whose delivery of telecommunication services was impacted by the climatic events. This allowed the OUR to monitor the pace of service restoration to the affected areas and the extent of the damage across the island.

Additionally, a notable initiative immediately following the passage of Hurricane Beryl was an engagement with the Office of Disaster Preparedness and Emergency Management (ODPEM), to facilitate the provision of temporary Internet connectivity in the worst affected parishes. Being aware that the restoration efforts of the major telecommunication providers in some of the most severely impacted parts of the country may not align with the immediate needs of ODPEM, the OUR collaborated with the agency and an international relief organisation. This collaboration facilitated the provision of Internet connectivity services to the ODPEM and humanitarian responders in areas that were severely impacted by the hurricane.

During 2025-2026 the OUR intends to develop a protocol to facilitate the temporary use of telecommunications facilities for relief measures in areas where the existing licensed telecommunications providers have no or limited service during or following a disaster.

> *During 2025-26 the OUR intends to develop a protocol to facilitate the temporary use of telecommunications facilities for relief measures in areas where the existing licensed telecommunications providers have no or limited service during or following a disaster.*

Network Resiliency Measures

While it is important to note that there is no way of making telecommunications infrastructure 100% resistant to disruption, improving our networks' resilience is imperative. The need to improve the infrastructure resilience of Jamaica's telecommunications network against natural and man-made disasters is a shared vision across the vast range of stakeholders that make up the sector. The sector's resilience is enabled by the capacity to manage the phases of disruption: to prepare, absorb, adapt, respond, recover, learn and transform from disruptions in a timely and efficient manner. The OUR has developed measures which codify the obligations of telecommunication licensees to:

1. Conduct an annual risk analysis of their critical facilities in accordance with their established internal audit procedures and take measures to reduce their network vulnerability.
2. Prepare and submit to the OUR, disaster preparedness and business continuity plans, as per the requirements and recommendations of international standards such as ISO 22301 for business continuity management systems and plans and ISO 21110 for emergency preparedness and response plans.
3. Submit outage reports to the OUR whenever there is a major or critical outage and notify the public. The measures outline the classification criteria for outages and the information which should be provided in the outage reports. Importantly, the measures require that telcos conduct a root cause analysis after a major or critical outage. This will allow for the identification of common recurrent threats to the normal functioning of networks and services to ensure that countermeasures are taken by service providers to mitigate the risk of recurrences in the future.

The Decision, which will be published in the 2025-26 fiscal year, also allows mobile subscribers to use the network of another operator during disasters when their own network is down.



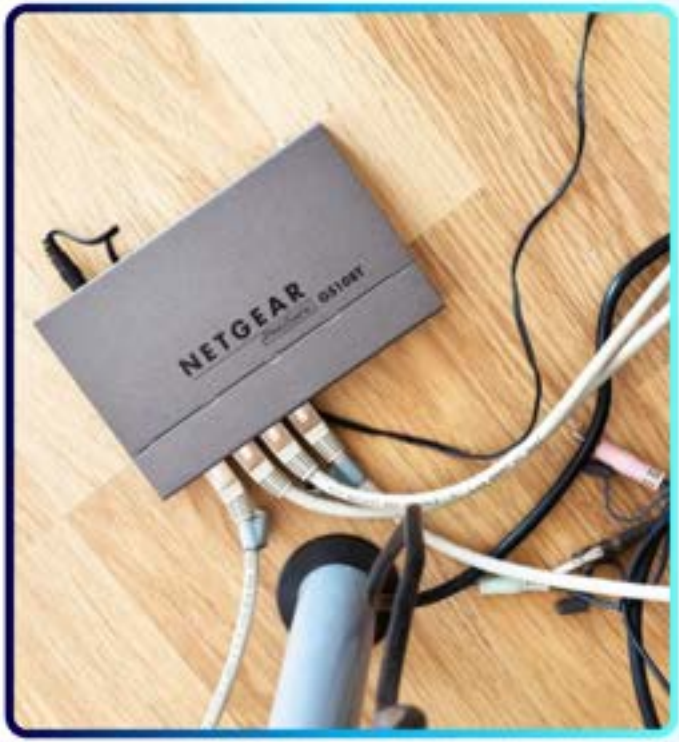
Operationalisation of the Quality of Service Regime

The OUR promulgated its Quality of Service (QoS) Rules ("the Rules") on 2023 December 14. These rules have established targets for twenty-one (21) fixed and mobile parameters with which Licensees must comply starting 2024 February 1. The parameters include:

- Customer service call answer rate
- Complaint resolution rate
- Fault repair rate
- Dropped call rate
- Call setup success rate
- Data transmission speed
- Latency
- Broadband network availability

As of 2024 August 1, the Rules also required Licensees to measure and report on their performance against the established targets.

Through its monitoring of the restoration efforts of Licensees, after the passage of Hurricane Beryl, the OUR was aware that as of 2024 August 1, some telecommunications infrastructure remained offline, while others were not currently operating optimally due to the impact of Hurricane Beryl. Mindful that the ability of Licensees to effectively measure and report on their performance against the quality of service targets set out in the Rules starting 2024 August 1 was compromised, the OUR invoked Rule 15 of the Rules, which authorises the suspension of the measurement and reporting obligation in cases of force majeure. The requirement for licensees to measure and report on the established targets starting 2024 August 1 was suspended for two (2) months, with the first report becoming due late 2025 March.



During the review period, the OUR held discussions with Licensees and provided written clarifications on the operationalisation of measurement and reporting obligations specified in the QoS Rules. Reporting templates and protocols for the monitoring process were also developed. Separate protocols were developed to review and validate reports submitted by the Licensees and for the OUR's independent measurement of the QoS parameters. Activities geared toward the procurement of monitoring solutions and tools to measure some QoS/QoE parameters of networks and services provided by licensed telecommunications carriers and service providers were also undertaken.

The OUR also engaged with some small licensees who expressed concern regarding potential challenges with respect to their ability to comply with the measuring and reporting obligations of the QoS regime. Under Rule 14 of the Rules, a small licensee may submit a written request to the OUR to be exempted from conducting measurements of and reporting on any or all measurement parameters. Before granting an exemption to a licensee, the OUR must be satisfied that the costs of compliance with the QoS obligations are disproportionate to that licensee's revenues for an exemption to be given. Licensees granted an exemption are, however, still required to meet the QoS targets.

Projects Geared Toward Public Safety

The Government of Jamaica (GOJ) has launched a project to improve the effectiveness, efficiency, and responsiveness of emergency services in the island. The project will consolidate all call-taking and dispatching functions in a unified (physical and/or virtual) emergency communications centre. As a key stakeholder in the process to modernise the emergency access services, the OUR is undertaking initiatives that will support the GOJ's project. Activities in relation to the following initiatives will begin in the third quarter of the 2025-2026 fiscal year.



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

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. A key intervention in the modernisation project 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. An assessment of the capability of existing service providers to transmit Automatic Number Identification (ANI) and Automatic Location Information (ALI) for callers seeking to access emergency services is therefore required.



The Establishment of Certification Standards for Private Branch Exchanges (PBX) Equipment

In the modernised emergency access services framework, customer premises equipment connected to the public telecommunication network, such as Private Branch Exchanges (PBXs), should be able to dispatch precise location data when persons are making calls from entities with multiple buildings, multi-levels/floors, 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. The OUR will take steps to establish certification standards for PBX equipment.

Numbering Administration

During the period, the OUR continued its efforts to ensure the availability of adequate and appropriate numbering resources for telecommunications carriers and service providers and the efficient assignment of those resources. This included the audit of some numbering resources, the processing of applications for Central Office Codes (NXXs), Local Toll-Free Numbers and Vertical Service Codes and the handling of number portability-related matters. During the period, 3,188 fixed numbers and 224,313 mobile numbers were ported.

The following activities were also carried out during the period in fulfilment of the OUR's role as the numbering administrator.

The Establishment of Certification Standards for Private Branch Exchanges (PBX) Equipment

In the past, resources such as the Mobile Country Code and Mobile Network Code (MNC) which are used to formulate the International Mobile Subscriber Identity (IMSI) resource were thought to be relevant only to the operators of mobile networks who needed to facilitate the authentication, routing and billing of their customers as they roam on other networks facilitating land mobile terminals roaming among public land mobile networks in different countries. However, with more entrants indicating their intention to utilise mobile technologies such as LTE in their fixed wireless networks, there was a need to modify aspects of the IMSI Assignment Guidelines. The OUR issued its "Determination Notice - Review of the International Mobile Subscriber Identity (IMSI) Assignment Guidelines" on 2025 March 26 and the decisions therein became effective on 2025 March 31. The revised IMSI Guidelines were issued on 2025 March 31 with an effective date of 2025 April 18. The modifications addressed matters such as:

- The expansion of the eligibility criteria that will now allow for the MNCs to be assigned to both mobile carriers (satellite and terrestrial) offering public services and fixed carriers utilising radio spectrum in their access networks, including satellite operators with ancillary terrestrial networks.
- The requirement for applicants to utilise specific radio interface protocols such as GSMA-based protocols (GPRS, EDGE etc.), CDMA2000 protocols, LTE (including

Advanced LTE), 5G NR within their proposed network for end-user identification or signalling.

- Clarification of procedural arrangements regarding the application process for an MNC, including the granting of extensions for MNCs that have yet to be deployed.
- Monitoring arrangements for fixed wireless operators that have been assigned MNCs.

Review of the Number Portability Framework – Phase 2

The objective of the review is to ensure that, as the market dynamics change, the porting regime is continually improved to ensure it remains efficient and the integrity of the process remains uncompromised. Whereas Phase I of the review - completed 2022 April - focused on issues that only impacted the Industry Number Portability Guidelines (INPG), Phase II will focus on the issues/proposals that will require 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 to delivering on said targets. The OUR will also impose penalties if a donor telecommunications carrier/service provider fails to meet the performance targets set. Phase II will also include guidelines for the porting of other numbering resources such as Common Short Codes and Local Toll-Free Numbers.

Update on Important Telecommunications Sector Indicators

Fixed Voice Service

Fixed voice subscriptions stood at 453,882 as at 2024 December 31, representing a marginal decline of one per cent (1%) compared to the similar period in 2023, which recorded 458,723 subscriptions.

Table 38: Fixed Subscriptions ('000) & Penetration Rates (2015-2024)

YEAR	SUBSCRIPTIONS ('000)			PENETRATION RATE
	TOTAL	RESIDENTIAL	BUSINESS	
2015	252.84	181.04	71.80	9.28%
2016	310.21	234.99	75.22	11.39%
2017-2018	347.67	274.99	72.68	12.74%
2018-2019	368.49	297.83	70.66	13.50%
2019-2020	398.31	329.33	68.98	14.57%
2020	436.25	370.03	66.22	15.96%
2021	473.62	408.78	64.84	17.32%
2022	446.83	383.33	63.50	16.34%
2023	458.72	384.16	74.56	16.78%
2024*	453.88	379.10	74.78	16.60%

***Data provided as at 2024 December 31*



Mobile Voice Service

Mobile voice service subscriptions were 3,341,536 as at 2024 December 31, representing a two per cent (2%) increase when compared with the similar period in 2023.

Table 39: Mobile Voice Subscriptions ('000) & Penetration Rates (2015-2024)

YEAR	SUBSCRIPTIONS ('000)			PENETRATION RATE
	TOTAL	PREPAID	POST-PAID	
2015	3,137.21	2,970.78	166.43	115.20%
2016	3,267.34	3,085.09	182.25	119.98%
2017-2018	3,107.12	2,910.54	196.58	113.86%
2018-2019	2,988.74	2,783.87	204.87	109.52%
2019-2020	2,966.88	2,746.53	220.35	108.51%
2020	2,873.26	2,653.34	219.92	105.09%
2021	2,905.41	2,673.75	231.66	106.27%
2022	3,002.74	2,715.91	286.83	109.83%
2023	3,278.80	2,921.19	357.61	119.92%
2024*	3,341.54	2,932.69	408.85	122.22%

***Data provided as at 2024 December 31*

Internet Service

Fixed broadband subscriptions stood at 453,746 as at 2024 December 31, representing a marginal increase of one per cent (1%) over the previous period, when it stood at 448,226. Regarding mobile broadband, these subscriptions stood at 1,794,826 as at 2024 December 31, representing a decline of eleven per cent (11%) over the previous period, when it stood at 2,011,156..



Table 40: Distribution of Internet Subscriptions ('000) & Penetration Rates (2015-2024)

YEAR	SUBSCRIPTIONS ('000)				PENETRATION RATE
	TOTAL	FIXED NARROW-BAND	FIXED BROADBAND	MOBILE BROADBAND	
2015	1,670.28	0.96	163.96	1,505.36	61.33%
2016	1,781.40	---	192.07	1,589.33	65.41%
2017-2018	2,000.17	---	263.24	1,736.93	73.30%
2018-2019	1,729.05	---	293.22	1,435.83	63.36%
2019-2020	2,001.16	---	331.98	1,669.18	73.19%
2020	2,127.58	---	385.60	1,741.98	77.82%
2021	2,151.68	---	413.50	1,738.18	78.70%
2022	2,309.70	---	424.74	1,884.96	84.48%
2023	2,459.43	---	448.27	2,011.16	89.95%
2024*	2,248.57	---	453.75	1,794.83	82.24%

***Data provided as at 2024 December 31*

2025-2026 Projects/Activities

National Emergency Telecommunications Plan

Effectively managing the risks of disasters depends on the effective communication and sharing of information among all stakeholders. During 2025-26, the OUR will collaborate with the Ministry of Science, Energy, Telecommunications and Transport (MSETT) and other stakeholders regarding the development of a National Emergency Telecommunications Plan (NETP). This is a strategy that indicates the telecom-supported activities during disasters/emergencies, the roles and responsibilities of all stakeholders, and the step-by-step actions to be taken by each stakeholder in the different phases of the disaster management cycle. This includes outlining the national vision for the utilisation of telecommunications for purposes such as early warnings or alerts in times of emergencies/disasters.

National Emergency Telecommunications Plan

In keeping with the thrust to improve the resilience of the country's telecommunications infrastructure, it is essential that the Jamaica Internet Exchange Point (JAIXP), which was established in 2014, functions to its full potential. Consequently, the OUR intends to perform several activities aimed at bolstering the JAIXP's overall ability to deliver on key national objectives, such as the realisation of a digital society. The project will:

- Upgrade the JAIXP 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.

> *In keeping with the thrust to improve the resilience of the country's telecommunications infrastructure, it is essential that the Jamaica Internet Exchange Point (JAIXP), which was established in 2014, functions to its full potential.*

Guidelines for Resilience of Public Telecommunications Networks

This project will add to the work done under the Outage Protocol/Resiliency Measures project. The objective of the project is to identify scenarios relating to incidents with a significant impact on telecommunications networks and services and, based on these, develop suitable measures and formulate recommendations for action to strengthen the resilience of public telecommunications networks. Following the passage of Hurricane Beryl, the challenges with the restoration of electricity service in some areas also impacted the telecommunications infrastructure and services in those areas. The

resilience project will examine, among other things, networks' dependence on commercial power and the interdependence of fixed and mobile networks.

Review of the QoS Rules

Although promulgated in 2023, the current QoS Rules were created in the previous decade. Since then, there have been several ICT-related technological developments locally and globally. For instance, locally, both mobile operators have deployed LTE networks. Globally, operators have begun deploying 5G networks. With this project, the OUR will undertake a review of the QoS regulatory framework to take account of technological developments, as well as aligning the framework with international best practices.



Legal

Overview

The Legal Department advised on several matters aimed at ensuring that the OUR observed due process and complied with all legal and statutory requirements in discharging its regulatory and administrative functions. The Department also provided legal inputs in several of the organisation's regulatory and administrative processes and activities, and managed the litigation, tribunal, and telecommunications interconnection dispute matters in which the OUR was involved.

Litigation Matters

From 2024 April to 2025 March, our legal officers managed seven (7) litigation matters which were carried over from previous periods. Four (4) of the matters were filed with the Electricity Appeal Tribunal, one (1) with the Telecommunications Appeal Tribunal, one (1) matter with the Supreme Court, and one (1) with the Court of Appeal.

Management of the two (2) matters filed with the Courts involved activities related to pursuing outstanding costs or judgment debts.

The matter filed with the Telecommunications Appeal Tribunal relates to an appeal from Cable & Wireless Jamaica Limited against the OUR's implementation of the Telecommunications (Infrastructure Sharing) Rules 2022, which came into force on 2023 February 1. To date the appeal has not progressed.

The four (4) matters filed with the Electricity Appeal Tribunal are appeals by the Jamaica Public Service Company Limited (JPS) against various tariff-related decisions issued by the OUR. Three (3) of the four (4) remained in abeyance over the period. However, one (1) matter, the JPS's appeal against the OUR decisions on its rate application for the period 2019 to 2024, proceeded to case management in 2024 November, and was heard in 2025 March. The OUR awaits the Tribunal's decision.

Telecommunications Interconnection Disputes

During the period under review, five (5) disputes were referred to the OUR for resolution pursuant to the Telecommunications (Resolution of Interconnection Disputes) Rules, 2024. The OUR issued its decision on one (1) of these matters in 2025 March. It will issue its decisions on the other matters during the first quarter of the 2025-2026 financial year.





Chenée Riley
General Counsel



Lorraine Patterson Walters
Legal Consultant



Wayne McGregor
Senior Legal Counsel



Nicole Morgan
Legal Counsel



Naomi Watkins
Legal Officer (Acting)



Leighton Hamilton
Director, Information Technology and Risk



Otis Anderson
Manager, Information Technology



Peter Johnson
Manager, Project Management & Risk



Sheldon Lecky
Information Systems Security Officer



Renaldo Davis
Solution Developer

Information Technology and Risk Department

The Information Technology and Risk Department (ITRD) continued to ensure that the OUR's technology infrastructure remained robust, secure, and aligned with the organisation's operational needs throughout the 2024–2025 fiscal year. The department played a critical role in supporting the OUR's mandate by providing the technological tools and systems for the efficient execution of its activities and projects.

Information Technology Achievements

1. **Technology Deployment and Support**
   The ITRD ensured that all OUR staff were equipped with the appropriate hardware and secure digital solutions to perform their duties effectively. This included deploying updated equipment and systems to enhance productivity and operational efficiency.

2. **Replacement of Obsolete Equipment**
   Outdated hardware, including laptops and servers that had reached end-of-life, was replaced via a procurement process to minimise the risk of service interruptions and maintain operational continuity.

3. **Cybersecurity and Service Continuity**
   There was no reported downtime in IT services during the period, attributed to proactive monitoring and implementation of cybersecurity measures to safeguard the OUR's infrastructure from potential threats.

2. **System Development and Enhancements**
   a. A new online filing platform and integrated database were developed to streamline licensees' submission of regulatory documents.
   b. Enhancements were made to several in-house applications, including:
   - License Application System (LINKS)
   - Customer Information Database System (CIDS)
   - Regulatory Decision Management System (INKS)
   - Project Monitoring System
   - Electronic Document and Records Management System (EDRMS)

Ryhan Robotham
Graphic Officer/Helpdesk Coordinator (no photo)

Outlook for 2025–2026

In the upcoming fiscal year, the ITRD will continue its efforts to modernise the organisation's IT infrastructure. This includes:

- Continued replacement of obsolete equipment.
- Upgrading of hardware and software systems.
- Implementation of new technologies to enhance the quality and accessibility of information for all OUR stakeholders.

Quality Management System

The OUR successfully maintained its ISO 9001:2015 certification following the recertification audit conducted by the National Certification Body of Jamaica (NCBJ). This achievement underscores the organisation's commitment to delivering high-quality, measurable services to stakeholders and the Jamaican public.

Quality Management System Key Activities

- Conducted a process audit to identify opportunities for improving operational efficiency and stakeholder engagement.
- Executed the QMS Management Review, with approvals granted for all core organisational processes.

Plans for 2024–2025

The OUR will undergo an annual surveillance audit to maintain its ISO 9001:2015 certification and continue strengthening its quality management practices.

Enterprise Risk Management

The Enterprise Risk Management System continued to evolve, becoming more integrated with the organisation's broader management systems. Quarterly risk reports were generated to assess and manage risks associated with regulatory and support activities. These efforts complemented the QMS and contributed to a more resilient and responsive organisation.





Caphanne March

Director, Human Resource and Administration



Shanique Nunes

Manager, Human Resource



Ingrid Brown Cripps

Manager, Property & Office Services



Nova Barnett

Manager, Public Procurement



Lyndon Adlam

Manager, Records and Information Management

Human Resource and Administration Department

The Human Resource and Administration Department provides human resource/people management services and other support services. This is done through four (4) portfolio units: Human Resource, Procurement, Record & Information Management, and Property & Office Services. During the period under review, the team remained committed to providing quality support services and to facilitating an environment where employees could develop and maximise their potential while achieving organisational goals.

Talent Acquisitions, Promotions and Separations

During the 2024-2025 period, the organisation recorded three (3) new hires, one (1) promotion, and two (2) separations.

The new hires filled the positions of Graphic Officer/Helpdesk Coordinator, Consumer Affairs Officer, and Public Affairs Assistant. One (1) employee was promoted to Clerical Assistant.

The positions that became vacant due to resignations were those of the Accountant and the Project Coordinator/Executive Assistant. In addition, two temporary persons were engaged and one temporary worker was separated during the period.



Capacity development remained essential to the organisation's success, and as such, staff members participated in different initiatives, as outlined in Table 41.

Table 41: Capacity Development for Staff 2024-25

CAPACITY DEVELOPMENT FOR STAFF 2024-25		
US Department of State & CREF – Power Hours Capstone Event & Caribbean Renewable Energy Forum 2024	Peakford Global Consultants – Supervisory Management	Symptai Consulting – Certified Information Privacy Manager
PURC/Florida International University – 55th PURC/World Bank International Training Programme on Utility Regulation and Strategy	Office of Public Procurement Policy – Elevate Procurement Conference	The Jamaica Customer Service Association – Emotional Intelligence for Service Excellence
International Telecommunications Union – ITU regional workshop	Spectrum Management Authority – The Caribbean Spectrum Management Conference	Jamaica Stock Exchange – Chartered Governance Qualifying Programme
Blue Planet Alliance Caribbean Climate – Smart Accelerator – Blue Planet Alliance's Fellowship Programme	The Jamaica Customer Service Association – International Customer Service Certification Programme	Real World Technology Training Solutions – Fundamentals of Cybersecurity and Zero Trust
US Department of State, Bureau of Energy Resources Power Sector Programme & CARILEC – CARILEC CERO's and Leadership Conference	INPRI – Public Procurement Series	ICAJ – 2024 Business Conference
Caribbean Telecommunications Union – School of Digital Transformation and Innovation	HR Concepts – The Dismissal and Appeal Process	General Legal Council – What Lawyers Should Know about the Sexual Harassment Act
Caribbean Water and Waste Association – CDB Water and Wastewater Policy Consultation	MIND – Strategic Human Resource Management	Jamaican Bar Association – Continuing Legal Education Pre-recorded Seminars/Webinars
OCCUR – 19th Annual Conference 2024	Fresh Learn Global – Accounts Payables Training	Jamaican Bar Association – Annual Conference 2024
CARILEC & Caribbean Utilities Company Limited (CUC) – CARILEC Resilient Energy Community (CAREC) Conference and Exhibition	Association of Certified Fraud Examiners – Fraud Risk Assessment & Detection AI-Driven	Jamaica Chamber of Commerce - Jamaica Chamber of Commerce Breakfast Conversation Series
ITU – Accessible Americas – ICTs for All	ICAJ - Annual International Financial Reporting Standards Virtual Workshop	HR Dynamix – OSH – Managing Workplace Safety and Health
JEF- Understanding the role and responsibility of the Executive Assistant	JEF - How to Conduct Effective Disciplinary Hearings	Bureau of Standards Jamaica – ISO 27001:2022 IT – Security Techniques





Schwannah Langley
Records Clerk



Lorraine Baker
Telephone Operator/Receptionist



Kadine Williams
Administrative Assistant



Granville McKoy
Security Officer/Driver



Adeka Minns
Clerical Assistant

In addition to the capacity development programmes undertaken, the HR and Administration Department included data protection awareness training as part of its orientation programme.

Performance Management

The organisation facilitates employee engagement through various channels to ensure awareness of goals and objectives. The HR and Administration Department managed the performance management process by ensuring that employees' work plans and performance targets were aligned with the entity's corporate goals and objectives, and evaluation measured accordingly.

Employee Engagement, Satisfaction and Well-being

The Department executed its Annual Health and Wellness Fair as it continued to regard the holistic wellness of the employees as an important element in the employment relationship. The HR and Administration Department partnered with external organisations to host the event. The fair encompassed spiritual wellness, medical screening and testing, proactive lifestyle presentations, food, health and nutrition demonstrations, counselling/psychological support, as well as physical therapy sessions.

Additionally, the organisation continued the on-call employee assistance programme which provided persons with direct access to mental health professionals if needed. Emphasis was also placed on vacation leave management during the period, which, among other benefits, promoted a more balanced work-life environment.

Other interactive and social events were held throughout the period to enhance team building and boost employee morale.

Procurement

The Procurement Unit continued to ensure that all procurement activities were conducted in accordance with prescribed Government of Jamaica guidelines and regulations. Timely Quarterly Contract Awards (QCA) reports and requests for information were submitted to the Integrity Commission and the Ministry of Finance and the Public Service.

During the 2024-2025 period, eleven (11) contracts were awarded, nine (9) of which were above J$500,000. Of the total number of contracts awarded, seven (7) were for consulting services and four (4) for goods.

Records and Information Management (RIM)

During the reporting period, the Records and Information Management (RIM) Unit remained committed to ensuring the effective governance, control, and accessibility of all documented information maintained by the OUR. The Unit continued to implement and refine a comprehensive framework for the standardised management of paper-based, digital, and electronic documents and records, in alignment with the organisation's Quality Management System (QMS).

Key activities included the application of regulatory compliance standards and lifecycle management principles to record creation, classification, retention, storage, and disposal. The

Unit also played a critical role in the ongoing review and enhancement of internal documentation, contributing to the development and continual improvement of official forms, manuals, policies, procedures, templates, and guidelines. These efforts are essential to ensuring consistency, transparency, and efficiency in information handling across all departments.

Access to Information (ATI) Act Requests

During the review period, the OUR received four (4) requests under the Access to Information Act. The requests were related to correspondence verifications, compliance matters among utility service providers, and public/private partnerships across the utility sectors. Full disclosures and partial grant of access were issued in accordance with the provisions of the Act, balancing the requester's right to information with confidentiality and privacy considerations.

In compliance with statutory obligations, the RIM Unit ensured that all required monthly and quarterly reports were prepared and submitted on schedule to the Access to Information Unit within the designated government ministry.

Protected Disclosures Act Reports

For the reporting period, no protected disclosures were received.

All mandated monthly compliance reports were duly compiled and submitted to the Integrity Commission in accordance with the agency's reporting obligations.

Outlook

The HR and Administration Department will continue to develop and enhance its processes and services to ensure continual improvement toward increased customer awareness, satisfaction, and engagement. To this end, it will continue to focus on and improve initiatives related to talent acquisition, development of various policies and procedures, capacity development; performance management; succession planning and management; employee engagement, satisfaction and well-being; procurement of goods, general and consultancy services; general administration and records and information management. The aim is to utilise technology to enhance the processes and facilitate employees working smarter and to ensure the protection of stakeholder data.

For the 2025-2026 period, the department will revise/update relevant policies and procedures, including finalisation and implementation of the restructured Personnel Policy and Procedural Manual, as well as the Sexual Harassment Procedures and the Flexible Work Arrangement Policy and Procedures.

Plans are also in place to develop an Occupational Health and Safety programme and undertake office modification to increase space utilisation and introduce sustainable initiatives. In addition, a post audit is being done in collaboration with the Ministry of Finance and the Public Service to address issues relating to the organisation's establishment and structure. This should also support efforts to attract key/critical talent to systematically improve the execution of the entity's mandate.



Joan Bailey Banton
Office Attendant



Loretta Townsend
Office Cleaner

The department will also continue to comply with relevant government regulations, especially with regard to public procurement and the timely submission of required reports.





Duhaney Smith
Financial Controller



Renae Gayle
Budget Officer



Laverne Small
Accountant



Carol Crooks
Chartered Consultant



Shavouy Drake Thomas
Senior Accounting Clerk

Finance

For the fiscal year ended 2025 March 31, the OUR recorded a net surplus of $405.4 million, a marked turnaround from the previous year's net deficit of $445.7 million. This improvement was driven by a forty-nine point eight per cent (49.8%) increase in Regulatory Fees alongside reductions of sixteen point three per cent (16.3%) and ten point seven (10.7%) in Staff Costs and Administration and Other Expenses, respectively.

Table 42: Ten-Year Statistical Highlights

Ten-Year Statistical Highlights	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
REVENUE, EXPENSES, AND NET SURPLUS - $'000										
Gross Revenue	1,661,382	1,319,376	1,027,876	965,153	876,291	860,967	811,904	771,608	764,976	704,098
Regulatory Fees	1,624,446	1,084,138	993,252	948,379	860,434	829,202	798,614	740,302	738,364	669,205
Deferred Income	54,396	(20,715)	37,022	(118,505)	(15,370)	(39,693)	(14,315)	(18,786)	(23,600)	-
Discount Allowed	-	(162)	(99,638)	(101,622)	(60,634)	-	-	-	-	-
Administration and Other Expenses (including Staff Costs)	(1,310,339)	(1,544,373)	(992,397)	(806,892)	(814,746)	(843,464)	(733,109)	(716,913)	(746,021)	(594,605)
Staff Costs	(1,029,707)	(1,229,789)	(727,008)	(593,611)	(594,418)	(613,362)	(530,579)	(495,459)	(482,219)	(418,948)
Net Surplus/ (Deficit)	405,439	(445,674)	(27,137)	(61,866)	(14,459)	(32,190)	64,480	35,909	18,955	109,493
BALANCE SHEET EXTRACTS - $'000										
Total Assets	833,940	752,002	986,795	983,633	929,902	868,670	730,253	772,863	757,705	790,633
Receivables	243,399	206,456	97,616	95,338	131,415	100,543	70,472	153,081	91,989	127,437
Trade Receivables Before Credit Loss Provision	276,240	214,653	92,791	76,843	137,171	113,921	77,294	124,118	72,334	120,997
Short Term Investments, Cash and Cash Equivalents	473,111	208,859	785,213	786,541	662,850	617,222	577,701	487,412	488,738	523,969
Reserves	92,558	(216,050)	336,870	346,584	421,997	365,990	430,069	400,260	570,314	554,156
Payables	296,513	279,890	310,411	243,029	215,050	171,762	139,633	152,000	123,024	117,210
FINANCIAL RATIOS										
Year End Trade Receivables/Regulatory Fees	17.01%	19.80%	9.34%	8.10%	15.94%	13.74%	9.68%	16.77%	9.80%	18.08%
Administration and Other Expenses/Regulatory Fees	80.66%	142.43%	99.89%	85.08%	94.69%	101.72%	91.80%	96.84%	101.04%	88.85%
Staff Costs/Administration Costs	78.58%	79.64%	73.27%	73.59%	72.96%	72.72%	72.37%	69.11%	64.64%	70.46%
Staff Costs/Regulatory Fees	63.39%	113.43%	73.19%	62.61%	69.08%	73.97%	66.44%	66.93%	65.31%	62.60%
OTHER DATA										
Financial Year-end Exchange Rate US$1.00 = J$	158.34	154.70	149.94	152.38	148.58	135.39	126.47	125.98	128.67	122.04
Inflation Rate Year Over Year	5.00%	5.56%	6.19%	11.30%	5.18%	4.81%	3.39%	3.94%	4.09%	2.96%
Number Of Staff	74	74	76	71	70	72	69	72	72	72
MAJOR CONTRIBUTORS TO REVENUE (SECTORS)										
Telecommunications	39%	37%	44%	41%	41%	42%	42%	40%	43%	42%
Electricity	37%	39%	36%	37%	37%	35%	40%	42%	41%	42%
Water	24%	24%	20%	22%	22%	23%	18%	18%	16%	16%

The significant increase in regulatory fees was necessary to fund the salary increases stemming from the government's restructuring of staff compensation. In the prior year, these salary adjustments were financed using the OUR's internal cash reserves, which led to a significant drawdown of its investment portfolio. Management's strategic actions in the current year have since partially restored and grown these investment balances.

The reported surplus of $405.4 million reflects Total Revenues of $1,715.7 million versus Total Costs of $1,310.3 million. Various International Accounting Standards (IAS) 19 pension valuation adjustments, however, negatively impacted the accumulated surplus, which stood at $160.0 million at year-end. After these adjustments, reserves remained positive at $92.6 million.

The Finance Department's efforts to recover outstanding regulatory fees were partially successful, despite Trade Receivables remaining high at $276.2 million at year-end. While receivables increased, there was also a significant rise in cash and cash equivalents, which, taken together, offset the sharp decline in the net book value of the Right-of-Use Asset, which fell from $261.3 million to $44.8 million. This decline was primarily due to IFRS 16-related adjustments due to reduced lease payments under a renegotiated lease agreement for the premises occupied by the organisation. As a result, Total Assets increased to $833.9 million, up $81.9 million or ten point nine per cent (10.9%) from the prior year's $752.0 million. This growth was largely driven by a $301.2 million increase in Current Assets, reflecting management's deliberate decision to curb spending and rebuild cash reserves to support operations and upcoming deferred project expenditures.

The combination of higher Current Assets and reduced Current Liabilities resulted in a net current asset position at year-end, a marked improvement over the net current liability position reported the previous year.

During the fiscal year, the organisation's leadership strongly emphasised strict expense management. Therefore, regular meetings were held between the Finance Department and Executive Management to review and adjust cash flow projections to uphold fiscal discipline while fulfilling its regulatory mandate within the approved budget.

As a result of this prudent financial oversight, the organisation closed the year with a Comprehensive Income of $308.6 million, a significant improvement from the Comprehensive Loss of $552.9 million recorded the previous year. This outcome followed the adjustment of a Net Surplus of $405.4 million (prior year: Net Deficit of $445.7 million) for the remeasurement of the Defined Benefit Pension Plan in accordance with accounting standards. The positive Comprehensive Income, therefore, largely reflects the success of management's strategy to rebuild the organisation's cash position, which had been significantly strained by the multi-year salary adjustments implemented in the prior year.



Shekeva Miller
Senior Accounting Officer



Sophia Taylor
General Clerk

Table 43: Income and Expenditure Summary

Income and Expenditure Summary

	2025 $'000	2024 $'000
Net regulatory fees	1,678,842	1,063,261
Processing fees	520	(40)
Other operating income	29,614	676
Interest income	6,802	34,602
Total Income	**1,715,778**	**1,098,499**
Staff Costs	(1,029,707)	(1,229,789)
Other administrative and other expenses	(280,632)	(314,384)
	(1,310,339)	(1,544,173)
NET SURPLUS/(DEFICIT)	**405,439**	**(445,674)**

Table 44: Total Income

Total Income	2025	2024
	$'000	$'000
Regulatory fees	1,624,446	1,084,138
Processing fees	520	(40)
	1,624,966	1,084,098
Deferred income	54,396	(20,715)
Discounts allowed	-	(162)
Operating Income	**1,679,362**	**1,063,221**
Interest income	6,802	34,602
	1,686,164	1,097,823
Other operating income	29,614	676
	1,715,778	**1,098,499**

Total income rose by fifty-six point two per cent (56.2%) year-over-year, increasing from $1,098.5 million in the prior year to $1,715.8 million in the current financial year. This growth was driven primarily by a fifty-eight per cent (58.0%) increase in operating income, which climbed from $1,063.2 million to $1,679.4 million. The total also includes Deferred Income of $54.4 million, compared to a negative $20.7 million in the previous year, representing amounts transferred from or to reserves.



Figure 17: Sector Contribution to Regulatory Fees

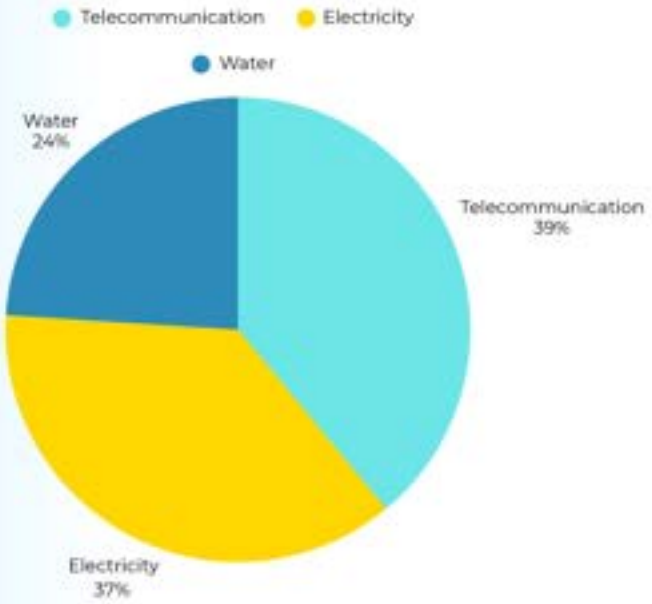
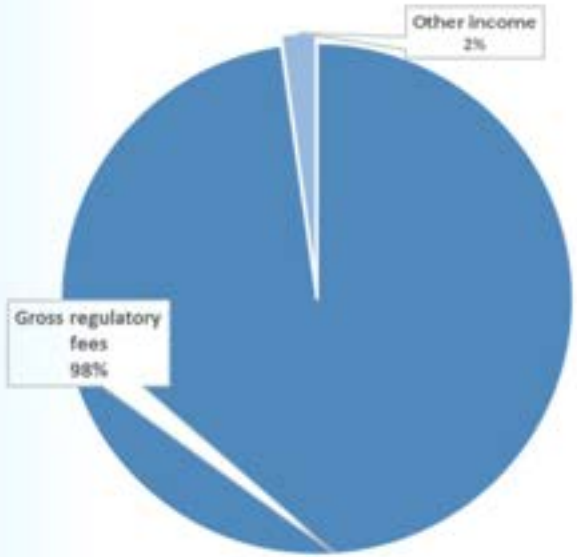


Figure 18: Gross Revenue

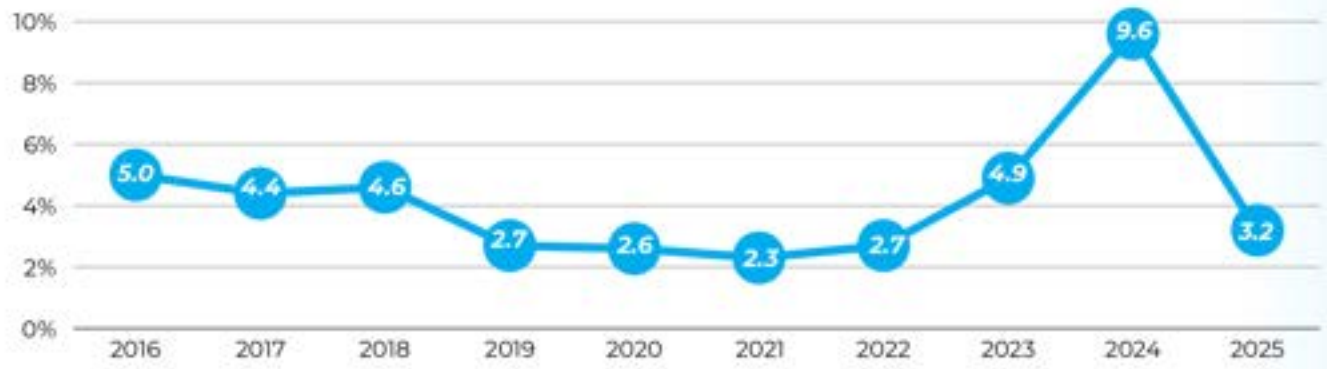


Net regulatory fees, the primary source of income, totalled $1,679.4 million for the year, up fifty-eight per cent (58.0%) from $1,063.3 million in 2023-2024. This figure reflects adjustments for discounts allowed (prior year) and deferred income. The sectoral contributions to regulatory fees were as follows:

- Telecommunications: 39% (2023-2024: 37%)
- Electricity: 37% (2023-2024: 39%)
- Water: 24% (2023-2024: 24%)



Figure 19: Average Annual Return on Investments



Interest income declined to $6.8 million from $34.6 million in the prior year, reflecting a significant drop in average investment returns, from nine point six per cent (9.6%) to three point two per cent (3.2%) (a decline of 670 basis points). This represents one of the lowest returns since 2015-2016, when the rate reached a low of two point three per cent (2.3%). The decline was expected, as approximately eighty-five per cent (85%) of investments were liquidated in 2023-2024 to fund retroactive salaries and benefits.

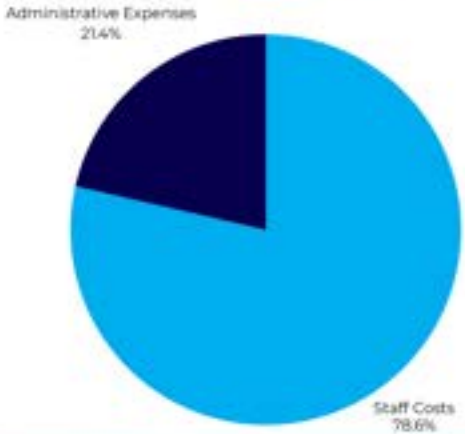
Staff Costs, Administration and Other Expenses

Management continued to apply prudent cost control measures used in previous years, including strict expenditure justification and rigorous budget oversight. These efforts helped contain growth in administrative expenses and enabled the rebuilding of cash reserves depleted in the prior year due to compensation adjustments.

Table 45: Administrative and Other Expenses

Administrative and Other Expenses	2025 $'000	2024 $'000
Staff Costs	1,029,707	1,229,789
Administrative and Other Expenses	280,632	314,384
	1,310,339	**1,544,173**

Figure 20: Administative and Other Expenses ($'000)



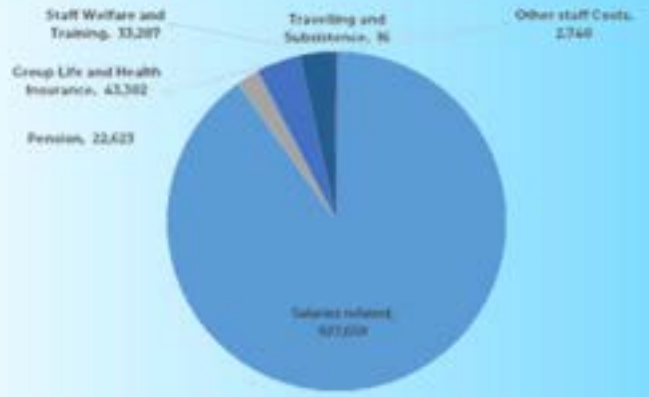
Total expenses for the year stood at $1,310.3 million, a fifteen point one per cent (15.1%) reduction from $1,544.2 million in 2023/2024. Staff Costs at $1,029.7 million (2023/2024: $1,229.8 million) fell sixteen point three per cent (16.3%) year-over-year and accounted for seventy-eight point six per cent (78.6%) of total expenses, down from seventy-nine point six per cent (79.6%).

Staff Costs

Table 46: Staff Costs

Staff Costs	2025 $'000	2024 $'000
Salaries Related	927,659	1,176,844
Pension	22,623	3,845
Group Life and Health Insurance	43,382	42,355
Staff Welfare and Training	33,287	47,012
Travelling and Subsistence	16	(45,187)
Other Staff Costs	2,740	4,920
	1,029,707	**1,229,789**

Figure 21: Staff Costs



Staff Costs showed mixed performance compared to the previous year:

- Salaries and related expenses fell by twenty-one point two per cent (21.2%), reflecting the absence of prior year retroactive payments.
- Pension contributions increased due to top-up payments required to address funding shortfalls.
- Group Life and Health Insurance costs rose marginally, following contract renegotiations in the prior year.
- Staff Welfare, Training, and Other Staff Costs declined, driven by continued cost containment.
- Travelling and Subsistence primarily reflect subsistence costs, as travel-related allowances were absorbed into salaries during the public sector compensation reform.

Table 47: Admin. Expenses Showing Increases Over Prior Year

Admin. Expenses Showing Increases Over Prior Year	2025 $'000	2024 $'000
Projects	52,355	44,571
Foreign exchange gain	(2,081)	(1,896)
Advertising and promotion	922	221
Bad debts written off	25,566	7,848
Telephone	19,282	15,061
Office members' remuneration	10,910	10,820
Subscriptions	30,549	29,159
Motor vehicle expenses	2,765	2,623
Customer expenses	25,488	22,369
Office rental	680	508
Audit Fee	1,720	1,580
	168,156	**132,864**

Table 48: Admin. Expenses Showing Reductions Over Prior Year

Admin. Expenses Showing Reductions Over Prior Year	2025 $'000	2024 $'000
Public relations	5,871	7,563
Stationery, printing, and postage	377	1,012
Legal and professional fees	32,043	36,558
Depreciation and Amortization	39,730	77,944
Interest expense - right-of-use-asset	4,243	19,282
Office and general expenses	12,211	15,672
Foreign Travel	5,837	7,083
Covid utility grant	(183)	-
Amortization of intangible asset	5,326	8,483
Repairs and Maintenance	7,023	7,923
Gain on disposal of fixed asset	(2)	-
	112,476	**181,520**

Notable increases in expenses that had a significant impact on Administration Expenses as a result of operational activities occurred primarily in expenditure on Projects, Advertising and Promotion, Bad Debt Written-Off, Telephone, and Audit Fees. The increases were offset, primarily, by reductions in Public Relations, Office and General Expenses, Amortisation of Intangible Assets, Depreciation and Amortizsation, and Interest Expense: Right-of-Use-Asset.

The decreases in Depreciation and Amortisation and Interest Expense: Right-of-Use asset are attributable to International Financial Reporting Standards (IFRS) 16 - Leases adjustments.

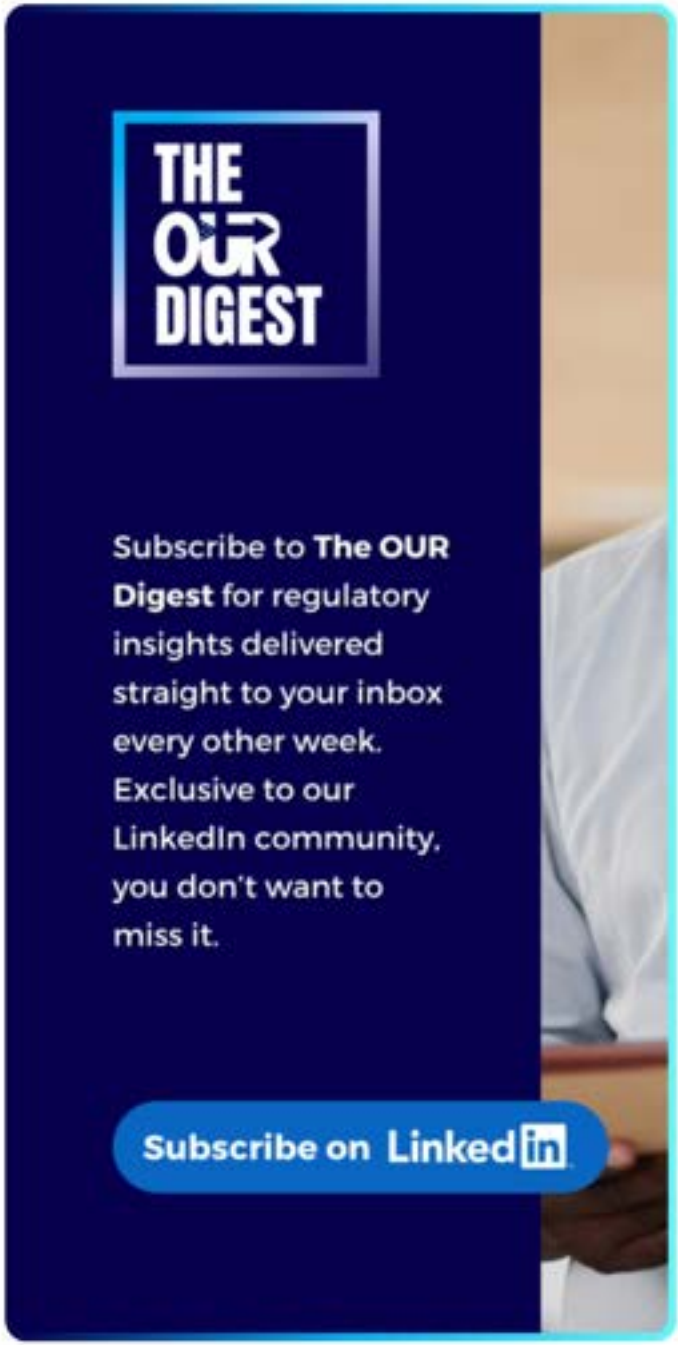


Figure 22: Fiscal Years' Forex Trend (J$ vs. US$)

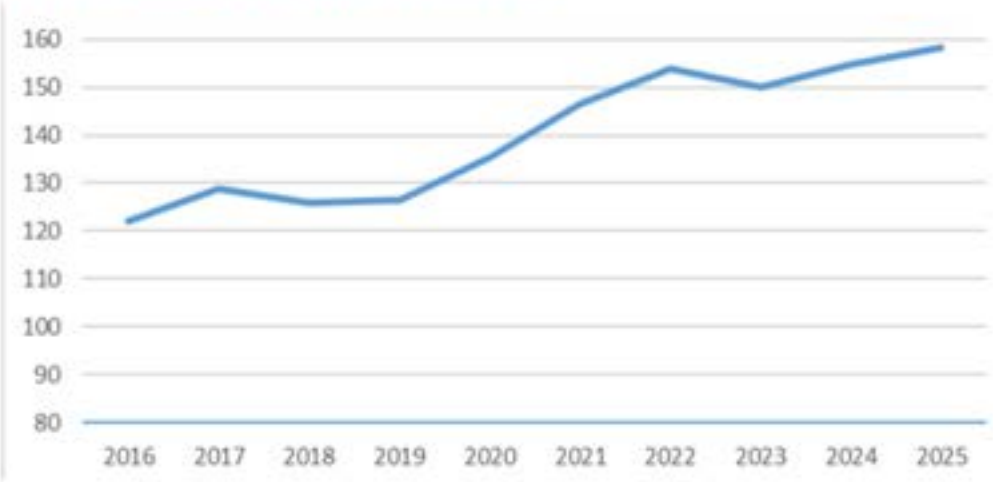
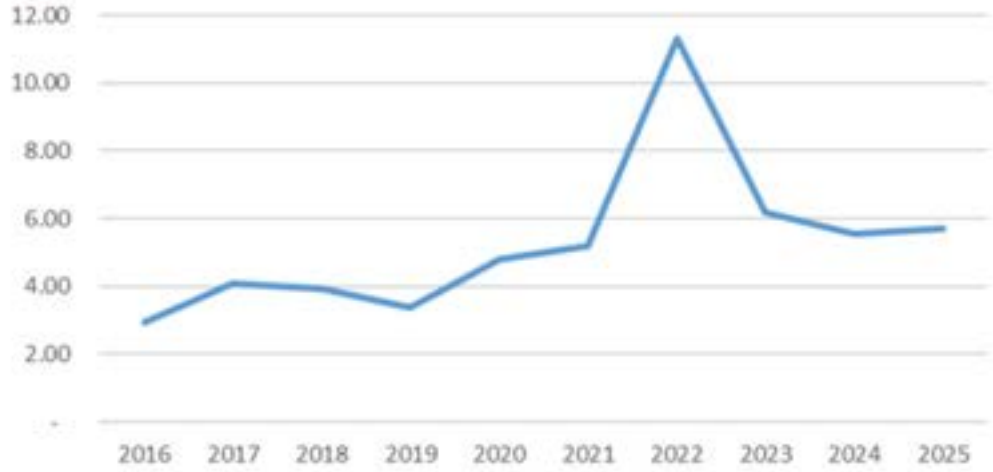


Figure 23: Movements in Inflation Rates - Fiscal Rates



Assets

Total Assets grew by ten point nine per cent (10.9%), rising from $752.0 million to $833.9 million, largely driven by a seventy-one point two per cent (71.2%) increase in Current Assets, which rose from $423.2 million to $724.4 million. Key contributors were:

- A 126.5% increase in Short-Term Investments and Cash & Cash Equivalents, from $208.9 million to $473.1 million
- A seventeen point nine per cent (17.9%) increase in Receivables, from $206.5 million to $243.4 million

The rise in Receivables occurred despite management's proactive step of issuing estimated fee invoices during the fiscal period. The increase is primarily due to delayed payments by a major utility provider. Management is engaging with the entity's leadership and will take further steps to recover the outstanding amounts.

These gains in Current Assets were partially offset by a sixty-six point seven per cent (66.7%) decline in Non-Current Assets, which dropped from $328.8 million to $109.6 million. This was primarily due to an eighty-two point eight per cent (82.8%) reduction in the Right-of-Use Asset, from $261.3 million to $44.8 million, in line with IFRS 16 - Leases adjustments.

Reserves and Liabilities

Reserves moved from a deficit of $216.1 million in the prior year to a positive $92.6 million at year-end. This turnaround was supported by:

- A Net Surplus of $405.4 million (2023-2024: Net Deficit of $445.7 million)
- An IAS 19 pension remeasurement loss of $96.9 million (2023-2024: loss of $107.2 million)

Total liabilities declined by twenty-three point four per cent(23.4%), from $968.1 million to $741.4 million.

- Payables rose slightly to $296.5 million (2023/2024: $279.9 million), now comprising forty per cent (40.0%) of total liabilities (up from twenty-eight point nine per cent (28.9%).
- Deferred Income decreased to $273.4 million (2023-2024: $327.8 million), is now thirty-six point nine per cent (36.9%) of total liabilities (down from thirty-three point nine per cent (33.9%), due to fewer projects being deferred to the next financial year.

Lease Liability – Non-Current fell sharply from $234.2 million to $21.9 million, in keeping with accounting rules under IFRS 16, reflecting reduced future lease obligations.

Internal Audit



Hope James
Chief Internal Auditor



K. Antonio Mullings
Internal Auditor

The OUR continues to maintain its ISO 9001:2015 certification following a thorough examination of its processes. The OUR is one of the few regulatory bodies worldwide to have attained this international accreditation.

The Internal Audit Unit provides independent and objective assurance of the OUR's operations. We aim to foster improved, effective internal controls, risk management, and corporate governance using a systematic and disciplined approach. Our independence is maintained by reporting directly to the Office's Audit Committee on audit matters.

Internal Audit remained committed to helping the organisation achieve its overall goals and continued to support it by providing value-added solutions through audits and advisory services. Audits are a requirement under the Quality Management System (QMS). As such, the Unit is responsible for scheduling, planning, and executing these audits in accordance with the QMS ISO 9001:2015 Standard. These audits are categorised as Process Audits. With the oversight of the Unit, the OUR maintained its certification to the ISO 9001:2015 Standard. During the 2024-2025 period, two (2) external Process Audits were conducted under the QMS.

The OUR continues to maintain its ISO 9001:2015 certification following a thorough examination of its processes. The OUR is one of the few regulatory bodies worldwide to have attained this international accreditation.

Operational Audits were planned with input from the Director General and the Office's Audit Committee. Special Assignments are unknown at the planning and scheduling stage of the financial year and are executed as requested by or through the Director General and/or the Audit Committee.

The Internal Audit Unit monitors some externally conducted audits and reports on the findings and implementations. These include, but are not restricted to, statutory and Information Technology audits.

During the financial year, Internal Audit was engaged in unplanned special requests. Resources were reallocated to the special requests, impacting planned operational audit completion.



Figure 24: Audit assignments planned and completed 2024-2025





Table 49: Audit assignments planned and completed 2024-2025

Types of Assignments	Targeted Assignments 2024-2025	Completed Assignments	In Progress	Rescheduled Assignments
Operational	25	14	6	5
Process	3	3	-	-
Special (Unplanned) Activities	-	11	-	-
Total	**28**	**28**	**6**	**5**

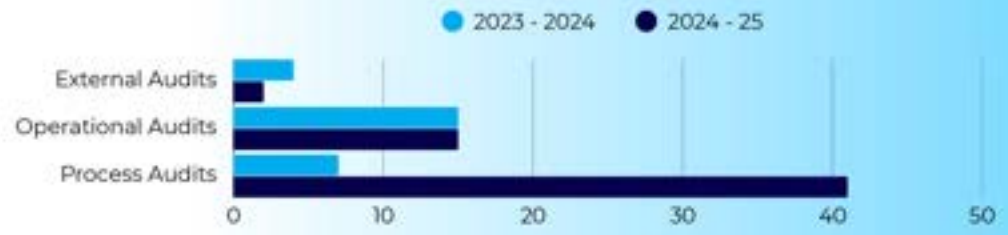
Throughout the year, the Internal Audit Unit continued to inform the Director-General and the Office's Audit Committee on audit matters through monthly and quarterly meetings.

As shown in Table 50, audit queries and findings raised in 2024-2025 totalled fifty-eight (58), an increase of 123% from the twenty-six (26) raised in the previous year.

Table 50: Audit queries and findings raised

Audit Findings Raised				
Audit Categories	2024-2025	2023-2024	Variance	Percentage Variance
Process Audits	41	7	34	486%
Operational Audits	15	15	0	0%
External Audits	2	4	-2	-50%
Total	58	26	32	123%

Figure 25: Audit queries and findings raised



During the 2024-2025 financial year, the Internal Audit Unit monitored 135 cumulative findings, of which fifty-eight (58) were raised in 2024-2025 and seventy-seven (77) were brought forward from previous years.

Sixty-seven per cent (67%) of the thirty-nine (39) findings raised in 2024-2025 were resolved, while sixty-five per cent (65%), or fifty (50) of those brought forward from prior years, were resolved in 2024-2025.

Overall, there was a thirty-seven per cent (37%) increase in the resolution and implementation of audit findings and queries in 2024-2025 compared with 2023-2024.

Table 51: Resolution of audit findings 2024-2025

2024 - 2025	Process Audits (ISO 9001)	Percentage Resolved	Operational Audits	Percentage Resolved	External Audits	Percentage Resolved	Total Issued	Percentage Issues Resolved
Total Findings:								
Issued	41	63%	15	73%	2	100%	58	67%
Resolved	26		11		2		39	
Brought Forward								
From previous years	51	61%	6	100%	20	65%	77	65%
Resolved	31		6		13		50	

OUR's Internal Audit Universe spans thirty-six (36) months. Thirty-five per cent (35%) of the Audit Universe was covered in 2024-2025.

Table 52: Audit coverage completed vs the audit universe

Types of Assignments	Targeted Assignments 2024-2025	Completed Assignments	Percentage Change
Process	5	3	60%
Operational and other non-process activities	38	12	32%
Total	43	15	35%

Fifty-six per cent (56%) of the Audit Universe planned for 2024-2025 was covered as shown in Table 51.

Table 53: Audit Universe coverage planned and completed for 2024-2025

2024-2025 Audit Universe			
	Scheduled for 2024-2025	Completed in 2024-2025	Percentage of Schedule Completed
Process Audits	4	3	75%
Operational Audits	23	12	52%
Total	27	15	56%

Productivity of the Internal Audit Unit by Comparison

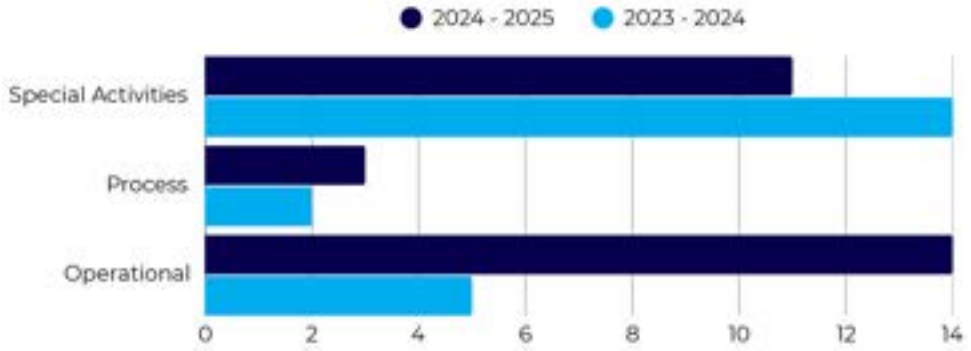
Table 52 shows categories of assignments completed by Internal Audit for the 2024-2025 reporting period compared to 2023-2024.

Audit assignments completed in 2024-2025 were thirty-three per cent (33%) more than in 2023-2024.

Table 54: Audit coverage completed vs the audit universe

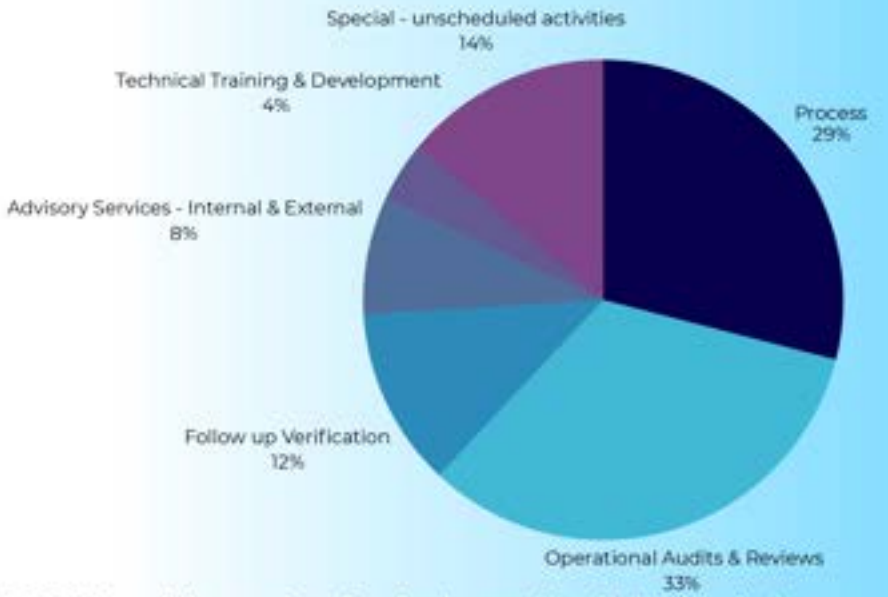
Types of Assignments	Completed 2023-2024	Completed 2024-2025	In Progress
Operational	5	14	180%
Process	2	3	50%
Special Activities	14	11	-21%
Total	21	28	33%

Figure 26: Internal Audit's Comparative Performance by Audit Category



Internal Auditors continued their professional development through internal and external sources. The rollout of an audit management tool acquired to improve the efficiency of the audit process will continue in the 2025 financial year.

Figure 27: Allocated audit hours in percentages



2024-2025 financial year plans for the Internal Audit Unit include:

- Operational Audits
- Process Audits



Consumer Advisory Committee on Utilities (CACU) Report



Yasmin M. Chong
CACU Chairperson

The Consumer Advisory Committee on Utilities (CACU) is again pleased to share its 2024-25 Annual Report with consumers of and stakeholders in utility services. This year's report highlights the CACU's continued efforts over the past year to lobby for affordable, safe and reliable utility services at affordable costs, while supporting Jamaica's climate goals in keeping with the UN framework of Sustainable Development Goals (SDG). The CACU team of dedicated advocates representing several segments of the Jamaican economy, pursued their prescribed mandate to bring about real change and hold utilities, regulators and governments accountable, while providing various fora for consumer education and inclusivity in decision-making.

In 2024-25, Jamaican consumers of utility services continued to face rising utility costs and unpredictable weather conditions. The CACU supported the utilities community in addressing challenges such as service charges due to higher exchange rates, fuel costs, reliability issues, hurricanes and floods. Our focus remains

a) finding creative ways and means to lower utility bills;

b) encouraging consumers to play their part in the transition to a cleaner energy future at the lowest possible cost;

c) ensuring that all utilities are investing in what is necessary to secure their systems; and

d) continuing our advocacy in prioritising access and affordability for all consumers.

> *Consumer education, protection, empowerment and market surveillance remain the cornerstone of the CACU's work in 2024-25, given its advisory responsibility and advocacy on behalf of consumers*

Consumer education, protection, empowerment and market surveillance remain the cornerstone of the CACU's work in 2024-25, given its advisory responsibility and advocacy on behalf of consumers with the OUR as part of the Jamaican utilities regulatory framework. I am proud of our CACU team of dedicated and passionate activists working hard to keep affordability and equity at the forefront of our advocacy efforts. However, protecting consumers is not the work of only one organisation or entity. Now more than ever, consumers need the combined voices and support of all parties working in tandem with a clear vision. In this regard, we were pleased to re-engage representation from the Consumer Affairs Commission (CAC), to bolster the work of the CACU and to build upon our advocacy efforts, presence and nimbleness to ensure decision-makers have the information they need to make well-informed decisions.

2nd Annual Utility Customer Service Distinction Award

In 2024, we committed to actively raising the bar for consumers. With the support of our partners – the OUR, the Consumer Affairs Commission, Digicel Jamaica Limited, FLOW Jamaica Limited, JPS and the NWC – the second staging of the Utility Customer Service Distinction Award was held on 2024 November 13, to acknowledge and recognise excellence in customer service by utility staff who establish and maintain a positive and effective working relationship with internal/external customers, colleagues, and the general public. A technical operator at Digicel Jamaica emerged as the winner from a competitive field of eleven (11) submissions from all four (4) utilities.



Eleven nominees of CACU's Utility Customer Service Distinction Awards pose with their certificates of recognition for exceptional service delivery, at the CACU Utility Customer Service Distinction Awards on 2024 November 13.



CACU member, Erwin Burton presents the judges' report at the Awards ceremony held on 2024 November 13.

Other CACU highlights for 2024 - 2025 in our priority areas of water, telecommunications and energy included:

- NASUCA (USA) monthly webinar series – electricity, water and sewerage, telecommunications and consumer advocacy.
- Consultations with Digicel, FLOW , JPS and the NWC on several issues and to provide feedback to the utilities on matters regarding customer service and product delivery.
- Participated in the Organisation of Caribbean Utilities Regulators (OOCUR) Annual Conference – 2024 October 29-31, in Suriname.
- Media interviews on the inaugural Utility Customer Service Distinction Award – 2024 November.

- Utility Customer Service Distinction Award Presentation Ceremony - 2024 November 13,
- OUR/European Union (EU) 5G Consultation – 2025 January 20
- Consumer Affairs Commission (CAC) re-engagement with the CACU – 2025 March
- Attend "Resolving your Water Service Issues" - OUR/NWC Webinar to provide insights into the water utility complaint resolution processes – 2025 March 11
- OUR Director-General's Annual Stakeholder Engagement – 2025 March 31

For the upcoming year, our priorities will focus on ensuring that affordability and reliability concerns are addressed for all utility customers. In 2025-26, our targeted efforts will be to:

- Address organisational challenges, including recruiting and retaining members while building stronger relationships with decision-makers and other state agencies to build a more efficient and effective advocacy programme.
- Analyse the data and insights collected on various issues through continued interaction with our regulatory partners to address the underlying problems driving consumer harm.
- Support consumers and their utility providers to improve products and services and empower consumers to resolve their issues themselves.
- Provide an essential source of consumer intelligence, interact and inform regulators of consumer issues and information to establish higher and fairer standards for the marketplace.
- Propose creative ways to assist those most in need by prioritising access, affordability and equity.
- Expand the Utility Customer Service Distinction Award.

Consumers grapple with the daily challenges of registering their voices to effectively participate in decision-making concerning matters with their utilities' services. They struggle for the most part because of the complexities of the sectors, making it difficult for them to express their views about issues affecting them in the sector due to their absence in the decision-making process, which often results in the outcomes being decided by the utilities, regulators and governments.

The CACU continues to deliver on its mandate to be the trusted and credible voice of consumers in the regulated utilities space and to deliver on its obligation fairly and transparently , independent of industry participants, regulators and the Government. We remain resolute and committed to contributing to the development of a modern, efficient, affordable and most importantly, a sustainable utility sector, to make Jamaica the best in class utility market globally and to achieve the Vision 2030 goal of making Jamaica, the preferred place to live, work, raise families and conduct business.





CORPORATE HIGHLIGHTS

Corporate Highlights

2024 April 1 - 2025 March 31

The OUR conducted and participated in several activities during the period. Here are pictorial highlights.



Director-General Ansord E. Hewitt participated in the 16th Caribbean Renewable Energy Forum (CREF) in Miami, Florida on 2024 April 24 - 26. CREF is the premier annual meeting place for leaders united in a common goal to ramp up investment in the energy transition across the Caribbean.



Deputy Director-General, Legal and Consumer Affairs Cheryl Lewis (left) and Specialist Consultant - Power Systems, Valentine Fagan were panelists at the Nuclear Energy Forum held at the University of Technology, Jamaica on 2024 May 2. They led discussions on utilising nuclear energy in power grids and enhancing oversight for nuclear power operations.

Data Protection Sensitisation Sessions



From left to right: OUR's Data Protection Officer K. Antonio Mullings, Data Privacy & Compliance Consultant Gregory Robinson, Legal Officer Naomi Watkins and Petergaye Bailey, Project Manager from Symptia, pose following insightful presentations as part of the observation of OUR's Data Protection Day on 2024 September 13.



OUR's Director of Human Resources & Administration, Caphanne March (left), thanks Attorney-at-Law Monique Morrison with a token after her presentation to OUR staff members on International Data Protection Day, 2025 January 28.



OUR Team members toured the NWC/Miya Non-Revenue Water (NRW) Reduction Programme in Portmore on 2024 May 7. They are: OUR's Manager, Regulation & Policy, Winston Robotham (left) Manager of Regulatory and Licensing Affairs, Peta-Gaye Locke Rankin (2nd right) and Consumer Affairs Specialist (Policy), Collette Goode (right).



Deputy Director-General, Dr. Cedric Wilson (third left) attended Blue Planet Alliance's (BPA) Fellowship Programme on 2024 May 5 - 10. The BPA Fellowship Programme is a week-long seminar and workshop designed to help islands develop their own plans for a 100% renewable-energy transition.



OUR's Director-General Ansord E. Hewitt addresses the post-Cabinet press briefing on 2024 July 31, delivering a presentation on the restoration of utility services after the passing of Hurricane Beryl.

OUR's Health & Wellness Fair.

OUR's Human Resources and Administration Department staged a Health and Wellness Fair for staff on 2024 October 3. Among the services provided were free blood pressure checks, eye testing and sessions on managing health and finances.



OUR's Regulatory Engineer, Craig Rattray gets his blood pressure checked.



A member of the Lion's Club and OUR's Regulatory Policy Specialist - Stanley Smellie (right) who is also a Lion's Club member, oversee an eye exam for Senior Accounting Clerk, Shavouy Drake Thomas (left).

Organisation of Caribbean Utility Regulators (OOCUR) 16th Annual Conference

OOCUR held its 19th Annual Conference in Paramaribo, Suriname, 2024 October 27-30. The OUR was re-elected as Chair of the Organisation in 2024 November.



OUR Director-General, Ansord E. Hewitt, who represents the OUR as OOCUR Chair, gave a status update on the work done during the period since assuming the post.



Our representatives were elated after they each delivered well-received presentations at the Conference (l-r): Coordinator, Public Affairs (Social Media) Jody-Anne V. Lawrence, Legal Officer, Naomi Watkins and Information Centre Coordinator, Colleen Mignott.

CACU's Annual Utility Customer Service Distinction Awards



The Consumer Advisory Committee on Utilities (CACU) held its 2nd annual Utility Customer Service Distinction Award at the Courtleigh Hotel and Suites on 2024 November 13.

From left: OUR's Director-General Ansord E. Hewitt joins Chairperson of CACU Yasmin Chong, 2024 winner of CACU's Utility Customer Service Distinction Award Digicel's Marlon Williams and OUR's Deputy Director-General, Legal and Consumer Affairs, Cheryl Lewis.

Outreach



OUR's Public Education Specialist Elizabeth Bennett Marsh (left) presents members of the Rotary Club of Savanna-La-Mar, Westmorland, with tokens after an outreach engagement on 2024 November 12.



OUR's Public Affairs Coordinator Gordon Brown discusses the NWC Guaranteed Standards with students at the G.C. Foster College's Health Fair on 2025 January 29.



OUR's Consumer Affairs Officer, Beverley Green explains the JPS Guaranteed Standards to a visitor at the G.C. Foster College's Health Fair.



The OUR participated in the RE/MAX Jamaica Real Estate Conference and Expo, held 2024 April 14–16, where members presented attendees with key homeowner tips and information about their utility services.



OUR MEETS THE PRESS: (l-r) Yvonne Nicholson, Director, Consumer & Public Affairs, OUR and Cheryl Lewis, Deputy Director General, Legal and Consumer Affairs, meet with Associate Editor, Robert Hart and Editor-in-chief, Moya Thomas, Gleaner Company (Media) Ltd. on 2025 March 4. The occasion was a media sensitisation programme to create awareness and sensitise the media about the complaints handling process at OUR and NWC. The OUR met with representatives from six media houses during the period.

Corporate Social Responsibility

In 2024 December and 2025 January, the OUR extended support to the Wortley Home for Girls and the Best Care Special Education School through donations of cash and essential items. These contributions reflect the OUR's ongoing commitment to community development and social impact.



OUR's Executive Assistant, Patricia Watson (left) hands over a donation to The Wortley Home for Girls.



OUR's Coordinator, Public Affairs (Social Media) Jody-Anne Lawrence (left), and Director of HR/Admin, Caphanne March (right) presented gifts to the Best Care Special Education School, which was accepted by Dr. Marcia Peak, Principal.

OUR Rewards Its Podcast Followers



The OUR held a live draw on its social media pages on 2025 January 9, to announce the winners of its **OUR Chat** Podcast competition held between 2024 December and 2025 January. Two winners were announced, one who participated on Facebook and the other on Instagram, Here, Public Education Specialist, Elizabeth Bennett Marsh (left) and Social Media Coordinator, Jody-Anne Lawrence prepare for the live draw. It was overseen by OUR's Internal Auditor, K. Antonio Mullings.



One of the lucky winners of the competition, Natalie Robinson, accepts her supermarket voucher from Jade-Anne James, one of the **OUR Chat** Podcast hosts, on 2025 January 17.

11th Director-General's Stakeholders' Engagement

The 11th Director-General's Stakeholders' Engagement was held at the Jamaica Pegasus hotel and online on 2025 March 27, under the theme, 'Resilience and Response – Learnings from Hurricane Beryl'. The Director-General presented his annual State of the Utility Sector address, followed by a panel discussion on the theme



Director-General Ansord E. Hewitt greets Cabinet Secretary, Audrey Sewell at the start of the event.



Panellists from left to right: Chief Executive Officer of Digicel, Stephen Murad, NWC's Vice President of Operations (Acting), Herman Fagan, Moderator Kalilah Reynolds, JPS's CEO & President, Hugh Grant and Vice President & General Manager of FLOW, Stephen Price



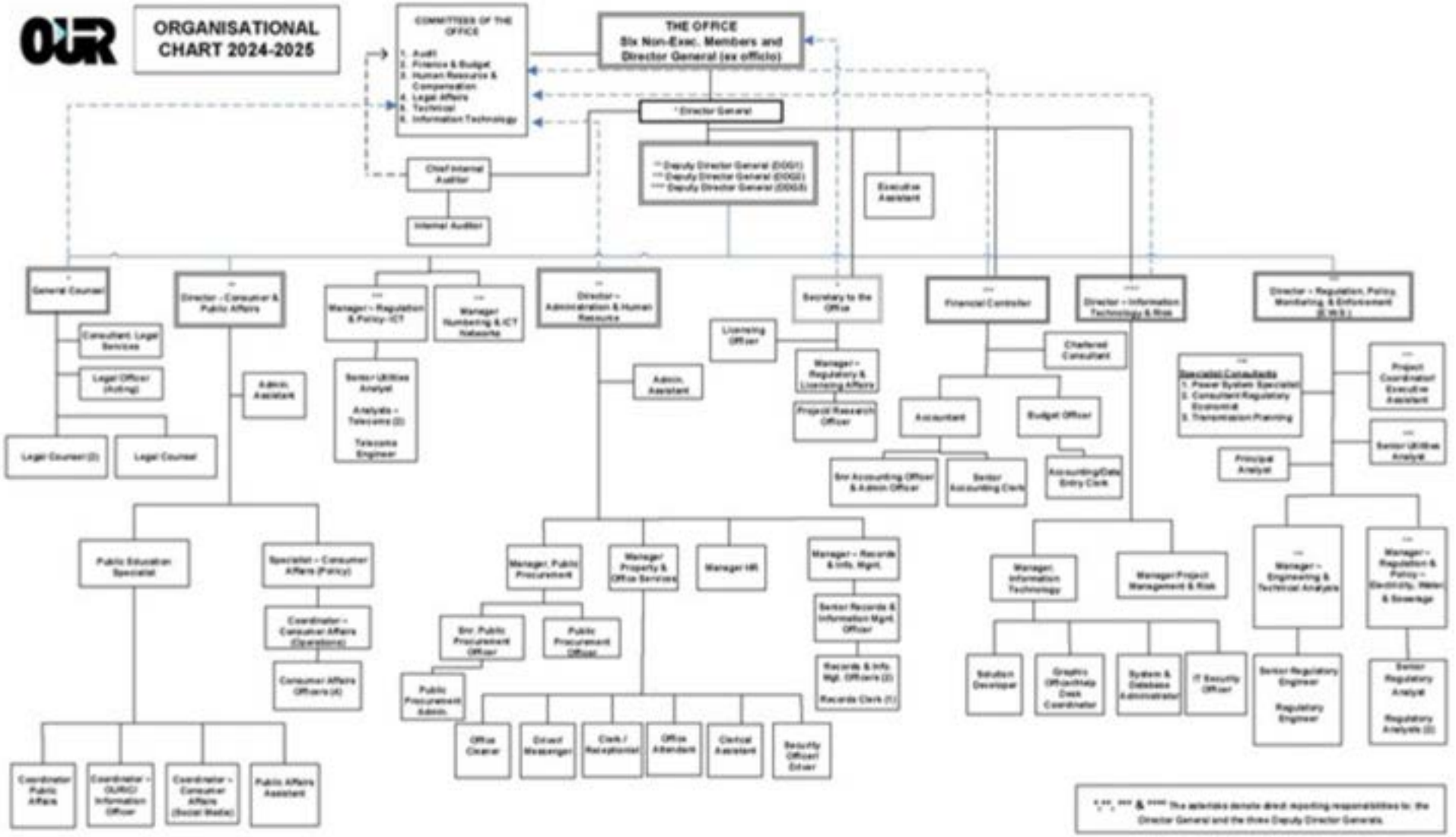
From left: Director-General, Planning Institute of Jamaica, Dr. Wayne Henry, European Union Rep to Jamaica, Marlene Lamonthe, Vice President & General Manager of FLOW, Stephen Price, Managing Director of Spectrum Management Authority, Dr. Maria Myers-Hamilton, CEO & President of the Jamaica Public Service Company Limited, Hugh Grant, Director of Regulatory Affairs at FLOW, Charles Douglas and Director-General of the OUR, Ansord E. Hewitt.



Director-General Ansord E. Hewitt delivers the State of the Utility Sector Address.

Organisational Chart 2024 - 2025

Figure 28: Organisational Chart



Compensation and Remuneration

Table 55: Office Remuneration (2024-2025)

Office Remuneration (2024-2025)					
Position	Office Fees ($)	Motor Vehicle Upkeep/Travelling or Value of assignment of Motor Vehicle ($)	Honoraria ($)	All Other Compensation including Non-Cash Benefits as applicable ($)	Total ($)
Professor Alvin Wint **Office Chairman**	2,800,000	NIL	NIL	NIL	2,800,000
Noel daCosta **Deputy Office Chairman**	2,160,000	NIL	NIL	NIL	2,160,000
Damien King **Non-Executive Office Member**	1,150,000	NIL	NIL	NIL	1,150,000
Simon Roberts **Non-Executive Office Member**	1,850,000	NIL	NIL	NIL	1,850,000
Yasmin Chong **Non-Executive Office Member**	1,550,000	NIL	NIL	NIL	1,550,000
Dan Kelly **Non-Executive Office Member**	950,000	NIL	NIL	NIL	950,000
Ansord E. Hewitt **Executive Office Member**	NIL	NIL	NIL	NIL	NIL
Total	**10,460,000**	NIL	NIL	NIL	**10,460,000**

Notes:
1. The Executive Office Member being an employee of the OUR does not earn Office fees.



Table 56: Compensation for Senior Management (2024-2025)

Compensation for Senior Management (2024-2025)						
Name and Position of Senior Executive	Basic Salary $	Other Emoluments $	Gratuity $	Pension Benefits $	Non-Cash Benefits[2] $	Total
Ansord E. Hewitt **Director - General**	34,864,999	NIL	8,716,250	NIL	740, 385	44,321,634
Evona Channer **Deputy Director-General (Telecommunications)**	25,619,914	533,748	6,404,978	NIL	562,416	33,121,056
Cedric Wilson **Deputy Director-General (Electricity & Water)**	26,388,511	533,748	6,597,128	NIL	640,640	33,626,278
Cheryl Lewis **Deputy Director-General (Legal and Consumer & Public Affairs)**	27,180,167	3,345,251	7,631,355	NIL	562,416	38,719,189
Chenée Riley **General Counsel**	19,866,921	NIL	NIL	3,099,240	553,683	23,519,844
Caphanne March **Director of HR and Administration**	14,848,477	NIL	3,712,119	NIL	296,530	18,857,126
Yvonne Nicholson **Director of Consumer and Public Affairs**	15,952,555	NIL	NIL	2,488,599	689,878	19,131,031
Leighton Hamilton **Director of Information Technology and Risk**	21,709,121	NIL	5,427,280	NIL	911,578	28,047,979
Diana Cummings **Secretary to the Office**	19,866,921	2,519,100	4,966,730	NIL	558,331	27,911,082
Hope James **Chief Internal Auditor**	15,036,813	NIL	NIL	2,345,743	853,062	18,235,618
Duhaney Smith **Financial Controller**	21,076,816	NIL	5,269,204	NIL	909,696	27,255,716

Notes:
1. **Other Emoluments include Retroactive Salary and Leave Pay.**
2. **Health and Group Life Insurance benefits.**


FINANCIAL
STATEMENTS
2024 - 2025

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INDEPENDENT AUDITORS' REPORT

To the Members of the Office
Office of Utilities Regulation

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Office of Utilities Regulation (the organization) set out on pages 4 to 51, which comprise the statement of financial position as at 31 March 2025, and the statements of comprehensive income, changes in reserves and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the organization as at 31 March 2025, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Partners: [illegible]
Associate Partner: [illegible]
Offices in Montego Bay, Mandeville and Ocho Rios
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INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of the Office
Office of Utilities Regulation

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of the Office
Office of Utilities Regulation

Auditors' Responsibilities for the Audit of the Financial Statements (cont'd)

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also (cont'd):

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast material doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and material audit findings, including any material deficiencies in internal control that we identify during our audit.

BDO

Chartered Accountants

17 July 2025

Statement of Comprehensive Income

Year Ended 31 March 2025

	Note	2025 $'000	2024 $'000
REVENUE	6	1,679,362	1,063,221
Impairment losses		(25,566)	(7,848)
Other operating income	7	29,614	676
		1,683,410	1,056,049
Administrative and other expenses	8	(1,284,773)	(1,536,325)
		398,637	(480,276)
Interest income		6,802	34,602
NET SURPLUS/(DEFICIT)		405,439	(445,674)
OTHER COMPREHENSIVE INCOME:			
Items that will not be reclassified to surplus or deficit:			
Adjustment to revaluation reserve		40	-
Remeasurement of defined benefit pension plan	13	(96,871)	(107,246)
		96,831	107,246
TOTAL COMPREHENSIVE INCOME/(LOSS)		308,608	(552,920)

Statement of Financial Position

31 March 2025

	Note	2025 $'000	2024 $'000
ASSETS			
NON-CURRENT ASSETS:			
Property, plant and equipment	10	60,991	58,402
Intangible asset	11	3,746	9,072
Right-of-use asset	12(a)	44,825	261,305
		109,562	328,779
CURRENT ASSETS:			
Receivables	14	243,359	206,456
Taxation recoverable	15	7,908	7,908
Short term investments	16	99,700	68,656
Cash and cash equivalents	17	373,411	140,203
		724,378	423,223
		833,940	752,002
RESERVES AND LIABILITIES			
RESERVES:			
Retirement benefit reserve	13	(76,861)	(30,097)
Revaluation reserve		9,459	9,419
Retained earnings/(accumulated deficit)		159,960	(195,372)
		92,558	(216,050)
NON-CURRENT LIABILITIES:			
Lease liability	12(b)	21,947	234,230
Post employment benefit liability	13	76,861	30,097
		98,808	264,327
CURRENT LIABILITIES:			
Payables	18	296,513	279,890
Deferred income	19	273,415	327,811
Lease liability - current portion	12(b)	72,646	96,024
		642,574	703,725
		833,940	752,002

Approved for issue by the Office on 14 July 2025 and signed on its behalf by:

Noel DaCosta - Chairman (Acting)

Dr. Damien King - Member

Statement of Changes in Reserves

31 March 2025

	Retirement Benefit Reserve $'000	Revaluation Reserve $'000	Retained Earnings/ (Accumulated deficit) $'000	Total $'000
BALANCE AT 31 MARCH 2023	26,920	9,419	300,531	336,870
TOTAL COMPREHENSIVE INCOME				
Net deficit	-	-	(445,674)	(445,674)
Other comprehensive loss	(107,246)	-	-	(107,246)
	(107,246)	-	(445,674)	(552,920)
TRANSFER BETWEEN RESERVES				
Transfer to retirement benefit reserve	50,229	-	(50,229)	-
	(57,017)	-	(495,903)	(552,920)
BALANCE AT 31 MARCH 2024	(30,097)	9,419	(195,372)	(216,050)
TOTAL COMPREHENSIVE INCOME				
Net surplus	-	-	405,439	405,439
Other comprehensive loss	(96,871)	40	-	(96,831)
	(96,871)	40	405,439	308,608
TRANSFER BETWEEN RESERVES				
Transfer to retirement benefit reserve	50,107	-	(50,107)	-
	(46,764)	40	355,332	308,608
BALANCE AT 31 MARCH 2025	(76,861)	9,459	159,960	92,558

Statement of Cash

Year Ended 31 March 2025

	Note	2025 $'000	2024 $'000
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net surplus/(deficit)		405,439	(445,674)
Adjustments for:			
Amortization of intangible asset	8	5,326	8,483
Depreciation	8	20,519	16,460
Depreciation - right-of-use asset	8	19,211	61,484
Retirement benefit expense	13	22,623	3,777
Interest income		(6,802)	(34,602)
Interest expense - right-of-use asset	8	4,243	19,282
Gain resulting from lease modification	7	(25,767)	-
Exchange gain on foreign balances		(83)	(2,912)
Deferred income	6	(54,396)	20,715
Movement in expected credit losses provision	5(c) (ii)	25,566	7,848
Gain on disposal of property, plant and equipment	8	(2)	-
		415,877	(345,139)
Changes in operating assets and liabilities:			
Receivables		(61,210)	(121,837)
Payables		16,623	(30,519)
Retirement benefit contributions paid	13	(72,730)	(54,006)
Cash provided by/(used in) operating activities		298,560	(551,501)
CASH FLOWS FROM INVESTING ACTIVITIES:			
Interest received		5,543	39,750
Proceeds from disposal of property, plant and equipment		121	-
Purchase of intangible asset	11	-	(9,632)
Purchase of property, plant and equipment	10	(23,187)	(31,069)
Short term investments		(30,996)	250,524
Cash (used in)/ provided by investing activities		(48,519)	249,573
CASH FLOWS FROM FINANCING ACTIVITY:			
Lease payments	12(b)	(16,868)	(24,813)
Cash used in financing activity		(16,868)	(24,813)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		233,173	(326,741)
Exchange gain on foreign cash balances		35	1,617
Cash and cash equivalents at beginning of year		140,203	465,327
CASH AND CASH EQUIVALENTS AT END OF YEAR	17	373,411	140,203

Notes to the Financial Statements

31 March 2025

1. **IDENTIFICATION AND PRINCIPAL ACTIVITY:**

   (a) The Office of Utilities Regulation (OUR) (the organization) was established by the Office of Utilities Regulation Act 1995, which has since been amended by the Office of Utilities Regulation (Amendment) Act, 2000 and 2015. The registered office of the organization is 36 Trafalgar Road, Kingston 10.

   (b) The main activity of the organization is regulating the provision of utility services throughout Jamaica in the following sectors:

   - Electricity
   - Telecommunications
   - Water and sewerage

   This includes receiving and processing all applications for licenses to provide utility services as defined under the Act, set rates where applicable and monitoring the production and commercial operations of such utilities, ensuring that consumers are provided with adequate levels of service, that the needs of the community are met and that the environment is protected.

   (c) The OUR is exempt from income tax pursuant to section 12 (b) of the Income Tax Act. The organization is designated a tax withholding entity under the General Consumption Tax Act.

2. **REPORTING CURRENCY:**

   Items included in the financial statements of the organization are measured using the currency of the primary economic environment in which the organization operates ('the functional currency'). These financial statements are presented in Jamaican dollars, which is considered the organization's functional and presentation currency.

3. **MATERIAL ACCOUNTING POLICIES:**

   The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. Where necessary prior year balances have been reclassified to conform to current year presentation.

   (a) **Basis of preparation**

   These financial statements have been prepared in accordance with International Financial Reporting Standards and International Accounting Standards as issued by the International Accounting Standards Board (IASB) and Interpretations (collectively IFRS Accounting Standards) and have been prepared under the historical convention.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(a) **Basis of preparation (cont'd)**

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the organization's accounting policies. Although these estimates are based on management's best knowledge of current events and action, actual results could differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 4.

New, revised and amended standards and interpretations that became effective during the year

Certain new standards, interpretations and amendments to existing standards have been published that became effective during the current financial year. The organization has assessed the relevance of all such new standards, interpretations and amendments and has concluded that the following amendments are relevant to its operations:

Amendment to IAS 1, 'Presentation of Financial Statements', (effective for accounting periods beginning on or after 1 January 2024). A first amendment clarifies that liabilities are classified as either current or non-current depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the reporting date, such as the receipt of a waiver or a breach of covenant. The amendment further clarifies the reference to the 'settlement' of a liability. A further amendment to IAS 1 clarifies how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability and also aims to improve information an entity provides related to liabilities subject to these conditions. The amendment did not have a material impact on the organization's financial statements.

Amendments to IAS 7 and IFRS 7 - Disclosures: Supplier Finance Arrangements, (effective for accounting periods beginning on or after 1 January 2024). These amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk. The amendments clarify the characteristics of supplier finance arrangements. In these arrangements, one or more finance providers pay amounts an entity owes to its suppliers. The entity agrees to settle those amounts with the finance providers according to the terms and conditions of the arrangements, either at the same date or at a later date than on which the finance providers pay the entity's suppliers. The adoption of these amendments did not to have a material impact on the organization.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(a) **Basis of preparation (cont'd)**

New, revised and amended standards and interpretations that became effective during the year (cont'd)

Amendments to IAS 1, 'Non-current Liabilities with Covenants', (effective for accounting periods beginning on or after 1 January 2024). These clarify how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability. The amendments also aim to improve information an entity provides related to liabilities subject to these conditions. The adoption of these amendments did not have a material impact on the organization.

Amendment to IFRS 16, 'Leases', (effective for accounting periods beginning on or after 1 January 2024). Regarding the manner in which an entity accounts for a sale and leaseback after the date of the transaction, this amendment specifies that, in measuring the lease liability subsequent to the sale and leaseback, the seller-lessee determines 'lease payments' and 'revised lease payments' in a way that does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use that it retains. This could particularly impact sale and leaseback transactions where the lease payments include variable payments that do not depend on an index or a rate. The amendment did not have a material impact on the organization's financial statements.

New standards, amendments and interpretations not yet effective and not early adopted

At the date of authorization of these financial statements, there were certain new standards, amendments and interpretations to existing standards which were in issue but not yet effective and which the organization has not early adopted.

The new standard and amendments which management considered may be relevant to the organization are as follows:

IFRS 18, Presentation and Disclosure in Financial Statements', (effective for accounting periods beginning on or after 1 January 2027). The standard sets out significant new requirements for how financial statements are presented, with particular focus on the statement of profit or loss, including requirements for mandatory sub-totals to be presented, aggregation and disaggregation of information, as well as disclosures related to management defined performance measures. The standard will replace IAS 1 Presentation of Financial Statements and aims to improve comparability and transparency of the organization's performance reporting. The organization is still assessing the impact the adoption of this new standard will have on its financial statements.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(a) **Basis of preparation (cont'd)**

New standards, amendments and interpretations not yet effective and not early adopted (cont'd)

Amendments to IAS 21, 'Effects of Changes in Foreign Exchange Rates' - Lack of Exchangeability, (effective for accounting periods beginning on or after 1 January 2025). The amendments specify when a currency is exchangeable into another currency and when it is not as well as how an entity determines the exchange rate to apply when a currency is not exchangeable. A currency is exchangeable when there is an ability to obtain the other currency, and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations. The amendments also require the disclosure of additional information that would enable users of the financial statements of an entity to evaluate how a currency's lack of exchangeability affects, or is expected to affect, the entity's financial performance, financial position and cash flows. The amendment is not expected to have a material impact on the organization's financial statements.

Amendments to the Classification and Measurement of Financial Instruments - Amendments to IFRS 9 and IFRS 7, (effective for accounting periods beginning on or after 1 January 2026). These amendments clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system, clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion, add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets), and update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI). The adoption of these amendments is not expected to have a material impact on the organization.

Amendments to IAS 7, 'Statement of Cash Flows', (effective for accounting periods beginning on or after 1 January 2027). The amendments require all companies to use the operating profit subtotal as defined in IFRS 18 as the starting point for the indirect method of reporting cash flows from operating activities. Additionally, the presentation alternatives for cash flows related to interest and dividends paid and received will be removed.

The organization does not expect any other standards, amendments to standards or interpretations issued by the IASB but not yet effective, to have a material effect on its financial statements.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(b) **Foreign currency translation**

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions.

Monetary items denominated in foreign currency are translated to Jamaican dollars using the closing rate as at the reporting date.

Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in the statement of comprehensive income.

(c) **Property, plant and equipment**

Items of property, plant and equipment are recorded at historical or deemed cost, less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

All repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Depreciation is calculated on the straight line basis at such rates as will write off the carrying value of the assets over the period of their expected useful lives. Annual rates of property, plant and equipment are as follows:

Leasehold improvements	10%
Furniture and fixtures (office)	10%
Furniture and fixtures (work from home)	33 1/3%
Office machinery and equipment	10%
Motor vehicles	20%
Computer equipment	33 1/3%

Gains and losses on disposals of property, plant and equipment are determined by reference to their carrying amounts and are taken into account in determining surplus or deficit.

(d) **Intangible assets**

Computer software, is deemed to have a finite useful life of three years and is measured at cost, less accumulated amortisation and accumulated impairment losses, if any.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(e) **Impairment of non-current assets**

Property, plant and equipment and other non-current assets are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the greater of an asset's net selling price and value in use. For the purpose of assessing impairment, assets are grouped at the lowest level for which, there are separately identified cash flows. Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

(f) **Right-of-use asset**

Right-of-use assets are initially measured at an amount equal to the initial value of the lease obligation which is subsequently adjusted for the following items:

(i) Any lease payments made at or before the commencement date, less any lease incentives received;

(ii) Any initial direct costs incurred by the organization;

(iii) An estimate of costs to dismantle and remove the underlying asset or to restore the site on which the asset is located.

For short-term leases that have a lease term of 12 months or less and low-value assets, the organization has elected to not recognize a lease obligation and right-of-use asset and instead will recognize a lease expense as permitted under IFRS 16.

The right-of-use asset will be depreciated using the straight-line method from the date of commencement to the lease to the earlier of the end of the useful life of the asset or end of the lease term.

Under IFRS 16, right-of-use assets are tested for impairment in accordance with IAS 36, Impairment of Assets, which replaces the previous requirement to recognize a provision for onerous lease contracts under IAS 37, Provisions, Contingent Liabilities and Contingent Assets.

(g) **Leases**

Leases are accounted for by recognizing a right-of-use asset and a lease liability except for leases of low value assets and leases with a term of 12 months or less.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(g) **Leases (cont'd)**

The lease obligation is measured at the present value of the contractual obligation, discounted using the interest rate implicit in the lease term, unless that rate is not readily determinable, in which case the organization will use its incremental borrowing rate.

The lease term determined by the organization comprises:

(i) The non-cancellable period of lease contracts, including a rent-free period if applicable;

(ii) Periods covered by an option to extend the lease if the organization is reasonably certain to exercise that option; and

(iii) Periods covered by an option to terminate the lease if the organization is reasonably certain not to exercise that option.

The commencement date of the lease begins on the date on which the lessor makes the underlying asset available for use to the organization. Lease payments included in the measurement of the lease obligation are comprised of the following:

(i) Fixed lease payments, including in-substance fixed payments;

(ii) Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;

(iii) Amounts expected to be payable under a residual value guarantee;

(iv) The exercise price of purchase options that the organization is reasonably certain to exercise;

(v) Lease payments in an option renewal period if the organization is reasonably certain to exercise the extension option;

(vi) Penalties for early termination of the lease unless the organization is reasonably certain not to terminate early; and

(vii) Less any incentive receivable.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(g) **Leases (cont'd)**

Variable payments for leases that do not depend on an index or rate are not included in the measurement of the lease obligations. The variable payments are recognized as an expense in the period in which they are incurred. Having elected to do so, the organisation accounts for any lease and associated non-lease components as a single arrangement, which is permitted under IFRS 16.

Interest on the lease obligations is calculated using the effective interest method and increases the lease obligation while rent payments reduce the obligation. The lease obligation is re-measured whenever a lease contract is modified and the lease modification is not accounted for as a separate lease, or there is a change in the assessment of the exercise of an extension option. The lease obligation is re-measured by discounting the revised lease payments using a revised discount rate resulting in a corresponding adjustment to the right-of-use asset or is recorded in gain or loss if the carrying amount of the right-of-use asset has been reduced to zero or the modification results in a reduction in the scope of the lease. The revised carrying amount is amortised over the remaining lease term.

(h) **Financial instruments**

A financial instrument is any contract that gives rise to both a financial asset in one entity and a financial liability or equity in another entity.

Financial assets

(i) **Recognition and derecognition**

Financial assets are initially recognised on the settlement date, which is the date that an asset is delivered to the organization. This includes regular purchases of financial assets that require delivery of assets within the time frame generally established by regulation or convention in the market place.

The organization derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred, or it neither transfers nor retains all or substantially all the risks and rewards of ownership and does not retain control over the transferred asset. Any interest in such de-recognised financial assets that is created or retained by the organization is recognised as a separate asset or liability.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(h) **Financial instruments (cont'd)**

Financial assets (cont'd)

(ii) **Classification**

The organization classifies all of its financial instruments at initial recognition based on their contractual terms and the business model for managing the instruments. Financial instruments are initially measured at their fair value, except in the case of financial assets recorded at FVPL, transaction costs are added to, or subtracted from, this amount.

The organization classifies its financial assets as those measured at amortised cost.

(iii) **Measurement**

Amortized cost

These assets arise principally from the provision of goods and services to customers (eg. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest (SPPI). They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

The organization's financial assets measured at amortized cost comprise receivables, cash and cash equivalents and short term instruments in the statement of financial position.

Cash and cash equivalents are carried in the statement of financial position at fair value. For the purpose of the statement of cash flows, cash and cash equivalents comprise cash at bank and in hand and short term deposits with original maturity of three months or less.

(iv) **Impairment**

Impairment provisions for current and non-current trade receivables are recognised based on the simplified approach within IFRS 9 using a provision matrix in the determination of the lifetime expected credit losses (ECL).

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(h) **Financial instruments (cont'd)**

Financial assets (cont'd)

(iv) **Impairment (cont'd)**

During this process the probability of the non-payment of the trade receivables is assessed by taking into consideration historical rates of default for each segment of trade receivables as well as the estimated impact of forward looking information. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime ECL for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised within the statement of profit or loss. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Impairment provisions for receivables from related parties are recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognized. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Financial liabilities

The organization's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortized cost using the effective interest method. At the reporting date, the organization classified lease liability and payables as financial liabilities.

The organization derecognizes a financial liability when its contractual obligations expire or are discharged or cancelled.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(i) **Employee benefits**

Defined benefits plans

The organization operates a defined benefit plan, the assets of which are generally held in a separate trustee-administered fund. A defined benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors such as age, years of service or compensation. The plan is generally funded through payments to a trustee-administered fund, determined by periodic actuarial calculations.

The asset or liability recognised in the statement of financial position in respect of the defined benefit pension plan is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets, together with adjustments for past service costs. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Actuarial gains and losses arising from Experience Adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Other

Other employee benefits that are expected to be settled wholly within 12 months after the end of the reporting period are presented as current liabilities.

A provision is made for the estimated liability for untaken vacation leave as a result of services rendered by employees up to the end of the reporting period.

(j) **Provisions**

Provisions are recognized when the organization has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognized for future operating losses.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(j) **Provisions (cont'd)**

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognized as interest expense.

(k) **Revenue recognition**

Regulatory fees are recognized in the statement of comprehensive income on an accrual basis. Regulatory fees are measured at the fair value of the consideration receivable.

Interest income is recognized in the statement of comprehensive income for all interest bearing instruments on an accrual basis unless collectability is doubtful.

Deferred income

Deferred income is recognized in the statement of comprehensive income as income earmarked, based on the organization's approved budget, for specified projects that have either not commenced or have been delayed after commencement and which, after management's review, will not be completed within the financial year for which completion was projected.

(l) **Grants**

The organization receives the following types of grants:

(i) Revenue grants

Revenue grant which covers operating expenses is recognized as income in the statement of comprehensive income over the period necessary to match it with the related cost for which it is intended to compensate. Any unspent portion will be written back to income.

Notes to the Financial Statements

31 March 2025

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(l) **Grants (cont'd)**

(ii) Capital grants

Capital grant is received for the exclusive purpose to aid in the acquisition of property, plant and equipment. Capital grant is recognized as deferred income initially and upon acquisition of property, plant and equipment is written off to the statement of comprehensive income as income on a systematic basis which coincides with the estimated useful lives of the related assets and which is consistent with the depreciation policy. Any unspent portion will be written back to income.

4. **CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES:**

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) **Critical judgements in applying the organization's accounting policies**

In the process of applying the organization's accounting policies, management has not made any judgements that it believes would cause a significant impact on the amounts recognized in the financial statements.

(b) **Key sources of estimation uncertainty**

The organization makes certain estimates and assumptions regarding the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Notes to the Financial Statements

31 March 2025

4. **CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):**

(b) **Key sources of estimation uncertainty (cont'd)**

(i) **Retirement benefit obligations**

The cost of these benefits and the present value of the future obligations depend on a number of factors that are determined by actuaries using a number of assumptions. The assumptions used in determining the net periodic cost or income for retirement benefits include the expected long-term rate of return on the relevant plan assets and the discount rate. Any changes in these assumptions will impact the net periodic cost or income recorded for retirement benefits and may affect planned funding of the pension plan. The expected return on plan assets assumption is determined on a uniform basis, considering long-term historical returns, asset allocation and future estimates of long-term investment returns. The organization determines the appropriate discount rate at the end of each year, which represents the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the retirement benefit obligations.

In determining the appropriate discount rate, the organization considered interest rate of high-quality Government of Jamaica bonds that are denominated in the currency in which the benefits will be paid, and have terms to maturity approximating the terms of the related obligations. Other key assumptions for the retirement benefits are based on current market conditions.

(ii) **Depreciable assets**

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The organization applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in the statement of comprehensive income through impairment or adjusted depreciation provisions.

(iii) **Allowance for impairment losses on trade receivables**

Allowances for doubtful accounts are determined upon origination of the trade receivable based on a model that calculates the expected credit loss (ECL) of the trade receivables.

Notes to the Financial Statements

31 March 2025

4. **CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):**

(b) **Key sources of estimation uncertainty (cont'd)**

(iii) **Allowance for impairment losses on trade receivables (cont'd)**

Under this ECL model, the organisation segments its trade receivables in a matrix by days past due and determined for each age bracket an average rate of ECL, considering actual credit loss experience over the last 12 months and analysis of future delinquency, that is applied to the balance of the trade receivables.

The average ECL rate increases in each segment of days past due until the rate is 100% for the segment of 365 days or more past due. The use of assumptions make uncertainty inherent in such estimates.

5. **FINANCIAL RISK MANAGEMENT:**

The organization is exposed through its operations to the following financial risks:

- Credit risk
- Fair value or cash flow interest rate risk
- Foreign exchange risk
- Other market price, and
- Liquidity risk

The organization is exposed to risks that arise from its use of financial instruments. This note describes the organization's objectives, policies and processes for managing those risks and the methods used to measure them. Further quantitative information in respect of these risks is presented throughout these financial statements.

There have been no substantive changes in the organization's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous periods unless otherwise stated in this note.

(a) **Principal financial instruments**

The principal financial instruments used by the organization, from which financial instrument risk arises, are as follows:

- Receivables
- Short term investments
- Cash and cash equivalents
- Payables
- Lease liability

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(b) **Financial instruments by category**

Financial assets

	Amortized cost	
	2025	2024
	$'000	$'000
Receivables (excluding non-financial assets of $42,759,000 (2024 - $43,136,000)	200,600	163,320
Short term investments	99,700	68,656
Cash and cash equivalents	373,411	140,203
Total financial assets	673,711	372,179

Financial liabilities

	Amortized cost	
	2025	2024
	$'000	$'000
Payables (excluding non-financial payables of $167,377,000 (2024 - $126,874,000)	129,136	153,016
Lease liability	94,593	330,254
Total financial liabilities	223,729	483,270

(c) **Financial risk factors**

The Office has overall responsibility for the determination of the organization's risk management objectives and policies and, whilst retaining ultimate responsibility for them, it has delegated the authority for designing and operating processes that ensure the effective implementation of the objectives and policies to the organization's finance function. The Office receives monthly reports from the Financial Controller through which it reviews the effectiveness of the processes put in place and the appropriateness of the objectives and policies it sets. The organization's internal auditors also review the risk management policies and processes and report their findings to the Audit Committee.

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

The Office has established committees/departments for managing and monitoring risks, as follows:

- Finance Department

  The Finance Department is responsible for managing the organization's assets and liabilities and the overall financial structure. It is also primarily responsible for managing the cash flow and liquidity risks of the organization. The department ensures compliance with statutory requirements and in particular, the provisions of the Public Bodies Management and Accountability Act (PBMA), the Financial Administration and Audit Act (FAA), Income Tax Act, and the Government"s Procurement guidelines.

- Enterprise Risk Management Team

  The Audit Committee of the Office provides oversight to the operations of the Enterprise Risk Management Team which provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, credit risk, interest rate risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

- Audit Committee

  The Audit Committee oversees how management monitors compliance with the organization's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the organization. The Audit Committee is assisted in its oversight role by Internal Audit. Internal Audit undertakes periodic reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

The overall objective of the Office is to set policies that seek to reduce risk as far as possible without unduly affecting the organization's flexibility. Further details regarding these policies are set out below:

(i) **Market risk**

Market risk arises from the organization's use of interest bearing, tradable and foreign currency financial instruments. It is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in interest rates (interest rate risk), foreign exchange rates (currency risk) or other market factors other price risk).

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(i) **Market risk (cont'd)**

Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates.

Currency risk arises from US dollar short term investments, and cash and cash equivalents. The organization manages this risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The organization further manages this risk by maximizing foreign currency earnings and holding net foreign currency assets.

Concentration of currency risk

The organization is exposed to foreign currency risk in respect of US dollars as follows:

	2025 J$'000	2025 US$'000	2024 J$'000	2024 US$'000
Short term investments	69,700	440	66,107	427
Cash and cash equivalents	58,717	369	55,849	360
	128,417	809	121,956	787

Foreign currency sensitivity

The following table indicates the sensitivity of net deficit to changes in foreign exchange rates. The change in currency rate below represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis represents outstanding foreign currency denominated short term investments and cash and cash equivalents and adjusts their translation at the year-end for 3.5% (2024 - 4%) depreciation and a 1% (2024 - 1%) appreciation of the Jamaican dollar against the US dollar. The changes below would have no impact on other components of reserves.

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(i) **Market risk (cont'd)**

Currency risk (cont'd)

Foreign currency sensitivity

	% Change in Currency Rate 2025	Effect on Net surplus 31 March 2025 $'000	% Change in Currency Rate 2024	Effect on Net deficit 31 March 2024 $'000
Currency:				
USD	-3.5	4,495	-4.0	(4,878)
USD	+1.0	(1,284)	+1.0	1,220

Price risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instruments traded in the market. As the organization does not have a significant exposure, market price fluctuations are not expected to have a material effect on the net results.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The Organization's cash and cash equivalents and short-term instruments are subject to cash flow interest rate risk. However, the organization attempts to manage this risk by monitoring its interest-bearing instruments closely and procuring the most advantageous rates under contracts with interest rates that are fixed for the life of the contract, where possible.

Short term investments and cash and cash equivalents are the only interest-bearing assets within the organization.

The organization invests excess cash in short term investments. Short term investments are invested for periods of three (3) to twelve (12) months at fixed interest rates and are not affected by fluctuations in market interest rates up to the dates of maturity. Interest rates on interest-earning bank accounts are not fixed but are subject to fluctuations based on prevailing market rates.

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(i) **Market risk (cont'd)**

Interest rate risk (cont'd)

The exposure to interest rate risk arising from deposits are as follows:

	2025		2024	
	$'000	Weighted average rate %	$'000	Weighted average rate %
JMD				
Cash and cash equivalents	195,121	6.25	-	-
Short-term investments	30,000	6.00	2,549	7.99
	225,121		2,549	
USD				
Cash and cash equivalents	69,700	3.00	55,849	3.00
Short-term investments	58,717	3.00	66,107	3.00
	128,417		121,956	

Interest rate sensitivity

The sensitivity analysis is in relation to interest rate risk for cash and bank balances and short term investments at the end of the reporting period. Certain assumptions have been made in relation to the underlying factors affecting interest rates.

All factors have been assumed to be constant with the exception of prevailing market conditions.

The following table sets out the effect of the sensitivity analysis assessment of the US$ account and short term investment, on the statement of comprehensive income.

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(i) **Market risk (cont'd)**

Interest rate risk (cont'd)

Interest rate sensitivity (cont'd)

	Effect on Net Surplus/Deficit	
	2025 $'000	2024 $'000
Change in basis points JMD:		
+25 (2024 - +25)	563	(6)
-75 (2024 - -25)	(1,688)	6
	(1,125)	-

	Effect on Net Surplus/Deficit	
	2025 $'000	2024 $'000
Change in basis points USD:		
+25 (2024 - +25)	321	(305)
-50 (2024 - -25)	(642)	305
	(321)	-

(ii) **Credit risk**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. Credit risk arises from short term investments, trade and other receivables and cash and cash equivalents.

Maximum exposure to credit risk

The maximum exposure to credit risk is equal to the carrying amount of short term investments, cash and cash equivalents and trade receivables in the statement of financial position.

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(ii) **Credit risk (cont'd)**

Short term investments and cash and cash equivalents

Cash transactions are limited to high credit quality financial institutions. The organization has policies that limit the amount of credit exposure to any one financial institution.

Trade receivables

The organization is a regulatory body and its customer base consists of entities falling within the utility sectors. The organization has policies in place to ensure that these entities are legitimate and have a strong financial base.

The organization manages its credit risk by screening its licensees and putting in place procedures geared towards recovery of amounts owed.

Trade receivables impairment

The impairment requirements of IFRS 9 are based on an Expected Credit Loss (ECL) model. The guiding principle of the ECL model is to reflect the general pattern of deterioration or improvement in the credit quality of financial instruments.

For trade receivables and contract assets that do not have a financing component, it is a requirement of IFRS 9 to recognize a lifetime expected credit loss. This was achieved in the current year by the development and application of historical data relating to trade receivables and write-offs, as well as forecasting payment probabilities.

The organization estimates expected credit losses (ECL) on trade receivables using a provision matrix based on historical credit loss experience as well as the credit risk and expected developments for each group of customers. The following tables provide information about the ECL's for trade receivables as at 31 March 2025 and 31 March 2024.

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(ii) **Credit risk (cont'd)**

Trade receivables (cont'd)

Trade receivables impairment (cont'd)

	2025		
Aging	Gross Carrying Amount $'000	Default Rate %	Lifetime ECL Allowance $'000
1 - 30 days	72,825	7.59	5,528
31 - 60 days	-	-	-
61 - 90 days	62,385	0.23	146
91 days and over	141,030	51.41	72,498
Total	276,240		78,172

	2024		
Aging	Gross Carrying Amount $'000	Default Rate %	Lifetime ECL Allowance $'000
1 - 30 days	150,904	6.03	9,095
31 - 60 days	-	-	-
61 - 90 days	-	-	-
91 days and over	63,749	68.25	43,511
Total	214,653		52,606

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(II) **Credit risk (cont'd)**

Trade receivables (cont'd)

Expected credit losses on trade receivables

Movements on the provision for expected credit losses on trade receivables are as follows:

	2025 $'000	2024 $'000
At 1 April	52,606	44,758
Provision for expected credit losses	25,566	7,848
At 31 March	78,172	52,606

The creation and release of provision for expected credit losses have been included in expenses in the statement of comprehensive income. Amounts charged to the allowance account are generally written off when there is no expectation of recovering additional cash. Expected credit losses estimates have been adjusted based on actual collection patterns.

Concentration of risk - trade receivables

The following table summarizes the organization's credit exposure for trade receivables at their carrying amounts, as categorized by the utility sector:

	2025 $'000	2024 $'000
Telecommunications	33,391	66,179
Electricity	1,321	58,269
Water	152,473	90,367
Other	89,055	(162)
	276,240	214,653
Less: Provision for expected credit losses	(78,172)	(52,606)
	198,068	162,047

Notes to the Financial Statements

31 March 2025

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(III) **Liquidity risk**

Liquidity risk is the risk that the organization will be unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of committed credit facilities.

Liquidity risk management process

The organization's liquidity risk management process, as carried out within the organization and monitored by the Finance Department, includes:

(i) Monitoring future cash flows and liquidity on a daily basis.
(ii) Maintaining a portfolio of short term deposit balances that can easily be liquidated as protection against any unforeseen interruption to cash flow.
(iii) Optimizing cash returns on investments.

Cash flows of financial liabilities

The maturity profile of the organization's financial liabilities, based on contractual undiscounted payments, is as follows:

	Within 1 Year $'000	1 to 2 Years $'000	2 to 5 Years $'000	Total $'000
31 March 2025				
Payables	129,136			129,136
Lease liability	75,510	21,990	-	97,500
Total financial liabilities (contractual maturity dates)	204,646	21,990	-	226,636
31 March 2024				
Payables	153,016	-	-	153,016
Lease liability	124,766	81,929	184,341	391,036
Total financial liabilities (contractual maturity dates)	277,782	81,929	184,341	544,052

Notes to the Financial Statements

31 March 2025

6. **REVENUE:**

	2025 $'000	2024 $'000
Regulatory fees	1,624,446	1,084,138
Processing fees	520	(40)
	1,624,966	1,084,098
Deferred income	54,396	(20,715)
Discounts allowed	-	(162)
	1,679,362	1,063,221

The following are the major contributors to revenue:

	2025 %	2024 %
Telecommunications sector	39	37
Electricity sector	37	39
Water sector	24	24

7. **OTHER OPERATING INCOME:**

	2025 $'000	2024 $'000
Other income	3,847	676
Gain resulting from lease modification (note 12(e))	25,767	-
	29,614	676

Notes to the Financial Statements

31 March 2025

8. **EXPENSES BY NATURE:**

Total administrative and other expenses:

	2025 $'000	2024 $'000
Staff costs (note 9)	1,029,707	1,229,789
Office members' remuneration	10,910	10,820
Covid Utility Grant	(183)	-
Telephone	19,282	15,061
Audit fee	1,720	1,580
Motor vehicle expenses	2,765	2,623
Legal and professional fees	32,043	36,558
Public relations	5,871	7,563
Foreign Travel	5,837	7,083
Customer expenses	25,488	22,369
Subscriptions	30,549	29,159
Office rental	680	508
Repairs and maintenance	7,023	7,923
Advertising and promotion	922	221
Stationery, printing and postage	377	1,012
Office and general expenses	12,211	15,672
Projects	52,355	44,571
Foreign exchange gain	(2,081)	(1,896)
Interest expense - ROU	4,243	19,282
Amortization of intangible asset	5,326	8,483
Amortization - right-of-use asset	19,211	61,484
Depreciation	20,519	16,460
Gain on the disposal of fixed asset	(7)	-
	1,284,773	1,536,325

Notes to the Financial Statements

31 March 2025

9. **STAFF COSTS:**

	2025 $'000	2024 $'000
Salaries, wages and statutory contributions	927,659	1,176,844
Pension (note 13)	22,623	3,777
Pension top up	-	68
Group life insurance	10,811	7,037
Health insurance	32,571	35,318
Staff training	14,590	32,392
Staff welfare	18,697	14,620
Travelling and subsistence	16	(45,187)
Other staff costs	2,740	4,920
	1,029,707	1,229,789

The number of persons employed by the organization at the end of the year was 74 (2024 - 74).

Notes to the Financial Statements

31 March 2025

10. **PROPERTY, PLANT AND EQUIPMENT:**

	Leasehold Improvements $'000	Furniture & Fixtures $'000	Office Equipment $'000	Computer & Accessories $'000	Motor Vehicles $'000	Total $'000
At cost/deemed cost -						
1 April 2023	14,615	18,232	23,422	55,470	9,950	121,689
Additions	-	676	1,594	13,471	15,328	31,069
31 March 2024	14,615	18,908	25,016	68,941	25,278	152,758
Additions	357	448	-	14,939	7,443	23,187
Revaluation adjustments	-	40	-	-	-	40
Disposals	-	(427)	(26)	-	-	(453)
31 March 2025	14,972	18,969	24,990	83,880	32,721	175,532
Depreciation -						
1 April 2023	13,869	7,267	5,655	41,156	9,949	77,896
Charge for the year	121	2,653	2,468	10,963	255	16,460
31 March 2024	13,990	9,920	8,123	52,119	10,204	94,356
Charge for the year	154	2,201	2,373	12,601	3,190	20,519
Eliminated on disposal	-	(315)	(19)	-	-	(334)
31 March 2025	14,144	11,806	10,477	64,720	13,394	114,541
Net book value -						
31 March 2025	828	7,163	14,513	19,160	19,327	60,991
31 March 2024	625	8,988	16,893	16,822	15,074	58,402

Notes to the Financial Statements

31 March 2025

11. INTANGIBLE ASSET:

	Computer Software $'000
At cost -	
1 April 2023	42,568
Additions	9,632
At 31 March 2024	52,200
Additions	-
At 31 March 2025	52,200
Depreciation -	
1 April 2023	34,645
Charge for the year	8,483
31 March 2024	43,128
Charge for the year	5,326
31 March 2025	48,454
Carrying value -	
31 March 2025	3,746
31 March 2024	9,072

12. LEASES:

(a) Right-of-use asset

	Land and building 2025 $'000	Land and building 2024 $'000
1 April	261,305	19,422
(Adjustment)/increase during the year	(197,269)	303,367
Depreciation charge for the year	(19,211)	(61,484)
31 March	44,825	261,305

Notes to the Financial Statements

31 March 2025

12. LEASES (CONT'D):

(b) Lease liability

	Land and building 2025 $'000	Land and building 2024 $'000
1 April	330,254	32,418
(Adjustment)/increase during the year	(223,036)	303,367
Interest expense	4,243	19,282
Lease payments	(16,868)	(24,813)
31 March	94,593	330,254
Less: current portion	(72,646)	(96,024)
	21,947	234,230

(c) Amounts recognized in statement of comprehensive income

Gain resulting from lease modification	(25,767)	-
Depreciation - right-of-use asset	19,211	61,484
Interest on lease liability	4,243	19,282
	(2,313)	80,766

(d) Contractual undiscounted cash flows maturity analysis

The contractual undiscounted cash flows maturity analysis is disclosed under liquidity risk in the financial risk management note 5(c)(iii).

(e) Nature of leasing activities

The organization leases the property from which it operates.

During the financial year ended 31 March 2025, the organization renegotiated the terms of its lease agreement for its office premises. As a result of the modification, the lease payments for the remaining lease term (August 2024 to July 2027) were reduced from $81,929,172 per annum to varying annual amounts effective 1 August 2024 as follows:

Year 1 $11,192,148

Year 2: $14,933,343

Year 3: $18,674,538

Notes to the Financial Statements

31 March 2025

12. **LEASES (CONT'D):**

(f) **Nature of leasing activities (cont'd)**

The lease modification was not accounted for as a separate lease under IFRS 16, as it did not result in the addition of a new underlying asset.

The remeasurement resulted in a decrease in the lease liability of J$223,036,000 and a corresponding decrease in the right-of-use asset of J$197,269,000. The net impact of the modification was recognised as a gain of J$25,767,000 in the statement of profit or loss.

In the prior year, the lease liability and right-of-use asset had increased by **J$303,367,000** due to a provision made for the anticipated extension of the lease agreement. This was recognised based on management's intention to renew the lease, in line with IFRS 16, despite the absence of a signed agreement at the time. The current year adjustment reflects the finalised terms of the lease agreement as subsequently executed.

13. **POST-EMPLOYMENT BENEFIT LIABILITY:**

The organization operates a defined benefit plan, which is open to all permanent employees and administered for the Office of Utilities Regulation by Guardian Life Limited. Retirement benefits are based on the average annual earnings in the last three years to retirement, and death benefits on members' accumulated contributions.

The plan is valued annually by independent actuaries, Eckler Consultants and Actuaries, using the Projected Unit Credit Method. The latest actuarial valuation was carried out as at 31 March 2025.

The post-employment benefit liability recognized in the statement of financial position are determined as follows:

	2025 $'000	2024 $'000
Present value of funded obligations	(703,057)	(532,254)
Fair value of plan assets	626,196	502,157
Liability in the statement of financial position	(76,861)	(30,097)

Notes to the Financial Statements

31 March 2025

13. **POST-EMPLOYMENT BENEFIT LIABILITY (CONT'D):**

The movement in the present value of funded obligations over the year is as follows:

	2025 $'000	2024 $'000
Balance at beginning of year	532,254	256,013
Current service cost	18,313	3,920
Interest cost	55,771	29,839
	606,338	289,772
Remeasurements -		
Loss from change in financial assumptions	127,232	157,934
Experience (gain)/loss	(53,389)	117,637
	73,843	275,571
	680,181	565,343
Members' contributions	35,136	38,590
Benefits paid	(12,260)	(71,679)
Balance at the end of the year	703,057	532,254

The movement in the fair value of the plan assets during the year is as follows:

	2025 $'000	2024 $'000
Balance at beginning of year	502,157	464,692
Interest income	56,466	59,395
Remeasurements -		
Return on plan assets, excluding amounts included in interest income	(23,028)	(37,063)
Members' contributions	35,136	38,590
Employer's contributions	72,730	54,006
Benefits paid	(12,260)	(71,679)
Administrative fees	(5,005)	(5,784)
Balance at end of year	626,196	502,157

Notes to the Financial Statements

31 March 2025

13. **POST-EMPLOYMENT BENEFIT LIABILITY (CONT'D):**

The amounts recognized in the statement of income are as follows:

	2025 $'000	2024 $'000
Current service cost	18,313	3,920
Interest cost on obligations	55,771	29,839
Interest income on plan assets	(56,466)	(59,395)
Interest on effect of asset ceiling	-	23,629
Administrative fees	5,005	5,784
Total included in staff costs (note 9)	22,623	3,777

The amounts recognized in other comprehensive income are as follows:

	2025 $'000	2024 $'000
Re-measured loss on obligations	(73,843)	(275,571)
Re-measurement losses on plan assets	(23,028)	(37,063)
Changes in effect of assets ceiling	-	205,388
	(96,871)	(107,246)

Changes in effect of asset ceilings are as follows:

	2025 $'000	2024 $'000
Effect of asset ceiling at start of year	-	181,760
Interest on effect of asset ceiling	-	23,628
Changes in effect of asset ceiling	-	(205,388)
Effect of asset ceiling at end of year	-	-

Notes to the Financial Statements

31 March 2025

13. **POST-EMPLOYMENT BENEFIT LIABILITY (CONT'D):**

The distribution of the plan assets in Pooled Funds was as follows:

	2025 %	2024 %
Equities	20.44	21.03
JA$ bonds	36.71	40.28
Foreign assets	12.04	11.41
Cash and short-term deposits	27.22	23.20
Real estate	3.59	4.08
	100	100

The expected return on plan assets was determined by considering the expected returns available on the assets underlying the current investment portfolio. Expected yields on fixed interest investments are based on gross redemption yields as at the end of the reporting period. Expected returns on equity and property investments reflect long-term real rates of return experienced in the respective markets.

Expected contributions to the post employment plan for the year ending 31 March 2026 is $72,020,000 (2025 actual - $72,730,000). The actual return on the plan assets was positive $28,432,000 (2024 - positive $16,548,000).

The principal actuarial assumptions used were as follows:

	2025 % p.a.	2024 % p.a.
Discount rate	8.5	10.5
Future salary increases	5.5	7.0
Inflation rate at year end	4.0	5.5

Post-employment mortality for active members as well as mortality for pensioners and deferred pensioners is based on the RP-2014 Employee and Healthy Annuitant Mortality Rates projected to the 2024 measurement dates, using Society of Actuaries' Scale MP-2014.

Given the recent reduction in life expectancies due to the pandemic and the uncertainty of the impact on future life expectancies, morality improvements beyond 2024 was not included.

Notes to the Financial Statements

31 March 2025

13. **POST-EMPLOYMENT BENEFIT LIABILITY (CONT'D):**

The in-service specimen rates (number of occurrences per 1,000 members) are as follows:

	Males			Females		
Age	Withdrawals from service	Ill-health retirements	Deaths in service	Withdrawals from service	Ill-health retirements	Deaths in service
20	-	-	0.329	-	-	0.132
25	-	-	0.407	-	-	0.148
30	-	-	0.387	-	-	0.195
35	-	-	0.456	-	-	0.259
40	-	-	0.534	-	-	0.347
45	-	-	0.817	-	-	0.565
50	-	-	3.402	-	-	2.416
55	-	-	4.969	-	-	3.254
60	-	-	6.909	-	-	4.606
65	-	-	9.760	-	-	6.951

The five-year trend for the fair value of plan assets, the defined benefit obligation, the surplus in the plan and the five-year experience adjustments for plan assets and liabilities is as follows:

	2025 $'000	2024 $'000	2023 $'000	2022 $'000	2021 $'000
Fair value of plan assets	626,196	502,157	464,691	433,333	381,328
Defined benefit obligation	(703,057)	(532,254)	(256,011)	(425,098)	(359,429)
Effect of asset ceiling	-	-	(181,760)	-	-
(Deficit)/surplus	(76,861)	(30,097)	26,920	8,235	21,899
Experience adjustments:					
Gain/(loss) -					
Arising on plan assets	(23,028)	(37,063)	(34,079)	(11,397)	4,959
Arising on plan liabilities	53,389	(117,637)	20,028	15,150	(3,621)

Notes to the Financial Statements

31 March 2025

14. **RECEIVABLES:**

	2025 $'000	2024 $'000
Trade receivables	276,240	214,653
Expected credit losses	(78,172)	(52,606)
	198,068	162,047
Due from employees	3,841	4,538
Deposits	2,983	2,198
Prepayments	34,830	32,624
Other	3,637	5,049
	243,359	206,456

15. **TAXATION RECOVERABLE:**

This balance represents withholding tax arising on short term investments and short term deposit included in cash and cash equivalents. The organization received an exemption from Tax Administration Jamaica, from the deduction of withholding tax at source from its investments for the three-year-period ended 31 January 2026.

16. **SHORT TERM INVESTMENTS:**

This represents securities purchased under resale agreements with original maturities greater than 90 days but less than one (1) year.

The weighted average interest rate on short term investments denominated in Jamaican dollars and United States dollars was 6.00% and 3.00%, respectively (2024 - 7.99% and 3.00%, respectively). These investments mature within twelve months (2024 - twelve months).

17. **CASH AND CASH EQUIVALENTS:**

For the purpose of the cash flow statement, cash and cash equivalents comprise short term deposits, cash at bank and cash in hand as follows:

	2025 $'000	2024 $'000
Short term deposits	224,347	27,507
Cash at bank	149,059	112,691
Cash in hand	5	5
	373,411	140,203

Notes to the Financial Statements

31 March 2025

17. **CASH AND CASH EQUIVALENTS (CONT'D):**

The weighted average interest rate on short term deposits denominated in Jamaican dollars and United States dollars was 5.59% and 3.00%, respectively (2025 - NIL and 3.00%, respectively) and these deposits mature within three months (2024 - three months).

There are no non-cash transactions included in the statement of cash flows.

18. **PAYABLES:**

	2025 $'000	2024 $'000
Accrued vacation pay	57,236	47,436
Gratuity payable	115,107	90,385
Accounts payable	11,551	60,742
Other accruals	112,619	81,327
	296,513	279,890

19. **DEFERRED INCOME:**

	2025 $'000	2024 $'000
At 1 April	327,811	307,096
Project income deferred	9,390	50,360
Transferred to revenue	(61,786)	(29,645)
At 31 March	273,415	327,811

20. **RELATED PARTY TRANSACTIONS AND BALANCES:**

(a) **Transactions between the organization and its related parties**

Regulatory fees -

During the year, the organization billed regulatory fees of $369,949,000 and $596,521,000 (2024 - $251,058,000 and $409,416,000) to the National Water Commission and the Jamaican Public Service Company Limited, respectively.

Notes to the Financial Statements

31 March 2025

20. **RELATED PARTY TRANSACTIONS AND BALANCES (CONT'D):**

(b) **Key management compensation**

	2025 $'000	2024 $'000
Salaries and other employee benefits	304,813	389,997
Payroll taxes - Employer's portion	15,291	24,638
Pension	7,934	9,360
	328,038	423,995
Office members' emoluments -		
Fees	10,910	10,820
Management remuneration (included in salaries and other employee benefits above)	47,299	66,005
	58,209	76,825

(c) **Year-end balances arising from transactions with related parties**

	2025 $'000	2024 $'000
Due from -		
National Water Commission	152,473	71,213
Jamaica Public Service Company Limited	1,321	46,369
	153,794	117,582

These amounts are included in receivables.

Notes to the Financial Statements

31 March 2025

21. **LITIGATIONS:**

(a) **Court of Appeal - Supreme Court Civil Appeal No. COA2022CV00130 Supreme Court - Claim No. 2018 HCV 05030 George Neil v Attorney-General, Office of Utilities Regulation and Spectrum Management Authority**

The Plaintiff, was a principal of companies that previously held several telecommunications licences. His failure to pass the licensee fit and proper requirements have resulted in a refusal to grant telecommunications licences to a company with which he was associated.

In 2019 January, the Plaintiff brought an action in the Supreme Court against the Attorney-General, the OUR and the Spectrum Management Authority seeking relief for breach of various constitutional and other rights. In its judgment delivered 2022 October 28, the Full Court dismissed the Plaintiff's application and found that there was no evidence that his constitutional rights had been breached. On 2022 November 11, the Full Court ordered the plaintiff to pay the costs of the defendants in this matter, such costs to be taxed if not agreed.

The Plaintiff appealed against the Full Court's award of costs by Notice of Appeal dated 2022 December 15. He subsequently withdrew the appeal, however costs were awarded to the Respondents, including the OUR, by the Court of Appeal at the hearing of the matter on 2023 May 22. Due to the failure of the plaintiff to respond to a bill of costs filed on the OUR's behalf in the Supreme Court in 2023 August, a Default Cost Certificate has been issued by the Court and served on the Plaintiff. Steps are now being taken to enforce the costs certificate.

Status of Payment of Legal Fees: No legal fees outstanding at the end of the Audit period.
Status after 2025 March 31: Steps are being taken to enforce the Cost Certificate so that the awarded costs may be recovered from the Plaintiff.

Notes to the Financial Statements

31 March 2025

21. **LITIGATIONS (CONT'D):**

(b) **Supreme Court - Claim No. 2014 HCV 02345**
OUR v Computers & More Limited

The OUR filed a claim against the Defendant in this matter for the recovery of the sum of $1,614,000.00 together with interest, for breach of contract; whereby the Defendant failed to supply twenty (20) Microsoft Surface Pro Tablets and twenty (20) Targus USB 2.0 Docking Stations with Video to the OUR pursuant to its contract.

On 2017 May 17, the Supreme Court struck out the Defendant's defence and entered judgment in favour of the OUR in the sum of $1,614,000.00 together with interest at 10% per annum from 2014 May 15 to 2017 May 17 totalling $2,670,351.50. Also, summary judgment was entered in favour of the OUR in respect of the Defendant's counterclaim and costs on the Claim and Counterclaim. The Defendant, on 2017 May 26, filed an appeal against the judge's decision with the Court of Appeal. We are however yet to be notified of a date for case management in the matter.

The OUR has since pursued recovery of the Supreme Court judgement debt. To date the sum of $1,896,076.36 has been recovered by the bailiff and paid over to the OUR less commission and taxes.

Status of Payment of Legal Fees: No outstanding legal fees at the end of the Audit period.
Status after 2025 March 31: A further payment of $305,510.14 representing sums collected by the Bailiff from the Defendant, plus interest, and less commission fees and taxes was received on 2025 April 14. We await further updates from the bailiff regarding the recovery of the judgment debt.

(c) **All-Island Electricity Appeal Tribunal - Appeal No. 1 of 2019**
JPS Appeal against the Final Criteria - JPS 2019-2025: Rate Review Process dated 2019 March 14 and Addendum dated 2019 April 24.

The OUR issued its decisions on JPS's 2019 - 2025 Rate Review Submission in a Determination Notice issued on 2020 December 24, and an Addendum issued on 2021 January 29 (together referred to as the Tariff Determination Notice). The Tariff Determination Notice sets out the OUR's decisions regarding, *inter alia*, the tariffs that JPS may charge its customers over the five-year period 2019 to 2025.

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31 March 2025

21. **LITIGATIONS (CONT'D):**

(c) **All-Island Electricity Appeal Tribunal - Appeal No. 1 of 2019**
JPS Appeal against the Final Criteria - JPS 2019-2025: Rate Review Process dated 2019 March 14 and Addendum dated 2019 April 24 (cont'd).

By Notice of Appeal dated 2021 January 22 and Amended Notice of Appeal dated 2021 February 12 filed with the Tribunal, JPS appealed against several of the decisions in the Tariff Determination Notice. At a hearing of the matter on 2021 July 13, the Tribunal ruled that it was not properly constituted, and therefore could not hear the appeal. The appeal is in abeyance pending the constitution of a new Tribunal.

Status of Payment of Legal Fees: No legal fees outstanding at the end of the Audit period.
Status after 2025 March 31: We have now been advised of the constitution of the Tribunal with effect from 2025 June 17. We await its notification regarding the progress of the matter.

On 2019 June 6, the OUR was served with an "Amended Notice of Appeal" filed by the Jamaica Public Service Company Limited ("JPS") with the All-Island Electricity Appeal Tribunal (the "Tribunal"). By way of the Notice, JPS appealed against several of the decisions of the OUR set out in its Final Criteria Document and Addendum to Final Criteria to be used to inform the preparation of JPS's Business Plan and Five Year Rate Review Submission. At a hearing of the Tribunal in 2019 August, JPS requested that the matter be adjourned until after the OUR issued its tariff determination on JPS's 2019-2024 Rate Review Submission. The OUR issued its tariff determination in 2020 December. In 2021 January, JPS filed an appeal with the Tribunal against the tariff determination, and subsequently applied to the Tribunal to have the appeal against the Final Criteria heard along with that appeal. The Tribunal did not allow the application, and ordered that JPS may pursue its appeal against the Final Criteria if it wished, after the disposal of its appeal against the tariff determination. The appeal is currently in abeyance.

Status of Payment of Legal Fees: No legal fees outstanding at the end of the Audit period.
Status after 2025 March 31: The appeal is currently in abeyance.

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31 March 2025

21. **LITIGATIONS (CONT'D):**

(d) **All-Island Electricity Appeal Tribunal - Appeal No. 1 of 2021**
JPS Appeal against the JPS Rate Review 2019 - 2024 Rate Determination Notice dated 2020 December 24 and Addendum dated 2021 January 29.

The OUR issued its decisions on JPS's 2019 - 2024 Rate Review Submission in a Determination Notice issued on 2020 December 24, and an Addendum issued on 2021 January 29 (together referred to as the Tariff Determination Notice). The Tariff Determination Notice sets out the OUR's decisions regarding, *inter alia*, the tariffs that JPS may charge its customers over the five-year period 2019 to 2024. By Notice of Appeal dated 2021 January 22 and Amended Notice of Appeal dated 2021 February 12 filed with the Tribunal, JPS appealed against several of the decisions in the Tariff Determination Notice. The matter was heard on 2025 March 10 and 11 by the Tribunal, which was reconstituted on 2024 June 17. We await the Tribunal's decision.

Status of Payment of Legal Fees: No legal fees outstanding at the end of the Audit period.
Status after 2025 March 31: We await the Tribunal's decision.

(e) **All Island Electricity Appeal Tribunal -Appeal No. 1 of 2022**
JPS Appeal against the OUR's Reconsideration Decision on the Annual Adjustment Determination for 2021 dated 2021 December 28

The OUR issued the Jamaica Public Service Company Limited Annual Review 2021: Determination Notice on 2021 September 1. JPS requested reconsideration of several of the decisions in that Determination Notice by letter dated 2021 September 13. The OUR issued its Reconsideration Decision by way of the Jamaica Public Service Company Limited Annual Review 2021 Reconsideration Decision dated 2021 December 28. The JPS by Notice of Appeal dated 2022 January 27 and filed with the Electricity Appeal Tribunal, has appealed the OUR's decisions set out in the Reconsideration Decision. The appeal is currently in abeyance.

Status of Payment of Legal Fees: No legal fees outstanding at the end of the Audit period.
Status after 2025 March 31: The appeal is currently in abeyance.

Notes to the Financial Statements

31 March 2025

21. **LITIGATIONS (CONT'D):**

(f) **All Island Electricity Appeal Tribunal - Appeal No. 2 of 2022**
JPS Appeal against the OUR's Determination Notice on the 2022 Annual Review and Extraordinary Rate Review dated 2022 August 19

The OUR issued its Determination Notice on the Jamaica Public Service Company Limited Annual Review and Extraordinary Rate Review for 2022 dated 2022 August 19 (Document No. 2022/ELE/007/DET.001) which took effect on 2022 August 22. The JPS by Notice of Appeal dated 2022 September 19 has appealed various decisions of the OUR set out in the Determination Notice. The appeal is currently in abeyance.

Status of Payment of Legal Fees: No legal fees outstanding at the end of the Audit period.
Status after 2025 March 31: The appeal is currently in abeyance.

(g) **Telecommunications Appeal Tribunal -**
Cable & Wireless Jamaica Limited v OUR
Appeal against the implementation of the Infrastructure Sharing Rules

The OUR issued the Telecommunications (Infrastructure Sharing) Rules 2022 (the Rules) which came into force on 2023 February 1. Cable & Wireless Jamaica Limited (C&WJ) requested that the implementation of the Rules be stayed for various reasons. The OUR refused the request for a stay, with the exception that an extension of time was granted to carriers until 2024 January for the submission of their reference access offers in keeping with the requirements of the Rules. By Notice of Appeal filed with the Telecommunications Appeal Tribunal on 2023 July 21, C&WJ appealed the decision of the OUR not to stay the implementation of the Rules. The Telecommunications Appeal Tribunal was appointed with effect from 2024 May 27, however the appeal is currently in abeyance.

Status after 2025 March 31: The appeal is currently in abeyance.

Notes

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