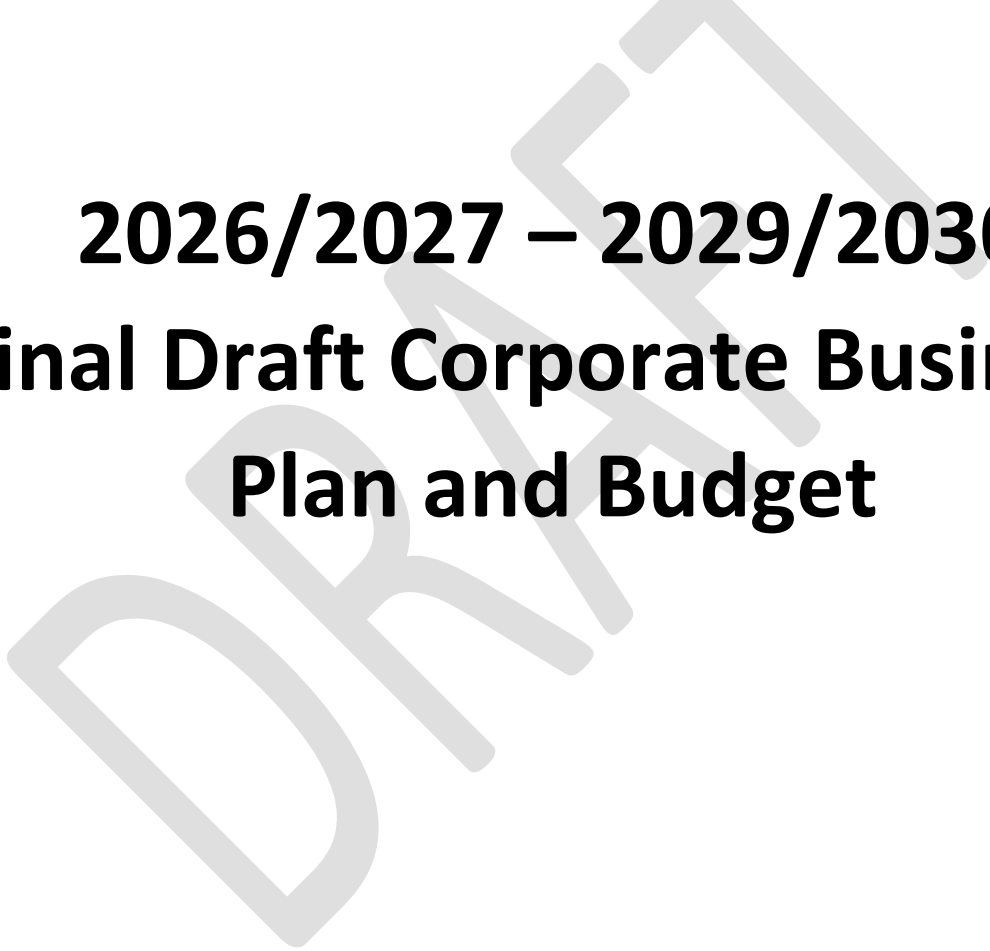




Corporate Business Plan and Budget



**2026/2027 – 2029/2030**  
**Final Draft Corporate Business**  
**Plan and Budget**





Corporate Business Plan and Budget

**CURRENCY EQUIVALENTS**

Exchange Rate Effective

Currency Unit = Jamaican Dollar

US\$1.00 = JMD\$165

**FISCAL YEAR**

April 1 – March 31

**ABBREVIATIONS AND ACRONYMS**

CACU	Consumer Advisory Committee on Utilities
CPA	Consumer and Public Affairs
Digicel	Digicel Jamaica Limited
DG	Director General
DDG	Deputy Director General
FY	Fiscal Year
GoJ	Government of Jamaica
ICT	Information and Communication Technology
IRP	Integrated Resource Plan
ISO	International Standards Organization
IT	Information Technology
JPS	Jamaica Public Service Company Limited
KPI	Key Performance Indicator
MOFPS	Ministry of Finance and the Public Service
MW	Megawatt
NP	Number Portability
NPRM	Notice of Proposed Rule Making
NRW	Non-Revenue Water
OOCUR	Organization of Caribbean Utility Regulators
OPM	Office of the Prime Minister
OUR	Office of Utilities Regulation
OURIC	Office of Utilities Regulation Information Centre
PBMA	Public Bodies Management and Accountability Act
PCJ	Petroleum Corporation of Jamaica
PIOJ	Planning Institute of Jamaica
PPA	Power Purchase Agreement
Responsible Minister	The Minister with portfolio responsibility for a particular regulated utility sector



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



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## Corporate Business Plan and Budget

### Executive Summary

This Corporate Business Plan and Budget sets out the OUR's work programme and budget for the period 2026/27 – 2029/30. This is a four (4) year rolling Plan and comprises continuing projects and projects set to commence during fiscal years 2026/27 to 2029/30.

The Corporate Business Plan is structured as follows:

- **Chapter 1** sets out OUR's High-Level Strategy including Legislation; Mission; Vision; Sector and Consumer Goals and Corporate Goals.
- **Chapter 2** outlines the organization's operational framework.
- **Chapter 3** provides a review of some major sector activities in the current work programme as at 2025 September 30.
- **Chapter 4** sets out the OUR's work programme for the four-year period 2026/27 to 2029/30.
- **Chapter 5** sets out the budget for 2026/27 and projections for fiscal years 2027/28, 2028/29 and 2029/30.

The objectives of this plan are to:

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



## 1. Policy Direction

### The Legislation

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

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

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

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

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



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

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

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

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

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

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



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### Mission Statement

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

### Vision Statement

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

### Core Values – A.F.A.I.R.E.

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

### Quality Policy

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

### Value Propositions

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

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

**Staff:** The OUR commits to providing our staff with a rewarding, fair, respectful, supportive, stimulating, collaborative, and ergonomically optimised working environment; and opportunities for personal and professional development and for making a meaningful societal contribution.

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



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

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

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Key Performance Indicators

PERFORMANCE INDICATORS	DESCRIPTION	Previous	2023/2024		2024/2025		2025/26		2026/27 Proposed Targets
			TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	
1. Overall Appeals Resolution Rate	The percentage of the total number of Appeals in-house that were resolved.	n/a	n/a	58%	n/a	69%	n/a	tbd	70%
2. Standard time Appeals Resolution Rate	The ratio of appeals closed within the standard timeframe to the total number of appeals closed.	65% (2022/23)	n/a	32%	70%	29%	65%	tbd	50%
3. Overall Complaints Closure Rate	The percentage of the total number of complaints in-house that were closed.	n/a	n/a	22%	n/a	45%	n/a	tbd	60%
4. Standard time Complaints Closure Rate	The ratio of complaints closed within the standard timeframe to the total number of complaints closed.	n/a	n/a	50%	n/a	71%	n/a	tbd	60%
5. Project on schedule and completed Ratio	The percentage of projects that are completed or on schedule.	49% (2022/23)	n/a	46%	n/a	46.9%	60%	tbd	60%
6. Overall Licence Application Completion Ratio	The percentage of the total number of applications in-house that were completed.	n/a	n/a	40%	n/a	36%	n/a	tbd	50%
7. Standard time Licence Application Completion Rate	The ratio of applications completed within the standard timeframe to the total number of applications completed.	n/a	n/a	44%	n/a	29%	n/a	tbd	40%
8. Working Capital Ratio	The working capital ratio is calculated by dividing current assets by current liabilities. This ratio should fall between 1.5 to 2.0.	1.38 (2022/23)	n/a	0.60	n/a	1.17	1.0	tbd	1.5
9. Employees' Collective Interest in	The percentage of employees who feel supported, resilient, and equipped with the resources necessary to manage stress and maintain well-	n/a	n/a	n/a	3.20	3.46	3.20	3.48	3.20



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PERFORMANCE INDICATORS	DESCRIPTION	Previous	2023/2024		2024/2025		2025/26		2026/27 Proposed Targets
			TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	
Health and Well-being Score	being at work based on the annual Employee Wellness survey. The objective is to, by 2025, improve the average score for Employees' Collective Interest in Health and Well-being by 8% over the 2019 score (2.99).								
10. Awareness of the OUR (Residential Customer)	The percentage of residential customers surveyed who claimed awareness of the OUR, based on OUR's biennial customer satisfaction survey.	65% (2021)	n/a	n/a	70%	68%	n/a	n/a	70%
11. Job Performance of the OUR (Residential customer)	The percentage of residential customers who claimed awareness of the OUR who rated OUR's performance as fair, very good or excellent, based on OUR's biennial customer satisfaction survey.	71% (2021)	n/a	n/a	n/a	77%	n/a	n/a	75%
12. Net Promoter Score (NPS) (Residential Customer)	NPS is an indication of customer satisfaction and loyalty. This is calculated by subtracting the percentage of detractors from promoters, ranging from -100 to +100.	n/a	n/a	n/a	n/a	-53.30	n/a	n/a	-10
13. Awareness of the OUR (Corporate Customer)	The percentage of corporate customers surveyed who claimed awareness of the OUR, based on OUR's biennial customer satisfaction survey.	98% (2021)	n/a	n/a	98%	87%	n/a	n/a	90%
14. Job Performance of the OUR (Corporate Customer)	The percentage of corporate customers who claimed awareness of the OUR who rated OUR's performance as fair, very good or excellent, based on OUR's biennial customer satisfaction survey.	75% (2021)	n/a	n/a	n/a	81%	n/a	n/a	80%
15. Net Promoter Score (NPS) (Corporate Customer)	NPS is an indication of customer satisfaction and loyalty. This is calculated by subtracting the percentage of detractors from promoters, ranging from -100 to +100.	n/a	n/a	n/a	n/a	-11.8	n/a	n/a	0



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S.W.O.T. Analysis

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>1.1.1. Highly skilled, professional and dedicated staff</li> <li>1.1.2. Mature Quality Management System</li> <li>1.1.3. ISO 9001:2015 Certified</li> <li>1.1.4. In-depth knowledge of sectors</li> <li>1.1.5. Over two decades of regulatory experience</li> <li>1.1.6. National, regional and international reputation for high-quality work</li> <li>1.1.7. Ability to access international networks for experts</li> <li>1.1.8. Not funded by the government</li> <li>1.1.9. Autonomy in regulatory decision-making</li> <li>1.1.10. Legislative framework entrenching the authority and functions of the organization</li> <li>1.1.11. Multisector regulator which enables efficient regulation of converging sectors</li> <li>1.1.12. The multi-disciplinary expertise of the Office</li> <li>1.1.13. Good information technology infrastructure</li> <li>1.1.14. Ability to adapt to changes in the environment</li> <li>1.1.15. Good track record of success in regulatory decisions</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>2.1.1 Human resource constraints as it pertains to technical staff</li> <li>2.1.2 Inadequate monitoring capabilities</li> <li>2.1.3 Inadequate enforcement powers</li> <li>2.1.4 Organisational structure and staffing not fully aligned with strategy</li> <li>2.1.5 Succession planning culture is still embryonic</li> <li>2.1.6 Limited ability to accurately forecast spikes in workload</li> <li>2.1.7 Processes for managing tariff reviews, licence applications and renewals are not optimal</li> <li>2.1.8 Unresolved bottlenecks within the organisation resulting in inefficiencies</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>3.1.1. To impact national development by influencing modernisation, efficiency, and greater access</li> <li>3.1.2. Collaboration with other regulators and ministries</li> <li>3.1.3. Collaboration with multilaterals</li> <li>3.1.4. Increase the effective use of technology throughout the organisation</li> <li>3.1.5. To increase public awareness about the OUR and its functions and the impact of OUR's activities on sector performance and national development</li> <li>3.1.6. Benchmarking best practices of other organisations</li> <li>3.1.7. To lobby for longer statutory timelines for tariff review processes</li> </ul>



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<b>THREATS</b>	<ul style="list-style-type: none"> <li>4.1.1. Cyber security threats</li> <li>4.1.2. Inadequate policy and legislative framework across regulated sectors</li> <li>4.1.3. Negative impact on structure and funding of the OUR in the event of a reduction in number/scope of sectors currently regulated</li> <li>4.1.4. Inadequate autonomy in optimally aligning organisational structure and staffing with strategy</li> <li>4.1.5. Government bureaucratic overreach</li> <li>4.1.6. Vulnerability to reputational damage</li> <li>4.1.7. The uncertainty caused by global disruptions</li> <li>4.1.8. The degree to which the OUR is required to assume the responsibilities of other agencies and ministries</li> </ul>
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Sector and Consumer and Public Affairs focus for 2026/27

1. **Telecommunications** – The main areas of focus in this sector will be:
  - 1.1. Facilitation of widening access to broadband
  - 1.2. Evaluation and improvement of sector competition and competitiveness
  - 1.3. Promotion of the availability of improved network quality and reliability
  - 1.4. Facilitation of enhanced access to emergency communications e.g. centralized emergency centre and transmission of customer location information
  - 1.5. Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework
  
2. **Electricity** – The main areas of focus in this sector will be:
  - 2.1. Provision of support for Electricity sector reforms and Licence review
  - 2.2. Analysis of the evolving market structure and the determination of an optimal path
  - 2.3. Promotion of initiatives/incentives to reduce system losses
  - 2.4. Support and analysis for the IRP, and capacity addition and replacement
  - 2.5. Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework
  
3. **Water** – The main areas of focus in this sector will be:
  - 3.1. Promotion of initiatives to reduce non-revenue water and other inefficiencies
  - 3.2. Development and enhancement of regulatory framework for private provisioning
  - 3.3. Conducting tariff reviews
  - 3.4. Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework
  
4. **Consumer and Public Affairs** - The main areas of focus will be:
  - 4.1. Stakeholder engagement
  - 4.2. Monitoring of customer-related quality of service
  - 4.3. Research and analysis of service providers capabilities to deliver on Quality of Service (QoS) standards



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- 4.4. Research and formulation of consumer policy
- 4.5. Provision of measures for consumer redress

## Corporate focus for 2026/27

The Corporate focus will be:

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

## Sector Goals

### *Telecommunications Sector*

- TS1. Universal Access – Facilitate Jamaicans’ access to – and the adoption of—affordable fixed and mobile broadband and Wi-Fi, where they live, work, and travel.
- TS2. Customer Choice - Support a competitive market for telecommunications services to foster innovation and investment, and for consumers to have meaningful choices in affordable services.
- TS3. Consumer Protection - Support the continued protection of consumers through empowerment and availability of suitable modes for redress.
- TS4. Digital Transformation and Innovation - Ensure that the OUR’s actions and regulations foster a dynamic and innovative market for ICTs, through policies that promote the introduction of new technologies and services, entrepreneurship, and expanded economic opportunity.
- TS5. Reliability and Resilience - Facilitate the availability of reliable, interoperable, redundant, rapidly restorable critical telecommunications infrastructures that are supportive of all required services.
- TS6. Environmental Sustainability – Support initiatives to encourage climate change resilience and environmentally sustainable operations.

### *Electricity Sector*

- ES1. Lower Price Trajectory – Pursue initiatives to lower the overall cost of electricity.



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

#### *Water and Sewerage Sector*

- WS1. Non-Revenue Water (NRW) Reduction – Support initiatives to reduce non-revenue water on a sustainable basis.
- WS2. Cost Efficiency – Support initiatives to encourage utilities to provide and price service at the most efficient cost.
- WS3. Service Reliability and Resilience – Facilitate initiatives to improve the access to water services, the continuity of supply, and the reduction in the frequency of service disruptions.
- WS4. Legislation – Advocate for comprehensive sector legislation.
- WS5. Sector Modernisation – Support initiatives to encourage utilities to improve the water and sewerage infrastructure.
- WS6. Governance Framework - Support the policy to make the NWC more responsive to market signals.
- WS7. Environmental Sustainability – Support initiatives to encourage climate change resilience and environmentally sustainable operations.
- WS8. Private Service Providers – Support initiatives to encourage improved efficiency, better record keeping, and appropriate corporate structure consistent with efficient management.



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### Consumer Goals

#### *Consumer and Public Affairs*

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

### Corporate Goals and Objectives

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

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

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

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



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

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

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

- a) Maintain a relevant competency requirement and assessment framework.
- b) Provide opportunities to grow skills and competencies through training and development.
- c) Develop a suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience.
- d) Maintain an objective performance management system that results in recognition, rewards, or sanctions.
- e) Effective talent management.
- f) Improve score for Employees' Collective Interest in Health and Well-being.
- g) Equitable and competitive compensation

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

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



## 2. Operational Framework

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

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

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

### The Office

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

### The Executive

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

### Secretary to the Office (STTO) Department

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



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

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

### *Objective*

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

### *General Activities*

- 2.11.** The STTO is engaged in the following activities:

  - maintaining the Office's schedule;
  - collaborates with committee chairmen to set meeting agendas
  - attending meetings of the Office and its Committees, and monitoring and driving the enforcement of decisions;
  - developing rules of procedure (in consultation with the General Counsel) for the conduct of the affairs of the Office;



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

#### Office of the General Counsel (Legal) Department

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

##### *Objective*

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

##### *General Activities*

**2.14.** The General Counsel Department is engaged in the following activities:

- ensuring that the OUR observes due process and complies with all legal requirements in carrying out its functions;
- the review of consultative documents, Office determinations and other regulatory instruments and contracts for works, goods and services;
- the conduct of investigations into allegations of breaches of the relevant legislation and/or regulatory instruments, including preparing the Office to conduct hearings;
- the update and maintenance of the Rules of Practice and Procedure of the OUR;
- the review and maintenance of the relevant Code of Ethics;



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- the preparation of instructions and briefs to external counsel in connection with litigation and other legal processes before the courts and quasi-judicial tribunals;
- the preparation and issuance of enforcement orders and referral to the courts of relevant matters;
- the preparation of matters to be heard by the appeals tribunals established under the Telecommunications Act
- the preparation of legal opinions and advice to internal Departments; the preparation of correspondence of legal significance for the OUR; and
- interfacing with external stakeholders to protect the OUR's legal position and reputation.

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

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

##### *Objective*

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

##### *Strategy*

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

##### *General Activities*

- 2.18.** The RPME Department, is engaged in the following activities:
- commissions analyses of rate applications and makes recommendations to the Office;



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- provides policy advice to the Office and, through the Office, to the Government as required;
- provides the Office with technical and economic advice on matters disputed between competing utilities;
- commissions research on all aspects of utilities regulation;
- commissions market and competition analyses;
- produces and publishes various documents (consultative documents, notice of proposed rulemaking, position papers, working papers, policy advisories, determination notices, etc.) critical to the regulatory process;
- engages with overseas counterparts for information exchange, and to provide assistance and collaboration on regulatory matters;
- represents the Office at various international fora;
- monitors utility projects through progress reports etc.;
- monitors service standards through customer feedback, surveys, etc.;
- produces regular Regulatory Impact Assessments;
- commissions periodic audits of specific functions of the utilities;
- prepares policy papers and recommendations to the Office; and
- maintains communication with service providers on actions/strategies with respect to projects and other regulatory undertakings

### Consumer and Public Affairs (CPA) Department

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

#### *Objectives*



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**2.22.** CPA is guided by the following objectives to:

- ensure that the perspectives of consumers and the public are considered in all regulatory decisions and determinations;
- ensure that customers of the utility companies enjoy acceptable quality of service at economic cost, and are assured of secure and timely service;
- provide an avenue of appeal for consumers in their relationship with the utility service providers;
- inform and educate consumers and the general public on regulatory matters; and
- highlight the work of the OUR and maintain a positive public image.

### *Strategies*

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

### *General Activities*

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

## Human Resources and Administration Department

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

**2.25.** A multi-sector regulatory body such as the OUR must identify training and development opportunities for its personnel who are required to perform highly complex and technical duties and compete



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against the best that the regulated companies have to offer. Utility regulation is a highly technical, specialized vocation, hence the need to provide the OUR's professional staff with on-going training offered by internationally recognized training institutions.

- 2.26.** This Department ensures that the OUR is well organised and that administrative functions are performed smoothly and efficiently. The Department manages staff recruitment, training and performance evaluation, talent management and succession planning.
- 2.27.** The Department is responsible for managing and reporting on procurement, with particular regard to compliance with the Government of Jamaica's requirements. This is a critical function, given the need to ensure transparency and adherence to the Government of Jamaica Handbook of Public Sector Procurement Procedures.
- 2.28.** Responsibility for the OUR's records and documents management system also resides within this department.

## Finance Department

- 2.29.** The Department plans, directs, coordinates, monitors, reports upon, and controls the accounting and financial operations of the OUR in accordance with Government of Jamaica regulations and directives, the Laws of Jamaica, International Financial Reporting Standards, and International Accounting Standards.

### *Objectives*

- 2.30.** To direct the financial management functions of the OUR ensuring effective planning and use of financial resources. To achieve this objective the Department will:
  - prepare the annual budget and monitor performance against the budgeted allocations;
  - prepare and analyse monthly, quarterly and annual financial statements;
  - conduct treasury management functions to maximize returns on investments;
  - establish the regulatory fees for each regulated entity;
  - ensure sound cash management;
  - manage human resources within the Department to optimise performance;
  - maintain a robust quality management system in the Department;
  - ensure appropriate cost control measures are in place;
  - ensure compliance with statutory requirements, in particular, the provisions of the Public Bodies Management and Accountability Act (PBMA), and the Financial Administration and Audit Act (FAAA);



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- ensure that all financial records pertaining to externally funded projects are carefully documented, and that disbursement requests are settled in a timely manner;
- prepare accounts, analyses, and schedules for the annual external audit;
- address any other matters likely to affect the financial well-being of the OUR; and
- update and maintain procedures for financial accountability.

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

#### Information Technology (IT) Department

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

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

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

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



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### 3. Review of Major Sector Activities for the period 2025 April - September

Electricity Sector - Review of Work Plan Activities for the period 2025 April – September

<b>Project Title</b>	<b>JPS Annual Rate Review 2024</b>	
<b>Project Number</b>	EL-2024-0001	
<b>Sector</b>	Electricity	
<b>Project Description</b>	<p>The Electricity Licence 2016 provides for Annual Reviews of JPS’ rates. This involves adjustments for inflation and foreign exchange rate movements; revenue true-up; the realignment of demand and technical targets; and the review of tariff designs. The review process, under normal circumstances, is programmed over 60 days with an annual adjustment date of July 01 each year.</p> <p>JPS submitted its Annual Rate Review application on 2024 April 30. The OUR Team met with JPS in 2024 May to discuss the proposal. It was agreed that it would not be feasible and practical for the OUR to approve the proposed rates prior to the 5-year Rate Review. It was also agreed that the review process would continue, and the result would be shared with JPS. In this regard, any rate adjustments will be deferred until the 2024 - 2029 Rate Review exercise.</p>	
<b>Planned Timeline</b>	Start Date: 2024 May	End Date: 2024 August
<b>Actual Timeline</b>	Start Date: 2024 May	End Date: 2025 September
<b>Review to Date</b>	The 2024 Annual Review was completed and will be a component of the JPS 5-year Rate Review Determination.	
<b>Status</b>	COMPLETED	
<b>Project Title</b>	<b>Electricity Market &amp; Price Study/Path to Reduced Electricity Cost</b>	
<b>Project Number</b>	EL-1923-0112	
<b>Sector</b>	Electricity	
<b>Project Description</b>	<p>One of the OUR’s key objectives is to lower the electricity tariff trajectory. However, while the OUR does have some influence on the direction of electricity tariffs, there are many other factors that have a significant bearing on the direction of prices in the sector.</p> <p>The actions of the Ministry of Energy, the Generation Procurement Entity and the utility will strongly influence the electricity tariff trajectory. Thus, if the OUR is to achieve its objectives of lowering the electricity tariff trajectory, it should provide timely advice to the key stakeholders to ensure their actions are aligned with the OUR’s objective.</p>	



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	The position paper will provide an analysis of the available options for lowering electricity prices over the next ten years. This paper will be shared with key stakeholders and the Cabinet.	
<b>Planned Timeline</b>	Start Date: 2025 January	End Date: 2025 June
<b>Actual Timeline</b>	Start Date: 2025 January	End Date: 2025 August
<b>Review to Date</b>	The final report was submitted on 2025 August 29.	
<b>Status</b>	COMPLETED	
<b>Project Title</b>	<b>Terms &amp; Conditions of Power Wheeling</b>	
<b>Project Number</b>	EL-2024-0005	
<b>Sector</b>	Electricity	
<b>Project Description</b>	<p>The Electricity Act 2015 (EA) mandates the Jamaica Public Service Company Limited to implement a power wheeling service and the OUR to set power wheeling rates. The EA also entrusts the OUR with the responsibility of developing the terms and conditions for power wheeling service in Jamaica.</p> <p>The OUR intends to convene a public consultation process on the power wheeling tariff methodology to inform its finalisation of the tariffs for wheeling.</p> <p>The OUR also intends to develop the terms and conditions for power wheeling. MSET had begun drafting regulations for power wheeling which would have superseded the OUR's terms and conditions (hence making it unnecessary) but to date the draft regulations have not been finalised by MSET and, as such, in the absence of an overriding regulation from MSET, the OUR must draft the terms and conditions to enable the implementation of power wheeling.</p>	
<b>Planned Timeline</b>	Start Date: 2024 May	End Date: 2025 June
<b>Actual Timeline</b>	Start Date: 2024 May	End Date: TBD
<b>Review to Date</b>	<p>The following wheeling framework documents have been sent to JPS for comments:</p> <ol style="list-style-type: none"> <li>1. Wheeling Contract</li> <li>2. The Draft pro-Forma Excess Energy contract,</li> <li>3. The Draft Pro-Forma Top-Up and Standby Supply Contract and,</li> <li>4. The Draft Wheeling Code</li> </ol> <p>JPS submitted comments on the wheeling framework documents during the review period. The OUR continues to engage with JPS to finalise the Wheeling Framework and awaits further comments.</p>	
<b>Status</b>	ACTIVE	



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Water & Sewerage Sector - Review of Work Plan Activities for the period 2025 April - September

<b>Project Title</b>	<b>Tariff and Rate Regime for Small Private Providers</b>
<b>Project Number</b>	WT-0000-0109
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	This project encapsulates all activities relating to small providers including tariff determinations, annual price adjustment mechanisms, quality of service monitoring, monthly price adjustment mechanisms, and addressing miscellaneous queries. While some of these activities are carried out on an ad hoc basis it is still possible to anticipate with reasonable certitude that there will be a number of such activities during the four-year work plan period.
<b>Review to Date</b>	<b>Dairy Spring Limited (DSL)</b> - On 2024 November 21, DSL applied for an increase to their existing rate and charges. These rates have been in effect since 2020 March 05. DSL is requesting a non-objection rate increase of 100%. <i>Status: The Determination Notice was approved at the August meeting of the Office and shared with the licensee on 2025 September 3.</i>
<b>Status</b>	COMPLETED
<b>Review to Date</b>	<b>Can-Cara Development Limited (CDL)</b> - On 2022 November 04, Can Cara Development Limited (CDL) applied for a rate increase. The Office approved Can Cara's Water Tariff Determination, which was based entirely on the economics and quality-of-service analyses. This was submitted to CDL on 2024 April 25. The other phase of the evaluation requires a technical analysis to be done. <i>Status: The Technical Review Determination Notice was approved at the August meeting of the Office and shared with the licensee on 2025 September 8.</i>
<b>Status</b>	COMPLETED
<b>Review to Date</b>	<b>Drax Hall Utilities Limited (DHUL)</b> - DHUL submitted an application for tariff approval in 2021 January. The OUR requested additional information on 2021 May 13, which is still outstanding. On 2022 January 31, DHUL wrote to the OUR and advised that it is still compiling the data. Throughout the fiscal year 2023/24, numerous attempts were made to engage with DHUL to acquire the outstanding data and clarifications. DHUL, by letter in 2023 December, requested that the company be given an 'emergency' rate, on the basis that it had purchased water from the NWC. On 2024 April 4, OUR requested additional information necessary for processing the company's water tariff application. No emergency rate was provided. <i>Status: DHUL resubmitted its tariff application to the OUR on 2025 July 4. The application is being reviewed.</i>
<b>Status</b>	ACTIVE
<b>Project Title</b>	<b>Annual Price Adjustment Mechanism (ANPAM) Reviews for NWC and Private Water &amp; Sewerage Providers</b>



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<b>Project Number</b>	WT-2024-0001		
<b>Sector</b>	Water & Sewerage		
<b>Project Description</b>	<p>The price adjustment mechanism for water and sewerage utility companies, allows for an adjustment of base rates by the rolling in of the cumulative monthly Price Adjustment Mechanism (PAM) rate adjustments into the base rates, generally on an annual basis. This annual reset is referred to as the Annual Price Adjustment Mechanism (ANPAM).</p> <p>The three (3) indices in the PAM used to reflect changes in costs are:</p> <ol style="list-style-type: none"> <li>1. The Consumer Price Index (CPI),</li> <li>2. The Jamaican dollar exchange rate relative to the United States Dollar (FX); and</li> <li>3. Electricity Prices (kWh).</li> </ol>		
<b>Review to Date</b>	<p><b>Rose Hall (Developments) Limited</b> - RHDH made an application for the adjustment of 3.62% on 2025 May 12 for its' June billing.</p> <p><b>Status:</b> <i>The AnPam Determination Notice was completed and endorsed by the Office at the 2025 May meeting and sent to RHDH on 2025 May 30.</i></p>		
<b>Status</b>	COMPLETED		
<b>Project Title</b>	<b>Enhancement of the K-Factor Programme – K-Factor Rules</b>		
<b>Project Number</b>	WT-1822-0118		
<b>Sector</b>	Water & Sewerage		
<b>Project Description</b>	The OUR intends to improve the mechanisms for tracking and monitoring the NWC's K-Factor capital expenditure programme. This will include the development of a formal document that encapsulates the rules of the Fund.		
<b>Initial Timeline</b>	Start Date: 2023 May	<b>Actual Timeline</b>	Start Date: 2023 May
	End Date: 2026 March		End Date: TBD
<b>Review to Date</b>	The legal review of the Rules was completed on June 23, 2025, and the necessary revisions are currently underway.		
<b>Status</b>	ACTIVE		



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Telecommunications Sector - Review of Work Plan Activities for the period 2025 April - September

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



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	The bidding documents for the QOS monitoring solutions have been developed and are scheduled to be issued in the fourth quarter of FY 2025/26.		
<b>Status</b>	ACTIVE		
<b>Project Title</b>	<b>Enhancement of the Jamaica Internet Exchange Point</b>		
<b>Project Number</b>	TL-2025-0003		
<b>Sector</b>	Telecommunications		
<b>Project Background</b>	<p>In recognition of Jamaica’s need to develop and support a resilient local internet ecosystem, the OUR in 2014 embarked on a project, with the help of partners such as Packet Clearing House (PCH), to develop a local peering facility. In 2015 the Jamaica Internet Exchange Point (JAIXP) was established and the three major Internet Service Providers (ISPs) are connected to the switch. However, JAIXP has yet to gain meaningful traction.</p> <p>As the country seeks to improve the resilience of its telecommunications infrastructure, it is essential that JAIXP functions to its full potential. Consequently, the OUR intends to perform several activities aimed at bolstering the IXP's overall ability to deliver on key national objectives, such as the realization of a digital society. The project will:</p> <ul style="list-style-type: none"> <li>• Upgrade the IXP switch and establish redundancy</li> <li>• Implement a governance framework and technical measures which will facilitate the sustainability of JAIXP</li> <li>• Undertake stakeholder engagement activities</li> <li>• Relaunch the JAIXP</li> </ul>		
<b>Initial Timeline</b>	Start Date: 2025 January	<b>Actual Timeline</b>	Start Date: 2025 April
	End Date: 2025 October		End Date: TBD
<b>Review to Date</b>	The draft Determination Notice and a draft of the revised IMSI Guidelines were prepared and are being reviewed internally.		
<b>Status</b>	ACTIVE		



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Consumer and Public Affairs - Review of Work Plan Activities for the period 2025 April – September

<b>Project Title</b>	<b>Satisfaction Survey for Major Service Providers/Licensees</b>
<b>Project Number</b>	CP-2024-0007
<b>Sector</b>	General Regulation
<b>Project Description</b>	In carrying out its functions, the OUR must ensure that it considers the needs of regulated entities and has sought to continually implement policies aimed at improving its interaction with them. The OUR is of the view that it is important to assess the views of the entities in the electricity, telecommunications and water and sewerage sectors which it regulates. It has never taken the pulse of its major service providers in this regard. The purpose of the project is to conduct research using appropriate methodologies, to collect data and information to address this need.
<b>Initial Timeline</b>	Start Date: 2024 August      End Date: 2025 March
<b>Actual Timeline</b>	Start Date: 2024 September      End Date: TBD
<b>Review to Date</b>	Both the qualitative and quantitative reports were completed and circulated for feedback. Following submission of feedback, the final report was received on 2025 September 25. The subsequent recommendations are being finalised.
<b>Status</b>	ACTIVE
<b>Project Title</b>	<b>JPS Parish Office Closure Impact Assessment (Phase 2)</b>
<b>Project Number</b>	CP-2023-0008
<b>Sector</b>	Electricity
<b>Project Description</b>	<p>In 2021 March, the OUR was advised of JPS’s decision to close seven (7) Customer Service Offices (CSOs) across several parishes. This was in addition to the prior closure of three (3) offices in 2020 February. In light of the closure of the parish offices, JPS advised of several alternative measures that it would implement to continue to engage with its customers. This included:</p> <ul style="list-style-type: none"> <li>• Mobile Office visits</li> <li>• Customer Service Improvement Initiatives, namely: existing Customer Service Offices, Call Centre, and Public Education</li> <li>• External Pop-up Events (shops, malls, plazas, business places, outdoor events) and roadshows; and</li> <li>• An advertising campaign to educate customers on its digitization programme.</li> </ul> <p>In 2021 November, the OUR did an impact assessment of the JPS parish CSOs closures (Phase 1), to ascertain whether customer needs were being met through the alternative measures implemented by JPS. Consequent to the Phase 1 findings, it was proposed that further assessment (Phase 2) be conducted to include a scientific survey of the impact of the CSO closures on JPS customers in all</p>



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	parishes. The Phase 2 assessment will also form the basis for the recommendations on the way forward on this matter.	
<b>Initial Timeline</b>	Start Date: 2023 September	End Date: 2024 July
<b>Actual Timeline</b>	Start Date: 2023 September	End Date: 2025 April
<b>Review to Date</b>	The findings of this research were presented to JPS on 2025 April 22. They were officially informed of the OUR's recommendations and their deliverables on 2025 April 28.	
<b>Status</b>	COMPLETED	
<b>Project Title</b>	<b>OUR Mystery Shopping Programme 2025/26</b>	
<b>Project Number</b>	EL-2025-0001	
<b>Sector</b>	General Regulation	
<b>Project Description</b>	The purpose of this project is to ensure that the utility providers are adhering to the stipulations that are outlined in their tariff agreements and/or the terms and conditions of the licences. Specifically, the research is to allow the regulator to assess the quality of customer service being offered by the providers in-store, online, as well as through their call centres. The outcomes are likely to be recommendations resulting from the findings, as well as the monitoring of the Determinations for complaints handling and customer service delivery across the sectors. The expected impact is improvement in the level of customer service delivery as well as specific call centre KPIs.	
<b>Initial Timeline</b>	Start Date: 2025 July	End Date: 2025 July
<b>Actual Timeline</b>	Start Date: 2025 July	End Date: TBD
<b>Review to Date</b>	The kick-off meeting was held on 2025 July 1. The inception Report and draft instruments were submitted for review on 2025 July 7 and finalised. The fieldwork was completed on September 28, 2025. The report is being prepared.	
<b>Status</b>	ACTIVE	



#### 4. Work Plan and Deliverables for 2026/27 - 2029/30

### Electricity Sector Work Plan

#### Major Recurring Projects & Activities

<b>Project Title</b>	<b>JPS Rate Review 2026</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	The Electricity Licence 2016 provides for Annual Reviews of JPS’ rates. This involves adjustments for inflation and foreign exchange rate movements; revenue true-up; the realignment of demand and technical targets; and the review of tariff designs. The review process, under normal circumstances, is programmed over 60 days with an annual adjustment date of July 01 each year.
<b>Start Date</b>	2026 May
<b>End Date</b>	2026 September

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

<b>Project Title</b>	<b>Technical Support – JPS Tribunal Appeal</b>
<b>Project Number</b>	EL-2021-0003
<b>Sector</b>	Electricity
<b>Project Description</b>	The Electricity Licence 2016 allows JPS to appeal to the Appeal Tribunal if the company is aggrieved by a decision of, or failure to act, by the Office under the Licence. There are currently several applications for appeals in the upcoming planning period in relation to the JPS Annual Reviews for 2021 to 2023.
<b>Start Date</b>	<i>Timeline is externally driven</i>
<b>End Date</b>	<i>Timeline is externally driven</i>

<b>Project Title</b>	<b>JPS 2024 - 2029 Rate Review Determination Notice</b>
<b>Project Number</b>	EL-2024-0004
<b>Sector</b>	Electricity
<b>Project Description</b>	The Electricity Licence 2016 provides for a five (5) year rate review to be done based on the revenue cap principle. The review process, under normal circumstances, should be completed over a 120-days period after acceptance of the rate review proposal.
<b>Start Date</b>	<i>Timeline is externally driven</i>
<b>End Date</b>	<i>Timeline is externally driven</i>



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<b>_Project Title</b>	<b>Rationalization of JPS’ Fuel &amp; IPP Billing Model</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	JPS is required to make monthly adjustments to its fuel, IPP & foreign exchange rates. These adjustments are made using a model that has evolved over several decades. The model, as it now exists, is operational but unnecessarily complex and inefficient. In this regard, it requires rationalization and redesigning to facilitate greater transparency and efficiency in its operation.
<b>Start Date</b>	2027 April
<b>End Date</b>	2027 December

New Projects

<b>_Project Title</b>	<b>JPS Licence Re-Negotiation Strategic Analysis</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	JPS’s electricity licence is scheduled to expire on 2027 July 8. On 2025 July 1, the Minister responsible for Energy formally announced the Government of Jamaica’s intention to renegotiate the licence. JPS was officially notified of the Government’s intention to acquire the company upon expiry of the current licence. In this context, the Office of Utilities Regulation (OUR) is required to provide technical advice to the Minister on matters of this nature. Accordingly, the OUR will undertake the necessary analyses to inform its recommendations.
<b>Start Date</b>	2025 September
<b>End Date</b>	2027 June

<b>Project Title</b>	<b>JEP PPA Renegotiation</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	The JEP Purchase Power Agreement (PPA) will expire in 2026 December. Based on the expected growth in demand and the timetable for introducing additional capacity, there may be a need to extend JEP’s PPA. This will require in-depth generation analysis and tariff projection valuations to inform the decision.
<b>Start Date</b>	2026 June
<b>End Date</b>	2027 June

<b>Project Title</b>	<b>JEP PPA Repowering</b>
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<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	JEP has proposed the conversion of the Doctor Bird 2 Plant (54MW) into a natural gas-fired plant. This will require an analysis of the system generation and its impact on the fuel rate.
<b>Start Date</b>	2026 June
<b>End Date</b>	2027 December
<b>Project Title</b>	
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	With the introduction of more renewable energy sources on the grid, there is a need for Battery Energy Storage Systems (BESS) to facilitate grid stability. The level of storage needed, as well as the location, is critical to efficiency in the delivery of electricity services. An optimization study will provide insight into the best options available for installing BESS.
<b>Start Date</b>	2027 September
<b>End Date</b>	2028 June
<b>Project Title</b>	
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	Every two years, the Integrated Resource Plan (IRP) should be updated. Given the OUR's experience in this matter the responsible Ministry relies on the OUR for technical assistance and advice.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Project Title</b>	
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	A clear understanding of the cost per kilowatt-hour (kWh) associated with the various components of the final customer tariff is considered essential. This study is intended to provide detailed insights into the structure and composition of the tariff.
<b>Start Date</b>	2026 September
<b>End Date</b>	2027 March
<b>Project Title</b>	
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	In keeping with JPS's Right of First Refusal (ROFR), analyses are required to establish the price that is acceptable to the rehabilitated plants to re-enter the grid.



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<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March



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Water Sector Work Plan

Major Recurring Projects & Activities

<b>Project Title</b>	<b>Tariff Reviews for Private Water and Sewerage Providers</b>
<b>Project Number</b>	WT-0000-0109
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	There are several private water providers with approved Licences. These water providers, in keeping with their Licence, will apply for rate increases. It is therefore important that they are included in the work plan however it should be noted that there is no specific timeframe for the submission.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Project Title</b>	<b>Annual Price Adjustment Mechanism (ANPAM) Reviews for NWC and Private Water &amp; Sewerage Providers</b>
<b>Project Number</b>	WT-2024-0001
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	The price adjustment mechanism for water and sewerage utility companies, allows for an adjustment of base rates by the rolling in of the cumulative monthly Price Adjustment Mechanism (PAM) rate adjustments into the base rates, generally on an annual basis. This annual reset is referred to as the Annual Price Adjustment Mechanism (ANPAM). The three (3) indices in the PAM used to reflect changes in costs are: 1. The Consumer Price Index (CPI), 2. The Jamaican dollar exchange rate relative to the United States Dollar (FX); and 3. Electricity Prices (kWh).
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Project Title</b>	<b>Technical Review: Water &amp; Sewerage Licence</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	Currently, there are approximately 28 licences issued in the Water & Sewerage Sector. Based on the licence for these private providers, they are allowed to apply for tariff reviews every 2 years. Consequently, there may-be as many as six tariff applications within one year.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March



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

<b>Project Title</b>	<b>NWC Rate Review</b>
<b>Project Number</b>	WT-2021-0001
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	In 2019 December the OUR issued the NWC Interim Determination Notice. This was with the expectation that NWC would apply in time for new rates to be approved 24-month later. The NWC indicated that it plans to submit its application at the end of 2024 November.
<b>Start Date</b>	<i>Timeline is externally driven</i>
<b>End Date</b>	<i>Timeline is externally driven</i>

<b>Project Title</b>	<b>Private Water Providers Regulatory Process</b>
<b>Project Number</b>	WT-2020-0003
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>Since the establishment of the regulatory process for the providers of private water and sewerage services, the OUR has been facing challenges in the conduct of its regulatory role and functions.</p> <p>Many of the providers are derelict in the payment of regulatory fees, data collection, and the delivery of adequate service level standards to customers, among other things. The private companies are also limited in their capacity to prepare and submit their tariff applications to the OUR.</p> <p>Considering this, the OUR intends to develop a working document, which will form part of a project geared towards strengthening and streamlining the regulation and monitoring of the private water and sewerage service sectors.</p>
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March

**New Projects**

<b>Project Title</b>	<b>Enhancement of the K-Factor Programme – Construction of Model</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	The OUR will construct a K-Factor regulatory model to be used by NWC in the financial management of projects associated with the fund.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March



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<b>Project Title</b>	<b>Enhancement of the K-Factor Programme – Audit</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	There is a need for the alignment of the K-Factor project spending with the approved K-Factor allocations. This project will establish the models and mechanism to facilitate the alignment and reconciliation of inflows and outflows from the fund.
<b>Start Date</b>	2027/28
<b>End Date</b>	TBD
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<b>Project Title</b>	<b>Customer Deposit Cost &amp; Policy Standard for Private Providers</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	Increasingly, private providers in the water & sewerage sectors are requesting approval for customer deposits to be included as a charge to customers when they connect to service. Even though the OUR considers it to be a reasonable measure to reduce the financial risk of delayed and non-payment of bills, it requires structure and a degree of uniformity across the sector. The development of a policy will serve as a guide in setting up customer deposits by private providers.
<b>Start Date</b>	2027/28
<b>End Date</b>	TBD



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Telecommunications Sector Work Plan

**Major Recurring Projects & Activities**

<b>Project Title</b>	<b>Quarterly Telecommunications Market Information Report</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	This involves the preparation of quarterly market data reports on the services provided in the telecommunication markets.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March

<b>Project Title</b>	<b>Quarterly Report on Service Providers' QoS Performance</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	This will be a report prepared on a quarterly basis indicating the performance of the service providers against the QoS targets established.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March

**2026/27 - Continuing Projects from the Previous 4-year Work Plan**

<b>Project Title</b>	<b>Review of Wholesale Telecommunications Markets</b>
<b>Project Number</b>	TL-2020-0005
<b>Sector</b>	Telecommunications
<b>Project Description</b>	Jamaican consumers need vibrant, competitive telecommunications markets, where operators compete against each other to earn consumers' trust and satisfaction with high-quality, affordable services. The level of competition in retail telecommunications markets and the differentiation between operators' service offerings will be dependent on the level of competition at the wholesale level. Where wholesale markets are not competitive, there is a need for regulatory intervention. The OUR will assess the wholesale fixed and mobile broadband access segments of the telecommunications sector to determine the level of competition in these segments of the market.
<b>Start Date</b>	2025 June
<b>End Date</b>	2026 April

<b>Project Title</b>	<b>Review of Number Portability Framework - Phase II</b>
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<b>Project Number</b>	TL-2023-0001
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>The OUR continues to provide regulatory oversight of number portability which was implemented in Jamaica in July 2015. The project is being conducted in two Phases. Phase I which focussed on the issues/proposals that only impact the Industry Number Portability Guidelines (INPG), was completed in April 2022. Phase II will focus on the issues/proposals that will require an amendment to both the INPG and the Telecommunications Act (Number Portability) Rules.</p> <p>Under Phase II the OUR will, inter alia, seek to establish performance targets specific to time limits to promote efficiency in the process, and to hold the service providers accountable for delivering on said targets. The OUR will also set penalties to be imposed if a donor telecommunications carrier/service provider fails to meet the performance targets set. Phase II will also include Guidelines for the porting of Common Short Codes and Local Toll-Free Numbers.</p>
<b>Start Date</b>	2025 January
<b>End Date</b>	2026 October

<b>Project Title</b>	<b>Review of QoS Rules</b>
<b>Project Number</b>	TL-2022-0001
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>In the ever connected, globalized, digital environment that is developing, faster electronic communication services play a key role in citizens’ everyday activities. As set out in the QoS regulation manual ITU 2017 “[t]he profusion of ever-evolving technologies, networks, services and devices with different QoS capabilities further adds to the complexity of regulation in this area”. The draft QoS Rules were created during 2014/2016. Since then, there have been several ICT-related technological developments locally and globally. For instance, locally both mobile operators have begun to deploy LTE networks. Globally, operators have begun deploying 5G networks.</p> <p>With this project the OUR will undertake a review of the QoS regulatory framework to take account of technological developments as well as aligning the framework with international best practices.</p>
<b>Start Date</b>	2025 November
<b>End Date</b>	2026 October

<b>Project Title</b>	<b>Operationalisation of the Outage Protocols and Resiliency Measures and National Emergency Telecommunications Plan</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Telecommunications infrastructure is recognized as being critical to national security, emergency preparedness, public health and the economic well-being of Jamaicans. As society is more reliant than ever on telecommunications infrastructure the unavailability of telecommunications can result in adverse public safety and economic consequences. Given the foregoing, the OUR has established Outage Reporting Protocols for the telecommunications sector and measures to</p>



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	<p>improve network resiliency. The OUR is also collaborating with MTTE and ODPEM on the development of the National Emergency Telecommunications Plan (NETP). It is anticipated that the NETP, which will contain obligations for the OUR and the licensees, will be completed in 2025/26.</p> <p>This project involves undertaking the requisite activities, including the implementation of systems, to operationalize/monitor the obligations imposed by the Outage Protocol and Resiliency measures and the NETP.</p>
<b>Start Date</b>	2026 April
<b>End Date</b>	2026 November

<b>Project Title</b>	<b>Assessment of the Readiness of Service Providers to Deliver Automatic Number Identification (ANI) and Automatic Location Information (ALI)</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Section 48 of the Telecommunications Act stipulates that every service provider shall take such steps as are necessary to ensure that, in relation to its retail public telecommunications services, each customer of that service can reasonably and reliably reach emergency services. MSETT has launched a project aimed at enhancing access to emergency services in Jamaica which involves the establishment of an Emergency Communication Centre (ECC) to which service providers will terminate emergency calls. High on the list of desired interventions is the enhancement of the ability of emergency services personnel to accurately and promptly locate the place of the emergency and respond quickly to persons in distress. Service providers therefore need to be able to transmit Automatic Number Identification (ANI) and Automatic Location Information (ALI) for callers seeking to access emergency services.</p> <p>As a key stakeholder in the modernisation process, the OUR is required to undertake an assessment of the capability of existing networks to transmit ANI/ALI with emergency calls. This will inform the implementation of the first stage of the enhanced access to emergency services project.</p>
<b>Start Date</b>	2026 December
<b>End Date</b>	2027 August

<b>Project Title</b>	<b>Establishing Certification Standards for Private Branch Exchanges (PBXs) Equipment</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>MSETT has launched a project aimed at enhancing access to emergency services in Jamaica which involves the establishment of a centralised Emergency Communication Centre (ECC) to which service providers will terminate emergency calls. One of the critical components of this design is the need for customer premises equipment connected to public telecommunication network, such as Private Branch Exchanges (PBXs), to be able to dispatch precise location data when persons are</p>



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<p><b>Start Date</b></p> <p><b>End Date</b></p>	<p>making calls from entities with multiple buildings, multi levels/floors, and multiple public entrances etc.</p> <p>Section 57 of the Telecommunications Act stipulates that the OUR may make rules prescribing certification standards in relation to customer equipment. As a key stakeholder in the process to modernise the emergency access services, the OUR is responsible for the establishment of certification standards for PBX equipment.</p> <p>2025 December</p> <p>2027 March</p>
<p><b>Project Title</b></p> <p><b>Project Number</b></p> <p><b>Sector</b></p> <p><b>Project Description</b></p> <p><b>Start Date</b></p> <p><b>End Date</b></p>	<p><b>Review of Fixed and Mobile RIOs and RAOs</b></p> <p>TL-1620-0109</p> <p><b>Telecommunications</b></p> <p>Having mandated interconnection, regulators still need to ensure that their rules are applied fairly. In most jurisdictions, this takes the form of a requirement for dominant operators to develop a Reference Interconnection Offer (RIO), the contents of which must be approved by the regulator. The RIO provides a transparent basis for the negotiation and conclusion of all agreements for the provision of interconnection services that are subject to regulation. It provides legal certainty to new entrants as they can be certain that they are being granted interconnection on terms that are no less favourable than that accorded to other operators, including the retail arm of the interconnection provider.</p> <p>Currently, in the voice segment of the sector, there is an obligation on all mobile carriers and C&amp;WJ fixed network to submit their RIOs for the OUR’s approval. While the traffic-related tariff portions of the Fixed and Mobile RIOs are automatically updated by the Determination Notices (2017, 2021) which set those rates, the other portions of the RIOs have not been updated since 2013. The review will examine the RIOs to determine the aspects which require updating given technological and other developments since the RIOs were developed. Additionally, the OUR will need to review the Reference Access Offers (RAOs) of all infrastructure providers, once the Infrastructure Rules have been promulgated.</p> <p>2027 August</p> <p>2028 December</p>
<p><b>Project Title</b></p> <p><b>Project Number</b></p> <p><b>Sector</b></p> <p><b>Project Description</b></p>	<p><b>Review of the Aging Policy for Telephone Numbers and Development of Policy for Use of 876/658 Numbers in Audio and Visual Entertainment</b></p> <p>TBD</p> <p>Telecommunications</p> <p>Telephone numbers are a finite resource and must be managed accordingly. The Jamaican Numbering Plan Area (NPA) Codes are assigned to Jamaica by the North American Numbering Plan Administrator (NANPA). The NANP countries are required to assign these resources in a manner which permits the most effective and efficient use of a finite numbering resource in order to prevent premature exhaust of the NANP and the costly impacts of expanding the numbering plan</p>



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	<p>(e.g. from 10 digits to 12 digits). The OUR is therefore committed to ensuring that Jamaican numbering resources are managed in an efficient manner using the most appropriate number management practices with one such practice being the reassignment of telephone numbers.</p> <p>Having disconnected a number, operators are required to age the number before reassigning it to another subscriber. The initial purpose of the aging process is to minimise misdirected calls intended for the previous customer when a telephone number has been re-assigned to a new customer. However, the increased use of telephone numbers by customers as identifiers in authentication mechanisms has introduced a security risk. The OUR being cognizant of this will review its current aging policy in a bid to mitigate the nuisance and security risks associated with the recycling of numbers.</p> <p>Additionally, in its review of the Jamaica National Numbering Plan and the Dialling Plan the OUR had indicated that it would consult on the use of 876/658 numbering resources in films, TV series, etc. During 2025, we have received queries about such resources and while the OUR has identified a particular number range that can be used in the interim, a formal consultation will be conducted on the matter.</p> <p>2026 January</p>
<b>End Date</b>	2026 December

<b>Project Title</b>	<b>Enhancement of the Jamaica Internet Exchange Point Phase II</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>In recognition of Jamaica’s need to develop and support a resilient local internet ecosystem, the OUR in 2014 embarked on a project, with the help of partners such as Packet Clearing House (PCH), to develop a local peering facility. In 2015 the Jamaica Internet Exchange Point (JAIXP) was established and the three major Internet Service Providers (ISPs) are connected to the switch. However, JAIXP has yet to gain meaningful traction and t.</p> <p>As the country seeks to improve the resilience of its telecommunications infrastructure, it is essential that JAIXP functions to its full potential. Consequently, the OUR intends to perform several activities aimed at bolstering the IXP's overall ability to deliver on key national objectives, such as the realization of a digital society. The project will:</p> <ul style="list-style-type: none"> <li>• Undertake stakeholder engagement activities</li> <li>• Relaunch the JAIXP</li> </ul>
<b>Start Date</b>	2027/28
<b>End Date</b>	TBD

<b>Project Title</b>	<b>Development of a Tower Database – Phase II</b>
<b>Project Number</b>	TBD



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<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Telecoms/ICT infrastructure data and mapping are important in the development of effective infrastructure strategies. Such data and maps are essential in the development of initiatives for connecting unserved and underserved communities. As noted by the International Telecommunication Union (ITU), the mapping of Telecoms/ICT infrastructure “supports efficient identification of connectivity gaps, network planning to extend access to most critical places, and support to decision making based on evidence-based models”. The ITU also noted that the mapping of infrastructure allows different stakeholders to collaborate in the planning of optimal network technologies and how to finance them.</p> <p>The OUR intends to collaborate with the Spectrum Management Authority to map the towers used in the provision of telecommunications services in Jamaica and create a Tower Database. The mapping of the towers is the first phase in the creation of an inventory of passive Telecoms/ICT infrastructure in Jamaica.</p>
<b>Start Date</b>	2026 February
<b>End Date</b>	2027 February

**2027/28 - 2029/30 - Continuing Projects from the Previous 4-year Work Plan**

<b>Project Title</b>	<b>Development of Guidelines for Resilience of Public Telecommunications Networks</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>This importance of telecommunications networks and services is heightened during times of disasters/emergencies. Recent climatic events in Jamaica and throughout the Caribbean have demonstrated how destructive forces of natural disasters can impair, damage or destroy telecommunications networks. The need to improve the resilience of Jamaica’s telecommunications network infrastructure against both natural and man-made disasters has become a critical issue, and it is, therefore, essential that telecommunications licensees design reliability and robustness into their networks.</p> <p>This project will add to the work done under Outage Protocol/Resiliency Measures project and aims to identify scenarios and, based on these, to develop suitable measures and formulate recommendations for action to strengthen the resilience of public telecommunications networks. This will include technical standards as well as an examination of the interdependence of fixed and mobile networks and their dependence on commercial power.</p>
<b>Start Date</b>	TBD
<b>End Date</b>	TBD
<b>Project Title</b>	<b>Facilitating Innovation within the Telecoms Sector</b>
<b>Project Number</b>	TL-2022-0002



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<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Regulations can pose a barrier to innovation when it is unable to adapt quickly to the changes in the environment or impose unnecessarily burdensome requirements. Telecommunications regulators can facilitate innovation by reducing some regulatory barriers through the utilization of mechanisms such as experimental licensing, innovation testbeds, and regulatory sandboxes as a means of enabling emerging innovations. These mechanisms allow a regulator to support innovation by reducing the cost and time for an innovative concept to be ready for the market while ensuring that the appropriate consumer safeguards are in place.</p> <p>Recent local and global developments highlight a need for such mechanisms if Jamaica is to develop a sustainable ICT ecosystem. The 5G technology, for instance, has several use cases that are different from those of earlier technologies in that they involve deployment by sectors other than the telecommunications sector such as the manufacturing, building maintenance, agriculture health, and transportation sectors. Several of the 5G use cases will require that entities that are not telecommunications operators will need access to telecommunications resources such as numbers and identifiers. The use of mechanisms such as experimental licences and regulatory sandboxes have been used by several jurisdictions to facilitate the development of the 5G ecosystem. These mechanisms allow entities to test use cases associated with 5G in a non-commercial environment. They also allow entities to have access to telecommunications resources required during this testing phase without being subject to the full suite of the legislative and regulatory instruments which govern the telecommunications sector. During this testing period, the regulator monitors the impact or likely impact of the service on consumers to determine whether it can forbear any of the regulations in question.</p> <p>The current telecommunications legislative/regulatory framework in Jamaica does not speak to experimental licensing, regulatory sandboxes, or any other innovation-facilitating mechanism. The OUR has been dealing with requests from entities on an ad hoc basis. The proposed project will develop a framework for such mechanisms as well as make recommendations, where necessary, about how these matters should be addressed in future legislation/regulations.</p>
<b>Start Date</b>	TBD
<b>End Date</b>	TBD

<b>Project Title</b>	<b>Framework for the Measurement of the ICT Sector</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>The ICT sector has emerged as a significant contributor to countries’ economic development worldwide. Given the importance of the ICT sector it is essential that countries have systems to benchmark and measure the development of their ICT sectors. The ongoing measurement and monitoring of key indicators in the ICT sector will allow Jamaica to shape and evaluate ICT policies that drive socioeconomic development and their effectiveness. However, accurately measuring the sector and its impact on national economies has remained a challenge for many nations including Jamaica. Currently, the measurement of the sector is done in a fragmented way with different agencies collecting the same set of information from stakeholders and some aspects of the sector remain unmeasured.</p>



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<p><b>Start Date</b></p> <p><b>End Date</b></p>	<p>The OUR intends to collaborate with the relevant MDAs to develop a framework that ensures the comprehensive measurement of the ICT sector.</p> <p>TBD</p> <p>TBD</p>
<p><b>Project Title</b></p> <p><b>Project Number</b></p> <p><b>Sector</b></p> <p><b>Project Description</b></p> <p><b>Start Date</b></p> <p><b>End Date</b></p>	<p><b>Harnessing/Leveraging Artificial Intelligence and Big Data in the ICT Sector Study</b></p> <p>TBD</p> <p>Telecommunications</p> <p>Artificial Intelligence (AI) and Big Data (BD) are rapidly transforming today’s world. The remarkable surge in AI capabilities have led to many innovations in the Information and communication technologies (ICT) sector while BD promises to stimulate growth and increase efficiency and profitability across the sector. Telecommunications companies can improve network reliability and optimize and refine the customer experience by utilising AI and Big Data solutions. Globally, the companies have been utilising these tools for network planning, targeted marketing, proactive customer support, assessment of revenue leakages and IoT/ M2M Analytics.</p> <p>In the past few years, countries around the world have taken several initiatives to frame strategies to guide and foster the development of AI and BD and mitigate the risks associated with them. ICT regulators and policymakers have also been analysing how AI and BD can be used to improve policymaking and regulation in the ICT sector. Potential uses of AI and big data have been identified in areas such as quality of service/experience monitoring, spectrum management, network resiliency and the measurement of the ICT sector. One of the key challenges in measuring the ICT sector has been the lack of up to-date and reliable data, in particular from developing countries. The ICT sector is evolving rapidly, as are the types of services and applications that are driving the information society, all of which make identifying and tracking new trends even more challenging. AI and BD can enhance the quality and timeliness of ICT statistics in order to improve the evidence base for the decision-making of ICT policymakers and regulators.</p> <p>The Study will examine how AI and BD can be leveraged/harnessed in the Jamaican ICT sector, the risks associated with adopting AI and BD solutions as well determine the appropriate policies, legislations and regulations that may be required.</p> <p>TBD</p> <p>TBD</p>
<p><b>Project Title</b></p> <p><b>Project Number</b></p> <p><b>Sector</b></p> <p><b>Project Description</b></p>	<p><b>Development of a Termination Rates Benchmarking Framework</b></p> <p>TBD</p> <p>Telecommunications</p> <p>The Telecommunications Act (the “Act”), as amended in May 2012, requires that all dominant public telecommunications carriers permit interconnection of their public network with the public network of other carriers for the purpose of the provision of telecommunications services, and</p>



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

<b>Project Title</b>	<b>Review of Number Portability Framework - Code of Practice</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	The OUR continues to provide regulatory oversight of number portability which was implemented in Jamaica in July 2015. The OUR is currently undertaking a review of the existing number portability framework with a view to address any challenges as well as align the framework with international best practices. The review is being done in phases. Phases one and two focused on the review of the Industry Number Portability Guidelines (INPG) and the Number Portability Rules (‘The Rules’) respectively. It is further recognised that any modifications made to the INPG and the Rules, may necessitate conforming modifications to the Code of Practice issued pursuant to rule 44 of the Rules. After completion of phase 2 consultative processes, in phase 3, a review of the Code of Practice will be undertaken and amendments made, where appropriate, pursuant to rule 47 of the Rules.
<b>Start Date</b>	TBD
<b>End Date</b>	TBD

<b>Project Title</b>	<b>Regulatory Framework for Mobile Virtual Network Operators (MVNOs)</b>
<b>Project Number</b>	TL-1620-0124
<b>Sector</b>	Telecommunications
<b>Project Description</b>	The introduction of Mobile Virtual Network Operators (MVNOs) is seen as a natural progression in the facilitation of competition in the telecommunications sector. The MVNO model has gained popularity globally, and new value-added services are constantly emerging. Given that MVNOs



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	<p>tend to focus on niche markets, it is believed that value-added niche services are better handled by these operators.</p> <p>The Minister with responsibility for telecommunications has created a licence category for MVNOs. The formulation of a regulatory framework for MVNOs could increase the level of competition in the provision of specified services. Consumers would therefore be afforded more options in terms of service providers and types of services. This should eventually lead to lower and more efficient prices. In this project, the OUR will examine a variety of issues including - MVNO models, benefits, and the licensing, technical, and regulatory implications of MVNO entry. This project will address how Mobile Virtual Network Operators (MVNOs) will be regulated. It will address the rights and responsibilities of these virtual operators and their interactions with facilities-based operators. It will not address the issues already covered under the Infrastructure Sharing Rules.</p>
<b>Start Date</b>	TBD
<b>End Date</b>	TBD

<b>Project Title</b>	<b>Creating a Regulatory Framework for the Extraterritorial Use of Jamaican telephone numbers</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Extra-territorial use of national numbers is defined as the use of the numbers of one country in another country permanently. The permanent use of numbers from a numbering plan is the use of a number belonging to the national numbering plan of one country in another country for a long-term period. Globally telecommunications regulators have been considering the extraterritorial use of their jurisdictions’ national numbers primarily due to two main issues:</p> <ul style="list-style-type: none"> <li>• The provision of nomadic telecommunications services</li> <li>• The management of M2M communications.</li> </ul> <p>The provision of nomadic telecommunications services: Nomadic services like VoIP allow users to place and receive calls based on a telephone number that does not necessarily belong to the numbering plan of the country in which the user is located permanently. VoIP services will become increasingly nomadic in their nature, particularly with the increase in fixed-mobile converged services.</p> <p>The management of M2M communications: - The identifiers used for M2M applications in public networks are E.164 (e.g., MSISDN) and E.212 (IMSI) numbers as well as IPv4 and IPv6 addresses. In the short and medium term – and perhaps even in the long term – classical telecommunications numbers (E.164 and E.212) will continue to be one solution to identify M2M entities. The permissibility of the extra-territorial use of national E.164 and E.212, therefore, appears to be key for M2M services to be economically viable. A fragmented distribution model involving a separate SIM/IMSI per country and integration with each national MNO “platform,” would require a manufacturer to use multiple platforms that would not be integrated and therefore would not work together.</p>



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<b>Start Date</b>	This project will create a regulatory framework for the extra-territorial use of national numbers which allows Jamaicans to harness the benefits of extraterritoriality while avoiding/mitigating any associated challenges.
<b>End Date</b>	TBD
<b>Project Title</b>	<b>Regulatory Framework governing access to in-building wiring</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Access to utility corridors and in-building wiring is crucial for fixed network competition. Lack of access to in-building wiring could stymie an entrant’s ability to compete effectively in the sector. This lack of access can also stymie subscribers’ ability to port their numbers. In multi-tenanted environments (MTEs), tenants or lessees should have the choice of getting any licensee to provide communication services. However, there are times when the property developer/landlord enters into an exclusive agreement with a communications provider at the time when the MTE is being built or the MTE is built in a manner that only allows for the infrastructure of one service provider. Where consumers in such MTEs want to change service providers, the new provider will not be able to install its wiring and will need to appropriate the wiring of the first service provider in order to deploy its service.</p> <p>This project will seek to develop a position paper on the disposition of physically inaccessible in-building wiring where a service provider needs access to such facilities to deploy its service.</p>
<b>Start Date</b>	TBD
<b>End Date</b>	TBD

New Projects

<b>Project Title</b>	<b>Assessment of the Benefits and Challenges to Implementing a Bill and Keep Interconnection Regime</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>A proposal has been received from the industry for the implementation of Bill and Keep interconnection regime. The Bill and Keep regime, which has been adopted in several jurisdictions, allows operators to recover interconnection costs directly from their customers instead of charging other operators for terminating calls on their network.</p> <p>As the telecommunications industry evolves, the OUR believes that it is important to assess whether existing frameworks are fit for purpose. As such, the OUR will undertake a study of the benefits and challenges/risks of implementing a Bill and Keep interconnection regime in Jamaica.</p>
<b>Start Date</b>	2026 January
<b>End Date</b>	2026 December



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<b>Project Title</b>	<b>Development of Cybersecurity Guidelines for Public Telecommunications Networks</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>The ubiquity of telecommunications networks and their ability to impact so many different areas of life from finance, health and even general societal well-being make them an increasingly important aspect of the Jamaica's well-being. In that respect the telecommunications networks are deemed critical network infrastructure with immense implications should they become impaired through cyberattacks.</p> <p>One of the stated objectives of Jamaica's National Cyber Security Strategy is to ensure that critical network infrastructure is resilient in the face of current and future cyber threats. In keeping with this thrust, it is necessary that the OUR, as the regulator of the telecommunications sector, take steps to ensure that licensees implement cyber security best practices to ensure continued normalcy in the sector.</p> <p>The OUR will formulate guidelines for the adoption of cybersecurity practices within the telecommunications sector aimed at ensuring the cyber resilience of telecommunications networks and thus the provision of secure, and resilient communications services.</p>
<b>Start Date</b>	2027/28
<b>End Date</b>	TBD



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Consumer and Public Affairs Work Plan

The major ongoing activities of this department include:

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

**Major Recurring Projects & Activities**

<b>Project Title</b>	<b>OUR Mystery Shopping Programme 2026/27</b>
<b>Project Number</b>	TBD
<b>Sector</b>	General Regulation
<b>Project Description</b>	The purpose of this project is to ensure that the utility providers are adhering to the stipulations that are outlined in their tariff agreements and/or the terms and conditions of the licences. Specifically, the research is to allow the regulator to assess the quality of customer service being offered by the providers in-store, online, as well as through their call centres. The outcomes are likely to be recommendations resulting from the findings, as well as the monitoring of the Determinations for complaints handling and customer service delivery across the sectors. The expected impact is improvement in the level of customer service delivery as well as specific call centre KPIs.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 May
<b>Project Title</b>	<b>Director-General’s Stakeholder Engagement Event 2026/27</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support



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<b>Project Description</b>	The annual Director-General’s Stakeholder Engagement has been one medium through which stakeholders are updated on the work of the OUR. Typically, at this event, the Director-General hosts a meeting with key stakeholders in various industries and updates them on the work done by the regulator in the just concluded year, and major plans for the upcoming fiscal year.  The event may include a panel discussion on a salient issue impacting all the utilities regulated by the OUR, to help build national awareness about developing local, regional and global sector issues, bringing them to the forefront for discussion and as information to help in decision-making. The dialogue is expected to positively impact the organisation’s reputation as a responsible, national entity at the forefront of sector developments.
<b>Start Date</b>	2026 November
<b>End Date</b>	2027 March

<b>Project Title</b>	<b>Production of the Annual Report for 2025</b>
<b>Project Number</b>	TBD
<b>Sector</b>	General Regulation
<b>Project Description</b>	The OUR provides an annual report on sector and general activities as well as audited financial statements for submission to the Cabinet. The publication is due by 2025 July 31 i.e., four months after the end of the fiscal year. This report is tabled in the Houses of Parliament in the last quarter of the calendar year.
<b>Start Date</b>	2025 December
<b>End Date</b>	2026 December

<b>Project Title</b>	<b>Workplace &amp; community stakeholder engagement for 2026/27</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	To support the CPA Department in fulfillment of the OUR’s Value Proposition for utility consumers (empowerment), as well as the sector focus on stakeholder engagement and education on emerging trends.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March

<b>Project Title</b>	<b>Digitisation Of Physical Ouric Materials Phase 2</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	Over the past year OURIC has been updating the digital library platform, to facilitate ease of access by staff members. eBooks are currently being uploaded to the digital library based on staff recommendations and requests submitted to the service provider. There is now a move to include other resources on the platform – physical, electronic, as well as online resources. The collection of physical resources currently housed in OURIC includes books (including the OUR’s intellectual



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	<p>capital and external publications or published works) and newspaper clippings with direct mentions about the OUR and regulated utilities.</p> <p>Digitisation enhances a resource or work by adding a range of capabilities that extend beyond simple downloading, reading and printing. It enables the sharing of content, bookmarking, searching, and customizing a resource according to visual preferences. These resources can be accessed across multiple platforms, on various devices and even offline. In essence, digitisation offers much more than what is immediately apparent, transforming how we interact with and utilize resources.</p> <p>In Phase 2 of the digitisation project the focus will remain on the digitisation of physical resources in OURIC with specific focus on newspaper clippings housed in-library.</p> <p>Activities include:</p> <ol style="list-style-type: none"> <li>(1) Establishment of Selections Advisory Committee</li> <li>(2) Development of Terms of Reference</li> <li>(3) Weed newspaper clippings folders.</li> <li>(4) Remove articles not fitting the above criteria</li> <li>(5) Create documentation of remaining articles, capturing metadata in a template in a way that aligns with the selected metadata standard being used and captures all the relevant metadata fields.</li> <li>(6) Scan documents – perform batch processing if possible</li> <li>(7) Perform quality control checks</li> <li>(8) Add metadata manually (if being done post the scanning process)</li> <li>(9) Save and upload documents to the digital library</li> <li>(10) Back-up Files – store in the cloud for data protection and recovery in the event of file corruption, accidental deletion, technical failures or system crashes</li> </ol> <p><b>Start Date</b> 2025 April</p> <p><b>End Date</b> 2027 March</p>
<p><b>Project Title</b></p> <p><b>Project Number</b></p> <p><b>Sector</b></p> <p><b>Project Description</b></p> <p><b>Start Date</b></p> <p><b>End Date</b></p>	<p><b>OUR Chat Podcast Series – Season 4</b></p> <p>TBD</p> <p>Support</p> <p>Utility consumers still lack an understanding of the OUR, despite the various communication tactics employed over the years. There has been a significant uptick in the use of social media spaces to disseminate messages, as more persons are utilizing the platforms for timely information. Podcasts have been introduced as another channel through which consumers can be informed about the OUR and other matters, can listen to at anytime, and is much cheaper to produce than a video.</p> <p>2026 April</p> <p>2027 February</p>
<p><b>Project Title</b></p> <p><b>Project Number</b></p> <p><b>Sector</b></p>	<p><b>National Consumer Satisfaction Survey 2026/27</b></p> <p>TBD</p> <p>General Regulation</p>



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<b>Project Description</b>	<p>The OUR is also authorized to, among other things, conduct such research as it thinks necessary or desirable for the purposes of the performance of its functions under this Act.</p> <p>The purpose of the project is to conduct a national survey using appropriate methodologies, to collect, data and information for the following purposes, which include:</p> <ol style="list-style-type: none"> <li>Ascertaining the current awareness level of the operations of the OUR and the public’s understanding of the organisation’s role and function;</li> <li>Ascertaining the overall customer satisfaction rating for the OUR;</li> <li>Determining the level of knowledge of members of the public of the OUR’s services, ascertain major areas of satisfaction and dissatisfaction, and ascertain from the public the means by which the areas of dissatisfaction can be improved, among other issues; and</li> <li>Ascertaining the current level of satisfaction with the services provided by the major utility providers</li> </ol>
<b>Start Date</b>	2026 April
<b>End Date</b>	2028 March

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

<b>Project Title</b>	<b>Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers</b>
<b>Project Number</b>	CP-2023-0009
<b>Sector</b>	General Regulation
<b>Project Description</b>	<p>Guaranteed Standards (GS) form part of the Quality of Service (QoS) provisions of the Licence for Small/Private Water and Sewerage Service Providers (SWSSP). There are approximately 17 SWSSP licensees who provide service to specific areas as stipulated in their Licences. Similar to the larger service providers, JPS and the NWC, the GS Schemes for the SWSSPs are customarily established, reviewed, and amended during the tariff application/review processes. While GS Schemes are established for each SWSSP, there are commonalities among the schemes.</p> <p>In light of the number of GS Schemes that have been established for the SWSSP licensees, the varying timelines for their establishment, and the peculiarities that may exist for each licensee, the OUR will undertake a comprehensive review of the GS Schemes for these service providers to assess, among other things, the:</p> <ul style="list-style-type: none"> <li>Effectiveness of the GS Schemes</li> <li>Levels of satisfaction or dissatisfaction with the areas of focus under the existing GS Schemes</li> <li>Changes, if any that are needed to ensure that the GS Schemes meet the needs of the customers.</li> </ul>
<b>Start Date</b>	2025 July
<b>End Date</b>	2027 March



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<b>Project Title</b>	<b>Market Research Survey of Small Licensees 2027/2028</b>
<b>Project Number</b>	CP-2023-0013
<b>Sector</b>	General Regulation
<b>Project Description</b>	<p>In carrying out its functions, the OUR must ensure that it takes into account the needs of licensees as well as their rights and responsibilities. The OUR sees the need to periodically assess the views of the various operators in the electricity, telecommunications, and water and sewerage sectors.</p> <p>The OUR undertook its first Market Research Survey of Private Licensees in FY 2021/22 with the findings unveiled in the 2022/23 FY. Activities will be rolled out during the 2023/24 FY based on the major findings. These include strategies to improve communication with and to these providers, as well as provide information to improve their compliance with their licences.</p> <p>Another survey will be conducted in the 2027/2028 period as a follow up to the first, to assess whether there has been an improvement in the knowledge of the private licensees as it relates to the roles and functions of the OUR; the licensees’ perception of the OUR; and the extent to which the licensees believe the OUR is performing at a satisfactory level and is executing its mandate efficiently.</p> <p>The Consultant will be expected to, through agreed selected quantitative and qualitative research methods, collect data from a sample of the licensees who are currently operating within the various sectors. As well as being used to improve any practices or procedures, this information will be utilized to develop an appropriate communications strategy to respond to the public education and other needs of licensees and benchmark and track the licensees’ satisfaction index. The information will also be used, inter alia, to assess compliance/enforcement measures in instances where there may be companies operating without the requisite licence or in contravention of the licence.</p>
<b>Start Date</b>	2027 April
<b>End Date</b>	2028 March

<b>Project Title</b>	<b>Establishing a Guaranteed Standards Scheme for Digicel and Flow</b>
<b>Project Number</b>	CP-2024-0011
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Guaranteed Standards (GS) represent those quality of service performance measures that have a compensatory mechanism attached, triggering compensation payment when a service provider does not perform in keeping with the stipulated provisions. GS Schemes have been established for service providers in the electricity, water and sewerage sectors. Currently, no GS Scheme has been established for the telecommunications sector.</p> <p>Over the years, the OUR has received complaints and noted public outcry about quality of service issues being experienced by telecommunications customers, specifically from Digicel and Flow customers. the OUR has received complaints of frequent and prolonged service interruptions and general poor service quality.</p>



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	<p>In light of the foregoing, the OUR decided to commence the process to establish a Guaranteed Standards Scheme that customers can use to hold the major telecommunications service provider accountable to the service delivered in specific areas. This will be done through a consultative process in which the OUR will:</p> <ol style="list-style-type: none"> <li>1. Present its preliminary views with respect to: <ul style="list-style-type: none"> <li>• The need to establish a GS Scheme for the major telecommunications providers;</li> <li>• The service standards and associated targets that are being proposed for inclusion in the GS scheme;</li> <li>• The compensation mechanism for the GS Scheme; and</li> </ul> </li> <li>2. Seek the views of consumers, service providers, and other stakeholders on the proposed GS Scheme</li> </ol>
<b>Start Date</b>	2023 November
<b>End Date</b>	2027 March

<b>Project Title</b>	<b>Consultation to Review the General Code of Practice for the Telecommunications Industry</b>
<b>Project Number</b>	CP-2024-0012
<b>Sector</b>	Telecommunications
<b>Project Description</b>	<p>Resulting from a consultation process, the OUR on 2016 September 20 issued a Recommendation titled: General Code of Practice for the Telecommunications Industry (Code), Document Number: 2016/TEL/008/RCM.002. The Code outlines basic/standard practices that the OUR recommends that Licensees undertake in their service provisioning. It also provides a guide to Licensees on practices that are deemed appropriate in their dealings with consumers regarding any service on offer or that is being provided.</p> <p>It is recognized that it is seven (7) years since the Determination on the Code was issued. Accordingly, it is recommended that a review be undertaken on the Code, through a consultative process, to ascertain whether it needs to be revised based on, among other things:</p> <ol style="list-style-type: none"> <li>(i) Customer complaints.</li> <li>(ii) Changes in consumer behaviour.</li> <li>(iii) Developments in the telecommunications industry.</li> </ol>
<b>Start Date</b>	2025 July
<b>End Date</b>	2026 December

<b>Project Title</b>	<b>OUR App</b>
<b>Project Number</b>	CP-2025-0010
<b>Sector</b>	General Regulation
<b>Project Description</b>	To support the CPA Department in fulfilment of the OUR's Value Proposition for empowering utility consumers, enhancing their choices, promoting the awareness of their rights and responsibilities, being responsive to their needs, and keeping them informed.
<b>Start Date</b>	2025 June



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<b>End Date</b>	2027 April
<b>Project Title</b>	<b>Integrated Communications Campaign – Phase 2</b>
<b>Project Number</b>	CP-2022-0007
<b>Sector</b>	Support
<b>Project Description</b>	<ol style="list-style-type: none"> <li>1. The findings in the last OUR National Customer Satisfaction Survey (2019), found that:             <ol style="list-style-type: none"> <li>a. A significant portion of utility providers and consumers are not aware of the roles and functions of the OUR.</li> <li>b. Many utility customers are not aware of their rights and responsibilities.</li> <li>c. Many utility customers are not aware of the quality of service standards implemented for their benefit.</li> </ol> </li> <li>2. Guided by the findings, the CPA Department started a process in 2021-22 to identify a consultant for an Integrated Communications project, spanning two years.</li> <li>3. The Consultant’s main objective was to implement a broad, far-reaching, and integrated communications programme, emphasizing radio, television, the use of social media, and other online platforms (e.g., social media ads).</li> <li>4. 2024 - 2025:             <ol style="list-style-type: none"> <li>a. Develop a detailed integrated communications programme to include, but not limited to strategy, key issues and desired outcomes, methodology, project schedule and timelines, measurement, and evaluation.</li> <li>b. Conceptualize key messages etc., to be used across various media channels</li> </ol> </li> <li>5. 2025 - 2026:             <ol style="list-style-type: none"> <li>a. Finalise and develop the key messages</li> <li>b. Produce the messages for radio, television, press advertisements, graphics for social media, website, and any other online platforms</li> <li>c. Placement</li> </ol> </li> <li>6. This project will continue into FY 2026/27.</li> </ol>
<b>Start Date</b>	2024 October
<b>End Date</b>	2027 March

<b>Project Title</b>	<b>NWC’s Billing Cycle Review</b>
<b>Project Number</b>	CP-2023-0011
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>The OUR is aware, through complaints received, that there are instances in which utility customers receive monthly bills with billing cycles of varying duration. As a result, the NWC bills customers for a different number of days, which may be less than or greater than 31 days. Additionally, the NWC stops billing an account when it disconnects a supply. As such, the fixed Service Charge that is determined by the OUR may be varied on the NWC bill based on the number of days applicable to the billing period. The NWC advises that it prorates the Service Charge based on the number of days in the billing cycle since it does not collect a Security Deposit.</p>



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	<p>This project is intended to review the NWC’s Billing Cycle in which the following issues will be considered:</p> <ol style="list-style-type: none"> <li>1. Defining/establishing the number of days in a month for NWC’s billing.</li> <li>2. Assessing the reasonableness of the NWC prorating the OUR approved fixed Service Charge, based on the number of billing days</li> <li>3. Assessing the reasonableness of allowing the NWC to charge a Security Deposit.</li> </ol> <p>Assessing the reasonableness of the NWC’s practice to stop billing an account upon disconnection</p>
<b>Start Date</b>	2024 April
<b>End Date</b>	2026 December

<b>Project Title</b>	<b>JPS 5-year Tariff Review Customer Consultations</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Electricity
<b>Project Description</b>	<p>Development of plans and execution of Tariff Consultation. The Jamaica Public Service (JPS) is allowed to submit a tariff review application to the OUR every five (5) years. As part of its review of this application, the OUR holds consultations with JPS’s customers in several parishes. These consultations are mainly in the form of town hall meetings or on-line across the island. The Department will use the Consultations:</p> <ol style="list-style-type: none"> <li>1. To create a multi-pronged approach to maximise awareness about JPS’s tariff application</li> <li>2. To create awareness about the role of the OUR in the Tariff Application</li> <li>3. To encourage attendance of JPS’s customers at the islandwide Consultations</li> <li>4. To encourage response to the JPS’s Tariff Review Application.</li> <li>5. To use the information from the consultations to draft Consumer Chapter of the Determination.</li> </ol> <p>The activities for the consultations may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Visits to communities</li> <li>• Liaising with community leaders and other local representatives</li> <li>• Mobilizing residents</li> <li>• Organising events</li> <li>• Attending meetings</li> </ul> <p>The OUR usually stages activities in several parishes over a three-week period. The parishes will span all three counties.</p>
<b>Start Date</b>	<i>Timeline is externally driven</i>
<b>End Date</b>	<i>Timeline is externally driven</i>

<b>Project Title</b>	<b>NWC Tariff Review Customer Consultations</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>Development of plans and execution of Tariff Consultation. The National Water Commission (NWC) is allowed to submit a tariff review application to the OUR every five (5) years. As part of its review of this application, the OUR holds consultations with NWC’s customers in several parishes. These</p>



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<p><b>Start Date</b></p> <p><b>End Date</b></p>	<p>consultations are mainly in the form of town hall meetings or online across the island. The Department will use the Consultations:</p> <ol style="list-style-type: none"> <li>1. To create a multi-pronged approach to maximise awareness about NWC’s tariff application</li> <li>2. To create awareness about the role of the OUR in the Tariff Application</li> <li>3. To encourage attendance of NWC’s customers at the islandwide Consultations</li> <li>4. To encourage response to the NWC’s Tariff Review Application.</li> <li>5. To use the information from the consultations to draft Consumer Chapter of the Determination.</li> </ol> <p>The activities for the consultations may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Visits to communities</li> <li>• Liaising with community leaders and other local representatives</li> <li>• Mobilizing residents</li> <li>• Organising events</li> <li>• Attending meetings</li> </ul> <p>The OUR usually stages activities in several parishes over a three-week period. The parishes will span all three counties.</p> <p><i>Timeline is externally driven</i></p> <p><i>Timeline is externally driven</i></p>
<p><b>Project Title</b></p> <p><b>Project Number</b></p> <p><b>Sector</b></p> <p><b>Project Description</b></p> <p><b>Start Date</b></p> <p><b>End Date</b></p>	<p><b>Consultation to Establish <i>force majeure</i> Relief for Main Utility Providers’ Customers</b></p> <p>TBD</p> <p>General Regulation</p> <p>In the 2021/2022 fiscal year and during the Covid 19 pandemic, the OUR through a consultant, examined whether there were any relief provisions in the terms and conditions of service for the major utility providers for customers to access in force majeure circumstances. The study identified that while the service providers may be excused from meeting stipulated service standards during <i>force majeure</i> events, there are no relief provisions for customers in similar circumstances. Consequently, a consultation will be conducted with the service providers to agree and decide on relief that will be provided to customers for <i>force majeure</i> events.</p> <p>2025 August</p> <p>2027 March</p>
<p><b>Project Title</b></p> <p><b>Project Number</b></p> <p><b>Sector</b></p> <p><b>Project Description</b></p>	<p><b>Establishing Complaints Handling as a Core Process under the Quality Management System</b></p> <p>TBD</p> <p>General Regulation</p> <p>The handling of customer contacts classified as complaints is one of the main tasks undertaken by the CAU. Since 2024, of the 1,514 contacts received, 849 (56%) represent complaints. Like the Appeals Process, the Complaints Handling Process has been documented with established activities and timelines. Since November 2022, measures have been put in place to operationalize</p>



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	<p>the Complaints Handling Process, which involves monitoring and measuring the performance of the activities against the established timelines.</p> <p>Given the significant resources that are expended on complaints handling, this project will be conducted to assess and amend, if necessary, the established targets for the Complaints Handling Process and establish a percentage performance target for the Process.</p>
<b>Start Date</b>	2025 December
<b>End Date</b>	2026 December

## New Projects

<b>Project Title</b>	<b>Establishing Guaranteed Standards for the NWC’s Sewerage Service</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Water & Sewerage
<b>Project Description</b>	<p>As part of its regulatory mandate, the OUR is authorised to establish Quality of Service (QoS) standards, which is comprised of Guaranteed and Overall Standards, for the regulated entities. In keeping with this mandate, the OUR has, since 2001, established QoS for the service providers operating in the electricity, water and sewerage sectors. While the OUR has established Guaranteed and Overall standards for the island’s main water and sewerage service provider, the National Water Commission (NWC), none of the Guaranteed Standards (GS) specifically relate to the provision of sewerage services. the OUR has received complaints from NWC customers specific to its provision of sewerage services. These complaints relate to sewerage overflow from the NWC’s system inside customers’ homes and/or properties.</p> <p>Considering the foregoing, the OUR will undertake a consultation to establish GS for the NWC sewerage service, which will provide a framework for compensating customers in case of service breaches.</p>
<b>Start Date</b>	2027 August
<b>End Date</b>	2028 October

<b>Project Title</b>	<b>Establishing a Reconciliation Process for JPS and NWC to adjust customers’ accounts after prolonged consecutive estimates</b>
<b>Project Number</b>	TBD
<b>Sector</b>	General Regulation
<b>Project Description</b>	<p>Both the Jamaica Public Service Company Limited (JPS) and the National Water Commission (NWC) are allowed to estimate customers’ consumption. However, their Guaranteed Standards (GS) Schemes provide for customers to receive compensation should either JPS or NWC send more than two (2) consecutive estimates, where the providers have access to the meter.</p> <p>The Consumer Affairs Unit (CAU) has received complaints from JPS and NWC customers about the significantly high charges they receive on bills based on an actual reading, following a prolonged</p>



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	<p>period of estimated bills, for premises that have meters. While the OUR has established a reconciliation mechanism to be applied by JPS after a period of prolonged consecutive estimates, it is specific to customers on its Residential Automated Metering (RAMI) system.</p> <p>The OUR has observed instances where consumption charges based on actual meter readings follow a prolonged period of consecutive estimations, often amounting to hundreds of thousands of dollars or more. This situation can lead to bill shock for customers, imposing a considerable financial burden and stress on them. This project is therefore intended to, among other things:</p> <ul style="list-style-type: none"> <li>(a) Investigate the current process from the provider’s side.</li> <li>(b) Establish a process to be used by JPS and NWC to reconcile customers’ accounts having obtained an actual meter reading following a period of prolonged consecutive estimates.</li> <li>(c) Define the period of prolonged consecutive estimates to which the reconciliation mechanism will apply.</li> <li>(d) Reduce the likelihood of bill shock and financial burden on JPS and NWC customers</li> </ul>
<b>Start Date</b>	2027 June
<b>End Date</b>	2028 September

<b>Project Title</b>	<b>Needs Assessment for Website Modifications</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	<p>The OUR’s website was re-designed in 2019. With growing dependence on websites as one of the main portals through which OUR disseminates information, and given its significance in our Corporate Governance mandate, it behoves the organization to ensure that its website is responsive to the needs of its stakeholders, adapts to modern technologies and trends where relevant and is easily accessible and adaptable including in a mobile version.</p> <p>The modifications will not include a wholesale redesign of the website and its content management systems (WordPress) as undertaken in 2019. Rather, through systematic feedback from users (internal and external), tweaks will be made to the site to make it more responsive to the needs of its users and more visually attractive. Superficial changes will also be made to its ‘look and feel’. Accessibility for those with disadvantages will also be reviewed.</p> <p>A Needs Assessment will be conducted in the 2026-27 to ascertain, among other things, the scope and budget. Following feedback, the website will be modified during the 2027-28 period.</p>
<b>Start Date</b>	2026 July
<b>End Date</b>	2027 March

<b>Project Title</b>	<b>OUR 30th Anniversary</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support



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<b>Project Description</b>	The OUR opened its doors on 1997 January 6 and so 2027 will mark its 30th year in operation. No mean achievement, it will be an opportunity for the OUR to showcase its work and relevance since its inception, celebrate its achievements and recognize long service members of staff. It's also an occasion to provide a critical assessment of its work by its stakeholders. The activities will spread between 2026-27 (2027 January – March) and 2027-28 (2027 April – December).
<b>Start Date</b>	2027 January
<b>End Date</b>	2027 December



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## Secretary to the Office Work Plan

The major ongoing activities of this department include:

1. **Production of Major External Reports**
  - 1.1. **Preparation of Quarterly Reports for MOFPS** - As a statutory requirement, reports on the activities in the Corporate Plan are sent to the MOFPS on a quarterly basis.
  - 1.2. **Preparation of Annual Report for PIOJ** - The OUR provides an annual report on the sector activities to the PIOJ. The report provides information that is required for the production of the Economic and Social Survey publication.
2. **Managing the Licensing Process** - Coordination of the due diligence process for licences applications; maintenance of a comprehensive database on licences issued; and monitoring the status of all licences.
3. **Monitoring Activities of the Corporate Business Plan** - The STTO Department monitors the implementation of the work programmes in the approved Corporate Plan through;
  - 3.1. The management of the project performance portal;
  - 3.2. Monthly reports submitted by Heads of Departments; and
  - 3.3. Preparation of status reports to keep the Executives informed of the status of these activities.
4. **Management of the Regulatory Agenda** - The STTO supports the effective operations of the Office by:
  - 4.1. Providing guidance and advice to the Members of the Office, in accordance with the relevant guidelines on the Roles and Responsibilities of a Corporate Secretary, as developed by the Ministry of Finance and the Public Service under its Corporate Governance Framework for Public Bodies; and the relevant provisions of the Office's Governance Manual;
  - 4.2. Preparation of the budget and monitoring of expenditure for the Office and the Committees of the Office;
  - 4.3. Arranging and attending all meetings of the Office, the Committees of the Office, and other meetings involving Members of the Office;
  - 4.4. Preparation of the notes and action items for these meetings;
  - 4.5. Coordinating the preparation of documents and reports for these meetings; and
  - 4.6. Liaising between the Office and HODs and other members of staff.
5. **Managing the OUR's external relations**
  - 5.1. **Managing the OUR's external and international relations with other regulators and institutions** - The OUR establishes/participates in dialogue and cross-training with other regulators and institutions.
  - 5.2. **Engagement with utility operators and other stakeholders** - This is to promote smooth stakeholder relations, encourage dialogue, transparency and greater efficiencies.
6. **Gazetting of Regulatory Fees/Tariffs/Number Portability Administration Fees and Other documents/notifications** - This is a statutory requirement. The required documents are prepared and sent to the Jamaica Printing Office for gazetting within 5 working days of Office approval.



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**Major Recurring Projects & Activities**

<b>Project Title</b>	<b>Preparation of the Corporate Business Plan for 2027/28 – 2030/31</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	Development of the work plan and budget for the four-year period 2027/28 – 2030/31. This includes work in the sectors as well as supporting aspects of the business.
<b>Start Date</b>	2026 June
<b>End Date</b>	2026 December
<b>Project Title</b>	<b>The Office’s Performance Evaluation</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	A consultancy to conduct the annual assessment of the performance of The Office.
<b>Start Date</b>	2026 July
<b>End Date</b>	2026 December
<b>Project Title</b>	<b>Quarterly Work Plan Status Reporting and Meetings</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	This involves the preparation of quarterly status reports on the organisation’s work plan including planned and ad hoc projects, as well as a quarterly meeting with heads of departments and project owners to discuss project-related matters.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March

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

<b>Project Title</b>	<b>Review of Corporate Governance Manual</b>
<b>Project Number</b>	ST-2024-0006
<b>Sector</b>	Support
<b>Project Description</b>	Consultancy to conduct a comprehensive review and update of the Corporate Governance Manual.
<b>Start Date</b>	2026 April



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<b>End Date</b>	2027 May
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**New Projects**

<b>Project Title</b>	<b>Electronic Licensing Feasibility Assessment</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	To assess the feasibility and options for implementing an electronic licence submission and tracking system for the OUR. The project will inform the decision on the most effective and sustainable approach to digitalizing the licensing process.
<b>Start Date</b>	2026 November
<b>End Date</b>	2027 August
<b>Project Title</b>	<b>Review Regulatory Fees Regime</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	The project will evaluate the structure, application, and adequacy of the existing regulatory fees regime. It will identify any gaps, inefficiencies, or areas requiring adjustment to better align fees with regulatory costs and industry realities. The outcome will provide evidence-based recommendations for a modernized fee framework.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 July
<b>Project Title</b>	<b>Technical Requirements for Water and Sewerage Licence Applications and Renewals</b>
<b>Project Number</b>	TBA
<b>Sector</b>	Support
<b>Project Description</b>	The project will outline the technical requirements for new and renewal applications for water supply and distribution licences and sewerage service provider licences. This will provide clarification to some of the requisitions of the Application Form and create a consistent framework to guide applicants thereby improving the adequacy of information received from applicants and as a result reduce application processing times and enhance the efficiency of the process.
<b>Start Date</b>	2026 April
<b>End Date</b>	2026 November
<b>Project Title</b>	<b>Development of a Framework for Dealer Licences – Phase 1</b>
<b>Project Number</b>	TBA



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<b>Sector</b>	Support
<b>Project Description</b>	This project will deliver a recommended framework for the issuance and management of dealer licenses, developed through research, inter-agency consultation, and alignment with existing regulatory requirements, for submission to the Ministry's consideration.
<b>Start Date</b>	2027 January
<b>End Date</b>	2028 January



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## Human Resources and Administration Work Plan

The major ongoing activities of this department include:

### 1. Talent Management

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

### 2. Procurement Management

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

### 3. Record and Information Management

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

### 4. Disaster Preparedness and Emergency Management

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

#### Major Recurring Projects & Activities

<b>Project Title</b>	<b>OUR Health and Wellness Fair 2026/27</b>
<b>Project Number</b>	TBD



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<b>Sector</b>	Support
<b>Project Description</b>	The primary purpose of this project is to create and sustain a culture of wellness that improves employee motivation and enhances productivity levels within the OUR. The OUR will endeavour to create an environment that caters to the holistic development (physical, psychological, social, financial, occupational, environmental, and spiritual) of employees. The Health and Wellness Fair is only one initiative of the Wellness Program that is geared towards improved staff well-being. The HRM and Administration Department will therefore collaborate with internal and external stakeholders to execute another Health and Wellness Fair for employees.
<b>Start Date</b>	2026 August
<b>End Date</b>	2026 November
<b>Project Title</b>	
	<b>Employee Well-Being and Satisfaction Survey 2026</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	The principal objective of this Employees Satisfaction Survey is to determine the extent to which there is a greater level of employee satisfaction, culture change, teamwork and commitment to the mission and vision of the organization.
<b>Start Date</b>	2026 April
<b>End Date</b>	2026 July

**New Project**

<b>Project Title</b>	
	<b>OUR Productivity Audit</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	<p>The primary purpose of this project is to assess the current productivity levels in the organization and to identify appropriate instruments and methodologies of measurement.</p> <p>The HR and Administration Department will therefore develop a TOR and engage an external party/entity to conduct the audit. It is expected that the preliminary activities will be done in the 2025/2026 FY, and the audit and report, including findings and recommendations, will be done in the 2026/2027 period and will guide OUR's efforts to enhance productivity.</p>
<b>Start Date</b>	2026 May
<b>End Date</b>	2027 February



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## Information Technology Department Work Plan

The major ongoing activities of this department include:

### 1. Quality Management

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

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

### 3. Information Technology Management

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



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*Information Technology*

**Major Recurring Projects & Activities**

<b>Management of Data Storage/Backup Systems</b>	
<b>Project Title</b>	<b>Management of Data Storage/Backup Systems</b>
<b>Project Number</b>	IT-2023-0002
<b>Sector</b>	Support
<b>Project Description</b>	Expansion of the performance and resilience of the network to introduce clustering of the information system.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Telecommunication System infrastructure</b>	
<b>Project Title</b>	<b>Telecommunication System infrastructure</b>
<b>Project Number</b>	IT-1620-0121
<b>Sector</b>	Support
<b>Project Description</b>	Expansion and enhancement of the telecommunication network. This component is focused on the management of internet bandwidth and the establishment of a backup telephone system.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Management of the Disaster Recovery and Business Continuity systems</b>	
<b>Project Title</b>	<b>Management of the Disaster Recovery and Business Continuity systems</b>
<b>Project Number</b>	IT-1620-0133
<b>Sector</b>	Support
<b>Project Description</b>	The maintenance and testing of the information system disaster recovery and business continuity systems.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Software Acquisition and Upgrade: Server Class Applications</b>	
<b>Project Title</b>	<b>Software Acquisition and Upgrade: Server Class Applications</b>
<b>Project Number</b>	IT-1620-0148
<b>Sector</b>	Support
<b>Project Description</b>	The main driver for this is that Server class applications are at the core of the network, facilitating collaboration and sharing of data and information. They are constantly adding new feature sets and improving the user experience. They are also under constant threat from malware designed either to



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	extract data or disable the system. As a result, there is a constant need to patch and/or upgrade the system. The OUR utilises several such applications and each will in turn need to be upgraded.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Project Title</b>	
	<b>Hardware Acquisition and Upgrade: Computers (tablets and desktops) and accessories</b>
<b>Project Number</b>	IT-1620-0139
<b>Sector</b>	Support
<b>Project Description</b>	The periodic upgrade of computers and accessories.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Project Title</b>	
	<b>Software Acquisition and Annual Maintenance of Desktop Applications</b>
<b>Project Number</b>	IT-1620-0151
<b>Sector</b>	Support
<b>Project Description</b>	The development of custom applications represents a major thrust of the Department to provide solutions to business problems that cannot be easily solved by off-the-shelf applications.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Project Title</b>	
	<b>Upgrading of System/ Network Security and the Management Cybersecurity and Incident Response</b>
<b>Project Number</b>	IT-1822-0103
<b>Sector</b>	Support
<b>Project Description</b>	The OUR's growing dependence on technology to deliver on its mandate has necessitated a growing demand to improve the resilience of the network to events that can disrupt the services offered. In light of this, there will be investments in equipment and services aimed at protecting the network.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March

**New Project**

<b>Project Title</b>	
	<b>Development of Utility Meter Management System</b>
<b>Project Number</b>	TBA



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<b>Sector</b>	Support
<b>Project Description</b>	<p>The development of a solution to manage the OUR Meter Testing Protocol. The system will manage all the meters in use in Jamaica by the electricity, water and sewerage providers. The feature to be included:</p> <ol style="list-style-type: none"><li>1. The ability to identify meters for testing by the BSJ,</li><li>2. The management and approval of the brand of meters in use by utility providers</li><li>3. The tracking of the location of all meters by geographic location</li></ol> <p>The tracking of the performance of meters by the complaints reported</p>
<b>Start Date</b>	2026 January
<b>End Date</b>	2026 June



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*Risk Management*

**Major Recurring Projects & Activities**

<b>Project Title</b>	<b>Enterprise Risk Management</b>
<b>Project Number</b>	QM-1620-0106
<b>Sector</b>	Support
<b>Project Description</b>	The management and maintenance of the OUR enterprise risk management framework for each department and unit, and the production of a comprehensive risk register with mitigation strategy for the organisation on a quarterly basis for submission to the Office.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Project Title</b>	<b>Compliance Management</b>
<b>Project Number</b>	IT-2023-0001
<b>Sector</b>	Support
<b>Project Description</b>	The management and maintenance of the OUR compliance management system for filing requirements from regulatory decisions.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March

*Quality Management System*

**Major Recurring Projects & Activities**

<b>Project Title</b>	<b>Quality Management System Management Review 2026</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	The Management Review of the QMS will be held annually to review the QMS processes and determine if there are any required improvements. The improvements identified should result in: <ul style="list-style-type: none"> <li>a) increased Customer Satisfaction with our service;</li> <li>b) better communication of the OUR's processes;</li> <li>c) development of a professional culture and improvement in employee morale; and</li> <li>d) consistency in operations.</li> </ul>
<b>Start Date</b>	2026 June



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<b>End Date</b>	2026 July
<b>Project Title</b>	<b>Quality Management System Surveillance Audit 2026</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	An annual surveillance audit will be performed by the Registrar to verify that the quality management system remains effective and compliant with the ISO 9001:2015 standard. The Registrar will check key elements of the quality management system to ensure that the Internal Audit and Management Review functions continue to be effective and verify that corrective actions for non-conformances identified have been taken without undue delay.
<b>Start Date</b>	2026 May
<b>End Date</b>	2026 September
<b>Project Title</b>	<b>Documentation of Business Processes and Procedures</b>
<b>Project Number</b>	QM-1620-0103
<b>Sector</b>	Support
<b>Project Description</b>	The documenting and updating of the OUR operations manual with previously undocumented processes and procedures. Also, the continued testing and modifying of the already documented processes and procedures are also part of continual improvement.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March



Corporate Business Plan and Budget  
 Finance Department Work Plan

The major ongoing activities of this department include:

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

**Major Recurring Projects & Activities**

<b>Project Title</b>	<b>Preparation of the Annual Budget</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	Drafting Budget for 2027/28 – 2030/31 for consultation with stakeholders by mid – 2026 November. The Draft and Final Budgets are then prepared and submitted to MOFPS by 2026 November 30 and December 31 respectively.
<b>Start Date</b>	2026 August
<b>End Date</b>	2027 March
<b>Project Title</b>	<b>Annual External Audit</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	Facilitate the execution of the external audit leading to the preparation of the audited financial statements for inclusion in the annual report.
<b>Start Date</b>	2026 March
<b>End Date</b>	2026 July



Corporate Business Plan and Budget

<b>Project Title</b>	<b>Update of the Finance Manual – Version 3</b>
<b>Project Number</b>	FN-2024-0004
<b>Sector</b>	Support
<b>Project Description</b>	Periodic review and update of the OUR’s financial policies, processes, and procedures.
<b>Start Date</b>	2025 April
<b>End Date</b>	2027 March

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

<b>Project Title</b>	<b>General Ledger Account Mapping and Restructuring</b>
<b>Project Number</b>	FN-2023-0006
<b>Sector</b>	Support
<b>Project Description</b>	The overhauling of the general ledger account numbers and descriptions to create a system of categorization that facilitates the seamless addition of new accounts and the updating of the structure of the financial statements; and the removal/deletion of unused accounts without disruption of the structure of the financial statement schedules.
<b>Start Date</b>	2026 April
<b>End Date</b>	2027 March
<b>Project Title</b>	<b>SAGE 300 Upgrade from Version 2023 Product Upgrade 3 to Version 2025</b>
<b>Project Number</b>	TBD
<b>Sector</b>	Support
<b>Project Description</b>	Upgrade to ensure that new features available are recognized and of use in the operations of the OUR.
<b>Start Date</b>	2026 October
<b>End Date</b>	2027 February



## 5. OUR's Budget for 2026/27 – 2029/30

### Overview

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

Individual budgets are submitted by the Department Heads in support of the work to be done by their departments as shown in the Corporate Plan. These budgets are reviewed, and, in some cases, significant adjustments are made to reflect the financial constraints and realities that face the regulated entities and ultimately the Jamaican consumers. For the 2026/2027 budget, management determined that substantial cuts were necessary to hold the budget flat relative to the fiscal year 2025/2026, given the severe impact of Hurricane Melissa on Jamaica's utilities and the country as a whole.

Funding from internal resources, over the years, has been used to reduce the fees that are charged to the regulated entities as the OUR understands the need to keep the fees charged to the utilities to a minimum, knowing these fees are ultimately passed on to consumers. The 2026/2027 budget, as in prior year, reflects the internal resources and funds from previous years used to reduce the funding requirement from regulated entities, to cover expenditures for items such as IT costs, motor vehicle acquisitions, additions to furniture, projects and salaries.

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

### Summary

Arising from the reviews, revisions, and cuts in expenditure, the proposed funding required from the utilities is maintained at the 2025/2026 budget amount of \$1,651.1M.

The budget was prepared using the following information:

- I. Budget Call
  - a) Inflation – 5.0%.
  - b) Growth (nominal) - 6.0%.
  
- II. Major Assumptions
  - a) A staff complement of 80 in the budget year and 84, 87 and 90, in the following three projected years (2027/2028, 2028/2029, and 2029/2030, respectively).

The OUR has seen the need to reorganize its structure and submitted a request to the Ministry of Finance & the Public Service dated 2023 May 19 for approval. The projections for the medium term (2026/2027 to 2028/2029) are therefore based on the increased complement requested. Notwithstanding, the organisation reviews its need on a yearly basis and makes changes and budgetary provisions accordingly.
  
  - b) Foreign Exchange Rate - J\$165.00 to 1.00 US\$.



## Financial Summary

Budget 2025/2026 (\$)	Budgeted Income and Cash Reserves	Budget 2026/2027 (\$)	% Change over 2025/2026 Budget
1,262.7	<b>Payroll Related Costs</b>	1,316.0	4.2%
563.4	Add: Other Administration & Project Costs	464.2	-17.6%
<b>1,826.0</b>	<b>Total Funding Requirements - Administration and Project Costs</b>	<b>1,780.2</b>	<b>-2.5%</b>
123.5	Add: Capital Expenditure	40.1	-67.6%
<b>1,949.6</b>	<b>Total Cash Required to Fund Operations</b>	<b>1,820.3</b>	<b>-6.6%</b>
13.8	Less: Other Income (Processing Fees, Interest Income and Miscellaneous)	21.8	58.1%
161.8	Less: Deferred Income Funding - Projects	116.3	-28.1%
122.9	Less: Other Financial Resources from Prior Period	31.1	-74.7%
<b>298.5</b>	<b>Total Internal Funding</b>	<b>169.1</b>	<b>-43.3%</b>
<b>1,651.1</b>	<b>Net Cash Requirement</b>	<b>1,651.1</b>	<b>0.0%</b>

The proposed budget shows Net Cash Requirement (financing required from the regulated entities) of \$1,651.1M, no change from the 2025/2026 budgeted amount.

The required financing of \$1,651.1M represents funds needed to carry out the organization’s regulatory operations including the cost of acquiring and replacing capital items, after internal financing, and project funding carried from the prior year of \$169.1M, a decrease of \$129.4M or 43.4% from the previous budget’s \$298.5M.

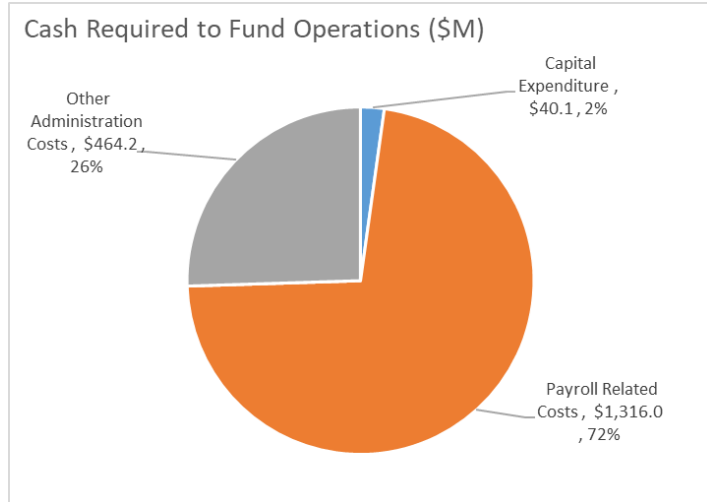
**i. Major components of the Total Cash Required to Fund Operations:**

- a) Payroll and Related Costs at \$1,316.0M comprises 72.3% of the total cash required to fund the OUR’s operations (\$1,820.3M) for the fiscal year and reflects a 4.2% increase over the 2025/2026 budget of \$1,262.7M. The figures reflect estimated increases in salaries and related expenses.



Corporate Business Plan and Budget

- b) Other Administration Costs, including Projects at \$464.2M, makes up 25.5% of the total cash required to fund the OUR’s operations for the fiscal year and reflects a 17.6% decrease from the previous budget’s \$563.4M. Major cost drivers include training, rent and project expenses.
- c) Capital Expenditure at \$40.1M makes up 2.2% of the total cash required to fund the OUR’s operations for the fiscal year and reflects a 67.6% decrease from the previous budget’s \$123.5M.



ii. OUR’s Internal Funding

The organization plans to use \$169.1M of internally generated cash resources, including funding from the prior year, (prior year’s budget, \$298.5M) to fund the 2026/2027 budget:

Budget 2025/2026 (\$)	Budgeted Income and Cash Reserves	Budget 2026/2027 (\$)	% Change over 2025/2026 Budget
13.8	Other Income (Processing Fees, Interest Income and Miscellaneous)	21.8	58.1%
161.8	Deferred Income Funding - Projects	116.3	-28.1%
122.9	Other Financial Resources from Prior Period	31.1	-74.7%
<b>298.5</b>	<b>Total Internal Funding</b>	<b>169.1</b>	<b>-43.3%</b>

Internal funding comprises income from investments and deferred income, totalling \$169.1M. Of this total, Financial Resources from Prior Periods which will be used to offset 2026/2027 expenses total \$31.1M compared to the 2025/2026 budget of \$122.9M.



Corporate Business Plan and Budget

The 43.3% reduction in the 2026/2027 income budget is largely reflecting the relatively high increases in 2025/2026 as a result of the deferral of various spending from 2024/2025 budget period where there were cash flow constraints.

OUR’s Funding Requirements

The projections show that over the next three (3) financial years following the current budget period, that is, 2027/2028 to 2029/2030, the net funding requirements will increase by an annual average rate of 11.8%. The increase over 2026/2027, i.e., for 2027/2028 is projected to be 13.8%.

Fiscal Year	Net Cash Req. To Fund Operations	Funding Req. From Internal Sources	Total Funding Req. For Operations
	\$M	\$M	\$M
<b>2026/2027</b>	<b>1,651.1</b>	<b>169.1</b>	<b>1,820.3</b>
2027/2028	1,879.1	147.8	2,026.9
2028/2029	2,098.0	92.6	2,190.6
2029/2030	2,307.8	64.8	2,372.6

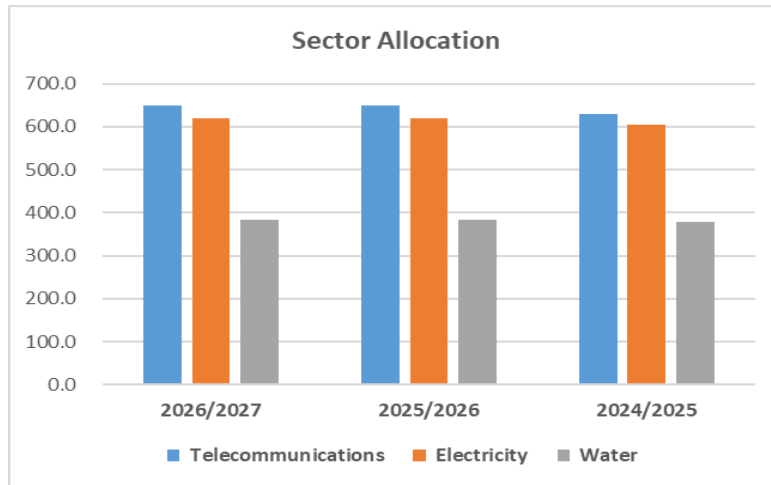
Sector Allocation (Summary)

The sector allocation summary reveals that year over year, the allocated amount to Telecommunications and Water has increased by 0.1% and 0.2%, respectively. The Electricity sector saw a reduction of 0.1%. The percentage point changes are 0.0, -0.1, and 0.0, (Telecommunications, Electricity and Water, respectively).

	Total	Telecoms	Electricity	Water
<b>Budget for 2026/2027</b>	<b>\$1,651,110,348</b>	<b>\$649,122,848</b>	<b>\$ 618,693,868</b>	<b>\$ 383,293,632</b>
Allocation	100.0%	39.3%	37.5%	23.2%
Budget for 2025/2026	\$1,651,110,348	\$648,365,386	\$ 620,179,686	\$ 382,565,276
Allocation	100.0%	39.3%	37.6%	23.2%
<b>Increase over prior budget (\$)</b>	<b>\$ 0</b>	<b>\$ 757,462</b>	<b>\$ (1,485,819)</b>	<b>\$ 728,356</b>
<b>Increase over prior budget (%)</b>	<b>0.0%</b>	<b>0.1%</b>	<b>-0.2%</b>	<b>0.2%</b>
<b>%age point change in allocation YOY</b>		<b>0.0</b>	<b>-0.1</b>	<b>0.0</b>



Corporate Business Plan and Budget



New Projects

The total allocation Requirement relating to new projects is \$20.1M or 1.2%.

of the Net Cash

Department/Project	Total (\$)
<b><u>RPME - Electricity &amp; Water</u></b>	
Electricity Sector Supply Chain Component Cost Study	1,000,000
IRP & Capacity Acquisition Support	250,000
	<b>1,250,000</b>
<b><u>CPA</u></b>	
Mystery Shopping	2,240,000
OUR Application	4,000,000
OURIC Digitization - Consultant and Fieldwork	2,500,000
Media Monitoring	1,748,480
	<b>10,488,480</b>
<b><u>Office</u></b>	
2026 Office Performance Evaluation Survey	2,400,000
	<b>2,400,000</b>
<b><u>IT-R</u></b>	
Training of Licensees on Cyber Security Threats and Best Practices	3,960,000
	<b>3,960,000</b>
<b><u>STTO</u></b>	
Revision of the Governance Manual	2,000,000
	<b>2,000,000</b>
<b>Total</b>	<b>20,098,480</b>



## Corporate Business Plan and Budget

### Capital Expenditure

The organization plans to utilize \$40.1M or 2.2% of the Total Cash Required to Fund Operations for the acquisition of fixed assets. Of the total acquisition, 2.6% will be funded from prior year resources, and \$39.0M or 97.4% as newly requested funding. The major spend will be \$37.5M or 93.6% on computer hardware. See the table and graph below for details.



Corporate Business Plan and Budget

<b>Capital Expenditure Budget Financial Year 2026/2027</b>			
	<b>Number of Items</b>	<b>Unit Cost (\$)</b>	<b>Total (\$)</b>
<b>HRD-Administration:</b>			
<b>Furniture &amp; Equipment</b>			
Desks	5	\$ 60,000	\$ 300,000
Office chairs	5	\$ 60,000	\$ 300,000
Visitors chairs	5	\$ 35,000	\$ 175,000
Pedestals	5	\$ 30,000	\$ 150,000
Filing Cabinets	5	\$ 55,000	\$ 275,000
Combination Lock Cabinets	1	\$ 300,000	\$ 300,000
Total Furniture & Equipment			\$ 1,500,000
<b>Leasehold Improvement</b>			
New Employee Workstations (use of deferred funding)	3	\$ 350,000	\$ 1,050,000
Total Leasehold Improvements			\$ 1,050,000
<b>Total HRD-Admin</b>			<b>\$ 2,550,000</b>
<b>Information Technology and Risk:</b>			
Replacement Laptops	35	\$ 538,656	\$ 18,852,950
Laptops for new employees	2	\$ 538,656	\$ 1,077,311
Satellite Equipment	1	\$ 60,000	\$ 60,000
Backup Appliance	1	\$ 7,029,000	\$ 7,029,000
Replacement Network Switch	3	\$ 3,504,487	\$ 10,513,461
<b>Total IT-R</b>			<b>\$ 37,532,722</b>
<b>Grand Total</b>			<b>\$ 40,082,722</b>
Capital Purchases from Prior Year Funds			\$ 1,050,000
New Request from Providers			\$ 39,032,722



Corporate Business Plan and Budget  
2025/2026 Budget and 3-Year Projection

Budget 2025/2026 (\$)	EXPENSES	Budget 2026/2027 (\$)	% change over 2025/2026 Budget	Projected 2027/2028 (\$)	Projected 2028/2029 (\$)	Projected 2029/2030 (\$)
1,034,241,783	Salaries	1,073,948,490		1,186,445,915	1,307,508,210	1,437,710,621
62,761,368	Statutory charges	68,891,541		94,915,673	104,600,657	115,016,850
153,464,456	Employee benefits	161,186,631		178,071,129	196,241,110	215,782,911
12,196,000	Other payroll-related costs	11,965,000		12,563,250	13,191,413	13,850,983
<b>1,262,663,606</b>	<b>Payroll Related Costs</b>	<b>1,315,991,663</b>	4.0	<b>1,471,995,967</b>	<b>1,621,541,390</b>	<b>1,782,361,365</b>
62,878,902	Training and Development	40,000,000	(36.0)	43,000,000	46,225,000	49,460,750
12,742,057	Foreign Travel	15,324,386	20.0	16,473,715	17,709,243	18,948,890
1,448,504	Local Travel	1,629,000	12.0	1,710,450	1,795,973	1,885,771
4,100,000	Repairs and Maintenance	2,150,000	(48.0)	2,257,500	2,370,375	2,488,894
91,574,931	Information Technology Costs	91,563,204	0.0	97,056,996	102,880,416	109,053,241
2,650,000	Printing and Stationery	2,800,000	6.0	2,940,000	3,087,000	3,241,350
7,987,979	Telephones	8,012,880	0.0	8,413,524	8,834,200	9,275,910
29,815,231	General Expenses	24,475,000	(18.0)	25,698,750	26,983,688	28,332,872
21,143,000	Public Education, Outreach & Public Relations	23,820,800	13.0	25,011,840	26,262,432	27,575,554
1,706,000	Annual Report	899,000	(47.0)	943,950	991,148	1,040,705
2,477,720	C.A.Committee	5,354,900	116.0	5,622,645	5,903,777	6,198,966
4,390,000	Motor vehicle expenses	3,860,000	(12.0)	4,053,000	4,255,650	4,468,433
5,022,000	ISO Certification	2,480,000	(51.0)	5,273,100	5,536,755	5,813,593
3,078,000	Data Protection Annual Assessment	3,093,000	0.0	3,247,650	3,410,033	3,580,534
26,059,943	Legal, Professional & Numbering Fees	6,571,717	(75.0)	26,900,303	28,245,318	29,657,584
0	OOEUR 2025 Conference	23,046,006	0.0	0	0	0
39,552,000	Office Rental, Parking and External Storage	23,212,959	(41.0)	25,534,255	28,087,680	30,896,448
265,000	Finance Charges	360,000	36.0	378,000	396,900	416,745
40,766,668	Membership Fees & Dues	36,858,816	(10.0)	39,623,227	42,594,969	45,789,592
12,160,000	Office Remuneration	12,240,000	1.0	12,852,000	13,494,600	14,169,330
<b>369,817,934</b>	<b>Funding Requirements - Administrative Expenses</b>	<b>327,751,667</b>	(11.0)	<b>346,990,904</b>	<b>369,065,155</b>	<b>392,295,160</b>
161,759,366	Deferred Projects Brought Forward	116,326,450	(28.0)	120,517,433	71,487,232	47,658,155
31,793,350	New Projects	20,098,480	(37.0)	44,489,228	101,171,768	103,028,845
<b>193,552,716</b>	<b>Funding Requirements - Projects</b>	<b>136,424,930</b>	(30.0)	<b>165,006,660</b>	<b>172,659,000</b>	<b>150,687,000</b>
<b>563,370,650</b>	<b>Funding Requirements - Administrative Expenses &amp; Projects</b>	<b>464,176,597</b>	(18.0)	<b>511,997,564</b>	<b>541,724,155</b>	<b>542,982,160</b>
<b>1,826,034,256</b>	<b>Funding Requirements - Salaries, Administrative Expenses &amp; Projects</b>	<b>1,780,168,259</b>	(3.0)	<b>1,983,993,531</b>	<b>2,163,265,545</b>	<b>2,325,343,525</b>
600,000	ADD: Capital Expenditure - New Request	39,032,722	6,405.0	42,935,994	27,322,905	47,229,593
122,939,000	ADD: Capital Expenditure from Accumulated Reserves	1,050,000	(99.0)	0	0	0
<b>123,539,000</b>	<b>Funding Requirements - Capital Expenditures</b>	<b>40,082,722</b>	6,306	<b>42,935,994</b>	<b>27,322,905</b>	<b>47,229,593</b>
<b>1,949,573,256</b>	<b>Total Cash Required to Fund Operations</b>	<b>1,820,250,981</b>	(7.0)	<b>2,026,929,525</b>	<b>2,190,588,450</b>	<b>2,372,573,119</b>
	Less, miscellaneous income:-					
(11,107,653)	Interest Earned	(18,603,177)	67.0	(25,041,499)	(18,801,347)	(14,757,522)
(1,876,889)	(Other Income & Gains)/ Loss	(2,505,000)	33.0	(1,600,000)	(1,630,000)	(1,620,000)
(780,000)	Licence Processing Fees	(650,000)	(17.0)	(682,500)	(716,625)	(752,456)
(161,759,366)	Projects Funding from Deferred Income	(116,326,450)	(28.0)	(120,517,433)	(71,487,232)	(47,658,155)
(122,939,000)	Financial Resources from Prior Period	(31,056,006)	(75.0)	0.0	0.0	0.0
<b>1,651,110,348</b>	<b>Net cash requirement</b>	<b>1,651,110,348</b>	0.0	<b>1,879,088,093</b>	<b>2,097,953,246</b>	<b>2,307,784,986</b>



Corporate Business Plan and Budget  
Sector Allocation (details)

Budget 2025/2026 (\$)	EXPENDITURE/(INCOME)	Budget 2026/2027 (\$)	Sectors		
			Telecoms(\$)	Electricity(\$)	Water(\$)
1,034,241,783	Salaries	1,073,948,490	408,705,518	409,828,491	255,414,481
62,761,368	Statutory charges	68,891,541	26,217,601	26,289,637	16,384,303
153,464,456	Employee benefits	161,186,631	61,341,737	61,510,281	38,334,613
12,196,000	Other payroll-related costs	11,965,000	4,633,301	4,508,050	2,823,649
<b>1,262,663,606</b>	<b>Payroll Related Costs</b>	<b>1,315,991,663</b>	<b>500,898,156</b>	<b>502,136,460</b>	<b>312,957,046</b>
62,878,902	Training and Development	40,000,000	15,419,450	12,408,154	12,172,396
12,742,057	Foreign Travel	15,324,386	8,911,561	3,206,413	3,206,413
1,448,504	Local Travel	1,629,000	619,938	621,641	387,421
4,100,000	Repairs and Maintenance	2,150,000	731,000	709,500	709,500
91,574,931	Information Technology Costs	91,563,204	33,525,798	37,085,953	20,951,453
2,650,000	Printing and Stationery	2,800,000	952,000	924,000	924,000
7,987,979	Telephones	8,012,880	3,049,409	3,057,788	1,905,683
29,815,231	General Expenses	24,475,000	9,790,000	12,237,500	2,447,500
21,143,000	Public Education, Outreach & Public Relations	23,820,800	9,528,320	11,910,400	2,382,080
1,706,000	Annual Report	899,000	305,660	296,670	296,670
2,477,720	C.A.Committee	5,354,900	1,820,666	1,767,117	1,767,117
4,390,000	Motor vehicle expenses	3,860,000	1,312,400	1,273,800	1,273,800
5,022,000	ISO Certification	2,480,000	868,000	868,000	744,000
3,078,000	Data Protection Annual Assessment	3,093,000	1,051,620	1,020,690	1,020,690
26,059,943	Legal, Professional & Numbering Fees	6,571,717	3,713,372	1,549,171	1,309,172
0	OOCUR 2025 Conference	23,046,006	7,682,002	7,682,002	7,682,002
39,552,000	Office Rental, Parking and External Storage	23,212,959	7,737,653	7,737,653	7,737,653
265,000	Finance Charges	360,000	122,400	118,800	118,800
40,766,668	Membership Fees & Dues	36,858,816	33,798,476	2,040,226	1,020,113
12,160,000	Office Remuneration	12,240,000	4,080,000	4,080,000	4,080,000
<b>369,817,934</b>	<b>Funding Requirements - Administrative Expenses</b>	<b>327,751,667</b>	<b>145,019,725</b>	<b>110,595,478</b>	<b>72,136,463</b>
161,759,366	Deferred Projects Brought Forward	116,326,450	57,838,655	23,089,566	35,398,229
31,793,350	New Projects	20,098,480	9,041,324	5,523,714	5,533,442
<b>193,552,716</b>	<b>Funding Requirements - Projects</b>	<b>136,424,930</b>	<b>66,879,979</b>	<b>28,613,280</b>	<b>40,931,671</b>
<b>563,370,650</b>	<b>Funding Requirements - Administrative Expenses &amp; Projects</b>	<b>464,176,597</b>	<b>211,899,704</b>	<b>139,208,758</b>	<b>113,068,134</b>
<b>1,826,034,256</b>	<b>Funding Requirements - Salaries, Administrative Expenses &amp; Projects</b>	<b>1,780,168,259</b>	<b>712,797,860</b>	<b>641,345,219</b>	<b>426,025,180</b>
600,000	ADD: Capital Expenditure - New Request	39,032,722	14,854,426	14,895,241	9,283,055
122,939,000	ADD: Capital Expenditure from Accumulated Reserves	1,050,000	399,592	400,690	249,719
<b>123,539,000</b>	<b>Funding Requirements - Capital Expenditures</b>	<b>40,082,722</b>	<b>15,254,018</b>	<b>15,295,930</b>	<b>9,532,773</b>
<b>1,949,573,256</b>	<b>Total Cash Required to Fund Operations</b>	<b>1,820,250,981</b>	<b>728,051,878</b>	<b>656,641,149</b>	<b>435,557,954</b>
	Less, Miscellaneous income:-				
(11,107,653)	Interest Earned	(18,603,177)	(9,249,683)	(3,692,533)	(5,660,961)
(1,876,889)	(Other income & Gains)/ Loss	(2,505,000)	(826,650)	(851,700)	(826,650)
(780,000)	Licence Processing Fees	(650,000)	(455,000)	(65,000)	(130,000)
(161,759,366)	Projects Funding from Deferred Income	(116,326,450)	(57,838,655)	(23,089,566)	(35,398,229)
(122,939,000)	Financial Resources from Prior Period	(31,056,006)	(10,559,042)	(10,248,482)	(10,248,482)
<b>1,651,110,348</b>	<b>Net Cash Requirement</b>	<b>1,651,110,348</b>	<b>649,122,848</b>	<b>618,693,868</b>	<b>383,293,632</b>
	<b>2026/2027 Sector Allocation</b>	<b>100%</b>	<b>39.3%</b>	<b>37.5%</b>	<b>23.2%</b>
	<b>2025/2026 Sector Allocation</b>	<b>100%</b>	<b>39.3%</b>	<b>37.6%</b>	<b>23.2%</b>



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**Sector Allocation (details continued)**

➤ **Telecommunications**

For 2026/2027, \$649.1M or 39.3% of the total regulatory fees has been allocated to the telecommunications sector versus \$648.4M or 39.3% in the 2025/2026 budget. This is a \$757K increase over last year's budget for this sector.

There are three main providers of telecommunications services (considering Cable and Wireless Ja. Ltd. and Columbus Communications Ja. Ltd. as separate entities) as well as several smaller operators.

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

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

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

➤ **Electricity**

For 2026/2027, \$618.7M or 37.5% of the total regulatory fees has been allocated to the electricity sector (prior year: allocated regulatory fees was \$620.2M or 37.6%). This is a \$1.5M decrease from last year's budget for the electricity sector.

The applicable regulatory fees for the Jamaica Public Service Company Ltd (JPS), the dominant player, will be based on the company's revenues net of Fuel and Independent Power Producer (IPP) charges.

Small providers are required to pay regulatory fees as stated in the respective licences.

➤ **Water and Sewerage**

The allocation for financial year 2026/2027 for the water and sewage sector is \$383.3M or 23.2% of the total regulatory fees (prior year: allocated fees was \$382.6M or 23.2%). This is a \$728K increase over last year's budget for this sector.

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



## Appendix

### 1.1. Detailed S.W.O.T. Analysis

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

STRENGTHS	1.1.1. Highly skilled, professional and dedicated staff	<ul style="list-style-type: none"> <li>Corporate Focus 5.4 – Build and Sustain Capacity Recruit the best, do the best by those we recruit and get the best out of them. (pg. 16)</li> </ul>
	1.1.2. Mature Quality Management System	<ul style="list-style-type: none"> <li>Corporate Focus 5.3. - Quality and Risk Management – Continue to maintain an explicit culture of quality and risk management (pg. 16)</li> <li>Project: Quality Management System Management Review 2026 (pg.77)</li> <li>Project: Quality Management System Surveillance Audit 2026 (pg. 78)</li> </ul>
	1.1.3. ISO 9001:2015 Certified	
	1.1.4. In-depth knowledge of sectors	<ul style="list-style-type: none"> <li>Corporate Goal CG2 e) All processes and procedures are documented and current to ensure the delivery of high-quality service. (pg. 18)</li> <li>Corporate Goal CG4 b) Continue to provide opportunities to grow skills and competencies through training and development. (pg. 19)</li> <li>Continue to provide the OUR’s professional staff with on-going training offered by internationally recognized training institutions.</li> <li>Knowledge transfer sessions.</li> <li>Collaborate with other key stakeholders to exchange knowledge and provide critical inputs into important projects such as:               <ul style="list-style-type: none"> <li>Electricity Sector Supply Chain Component Cost Study (pg. 38)</li> <li>Development of a Tower Database (pg. 47)</li> <li>Establishing Certification Standards for Private Branch Exchanges (PBXs) Equipment (pg. 45)</li> <li>Customer Deposit Cost &amp; Policy Standard for Private Providers (pg. 42)</li> </ul> </li> </ul>
	1.1.5. Over two decades of regulatory experience	<ul style="list-style-type: none"> <li>Corporate Focus 5.1- Thought leadership – The OUR is a thought leader and produces papers on regulatory and related issues within our remit (pg. 16)</li> <li>Maintain active participation in various international regulatory associations (OOCUR, ITU, NARUC, CANTU) and collaborate on matters of mutual interest as appropriate.</li> <li>Assist other Regulatory agencies with on-the-job-training (cross training)</li> <li>Maintain self-financing public body status.</li> </ul>
	1.1.6. National, regional and international reputation for high-quality work	
	1.1.7. Ability to access international networks for experts	
	1.1.8. Not funded by the government	
	1.1.9. Autonomy in regulatory decision-making	



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	1.1.10. Legislative framework entrenching the authority and functions of the organization	<ul style="list-style-type: none"> <li>Build on the existing framework to strengthen the effectiveness of the OUR.</li> </ul>
	1.1.11. Multisector regulator which enables efficient regulation of converging sectors	<ul style="list-style-type: none"> <li>Project: Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers (pg. 58)</li> <li>Project: Establishing a Guaranteed Standards Scheme for Digicel and Flow (pg. 59)</li> <li>Analysts and engineers work across sectors, thereby strengthening capacity of personnel in all sectors, which then reduces the need for external consultants.</li> </ul>
	1.1.12. The multi-disciplinary expertise of the Office	<ul style="list-style-type: none"> <li>Continue to ensure that Office members’ areas of expertise are aligned with various Committees to enhance strategic decision-making and organisational success.</li> <li>Matters for Office Decision are first discussed and signed off by individual committees.</li> </ul>
	1.1.13. Good information technology infrastructure	<ul style="list-style-type: none"> <li>Corporate Goal CG5 . b) IT systems and equipment are modern and support the organisation strategy (pg. 19)</li> <li>Maintain IT infrastructure through periodic upgrades.</li> </ul>
	1.1.14. Ability to adapt to changes in the environment	<ul style="list-style-type: none"> <li>Continued engagement and collaboration with utility operators and other stakeholders to encourage dialogue and transparency.</li> <li>Continued facilitation of capacity development through training and development to keep skills relevant in a changing environment.</li> <li>Continual improvement of OUR’s annual Corporate and Strategic Planning exercise to ensure timely response to emerging regulatory issues.</li> </ul>
	1.1.15. Good track record of success in regulatory decisions	<ul style="list-style-type: none"> <li>Corporate Goal CG2. f) Compliance with policies, regulations and legislation. (pg. 18)</li> <li>Corporate Goal CG3. e) Protect OUR’s interest in legal matters. (pg 19)</li> <li>The Office’s Decisions are upheld by the Courts or Tribunal in most instances.</li> </ul>
WEAKNESSES	2.1.1 Human resource constraints as it pertains to technical staff	<ul style="list-style-type: none"> <li>Corporate Focus 5.4 – Build and Sustain Capacity Recruit the best, do the best by those we recruit and get the best out of them. (pg. 16)</li> <li>Corporate Goal CG4. d) Develop a suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience. (pg. 19)</li> <li>Corporate Goal CG4. f) Effective talent management. (pg. 19)</li> <li>Corporate Goal CG4. h) Equitable and competitive compensation (pg. 19)</li> <li>Project: Succession Policy and Procedures (pg. 71)</li> </ul>
	2.1.2 Inadequate monitoring capabilities	<ul style="list-style-type: none"> <li>Corporate focus 5.5- Monitor regulatory compliance- Maintain compliance database including generation of reports and follow-ups. (pg. 16)</li> <li>Project: Enhancement of the K-Factor Programme (pg. 41)</li> </ul>



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		<ul style="list-style-type: none"> <li>• Project: Quarterly Telecommunications Market Information Report (pg. 43)</li> <li>• Project: Quarterly Report on Service Providers’ QoS Performance (pg. 43)</li> <li>• Project: Quality of Service (QoS) Measurement Campaign (pg. 48)</li> <li>• Project: OUR Mystery Shopping Programme 2025/26 (pg. 55)</li> <li>• Project: Market Research Survey of Small Licensees (pg. 59)</li> <li>• Project: Establishing Complaints Handling as a Core Process under the Quality Management System (pg. 63)</li> <li>• Project: Complaints Handling Determination Notice- Compliance Monitoring (pg. 64)</li> <li>• Project: Compliance Management (pg. 77)</li> </ul>
2.1.3	Inadequate enforcement powers	<ul style="list-style-type: none"> <li>• Water Sector Focus 3.2- Development and enhancement of regulatory framework for private provisioning (pg. 15)</li> <li>• Continue to lobby for changes in the Electricity Act and the Telecommunications Act, which would provide the OUR with the requisite enforcement powers.</li> </ul>
2.1.4	Organisational structure and staffing not fully aligned with strategy	<ul style="list-style-type: none"> <li>• Continue dialogue with the MoFPS to ensure the approval of an organisational structure that is more aligned to the strategic focus of the OUR.</li> <li>• Corporate Goal CG4. b) Establish a clear competency requirement and assessment framework. (pg. 19)</li> <li>• Corporate Goal CG4. d) Develop a suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience. (pg. 19)</li> </ul>
2.1.5	Succession planning culture is still embryonic	<ul style="list-style-type: none"> <li>• Corporate Focus 5.4 – Build and Sustain Capacity- Recruit the best, do the best by those we recruit and get the best out of them (pg. 16)</li> <li>• Corporate Goal CG4. f) Effective talent management. (pg. 19)</li> </ul>
2.1.6	Limited ability to accurately forecast spikes in workload	<ul style="list-style-type: none"> <li>• Corporate Focus 5.2- Project Planning and Execution- Improved planning with regard to timelines, resource allocation, making provisions for contingencies, and prioritization, creation and maintenance of project records, as well as determination of the measures by which the organization’s performance and the achievement of the Corporate Plan’s targets are assessed. (pg. 16)</li> <li>• Corporate Goal CG3. a)- Effective and proper creation and execution of the Corporate Plan and Budget. (pg. 19)</li> <li>• Project: Preparation of the Corporate Business Plan for 2027/28 – 2030/31 (pg. 68)</li> <li>• Project: Quarterly Work Plan Status Reporting and Meetings (pg. 68)</li> </ul>
2.1.7	Processes for managing tariff reviews, licence applications and renewals are not optimal	<ul style="list-style-type: none"> <li>• Annual review of processes to identify areas for improvement.</li> <li>• Project: Quality Management System Management Review (pg. 77)</li> </ul>



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	2.1.8 Unresolved bottlenecks within the organisation resulting in inefficiencies	<ul style="list-style-type: none"> <li>Corporate Focus 5.5.: Productivity- Improve efficiency by reducing bottlenecks and optimising resource allocation. (pg. 16)</li> <li>Project: OUR Productivity Audit (pg. 72)</li> </ul>
OPPORTUNITIES	3.1.1. To lobby for an increase in the scope of regulated sectors	
	3.1.2. To influence regulated utilities to become more quality-oriented	<ul style="list-style-type: none"> <li>Telecommunications Sector Focus 1.3- Promotion of the availability of improved network quality and reliability (pg. 15)</li> <li>Consumer and Public Affairs Focus 4.2- Monitoring of customer-related quality of service (pg. 15)</li> <li>Consumer and Public Affairs Focus 4.3- Research and analysis of service providers capabilities to deliver on Quality of Service (QoS) standards (pg. 15)</li> <li>Electricity Sector Goal ES2. Service Reliability – Support initiatives to encourage JPS to improve the quality of power delivery. (pg. 17)</li> <li>Water Sector Goal WS3. Service Reliability and Resilience – Facilitate initiatives to improve the access to water services, the continuity of supply, and the reduction in the frequency of service disruptions. (pg. 17)</li> <li>Consumer and Public Affairs Goal CS4: Service Delivery – Closer monitoring of physical and virtual customer service delivery utilizing customer experience metric such as Net Promoter Score, improvement of the early warning system and the implementation and monitoring of the code of practice. (pg. 18)</li> <li>Project: Review of QoS Rules (pg. 46)</li> <li>Project: Quality of Service (QoS) Measurement Campaign (pg. 48)</li> <li>Project: Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers (pg. 60)</li> <li>Project: Establishing a Guaranteed Standards Scheme for Digicel and Flow (pg. 61)</li> </ul>
	3.1.3. To impact national development by influencing modernisation, efficiency, and greater access	<ul style="list-style-type: none"> <li>Telecommunications Sector Focus 1.1- Facilitation of widening access to broadband (pg. 15)</li> <li>Electricity Sector Focus 2.4- Support and analysis for the IRP, and capacity addition and replacement (pg. 15)</li> <li>Water Sector Focus 3.1- Promotion of initiatives to reduce non-revenue water (pg. 15)</li> <li>Telecommunications Sector Goal TS1. - Universal Access – Facilitate Jamaicans’ access to – and the adoption of—affordable fixed and mobile broadband and Wi-Fi, where they live, work, and travel. (pg. 16)</li> <li>Electricity Sector Goal ES8- Grid Modernisation- Support initiatives to foster the development of a Smart Grid and leverage the benefits of smart technology to deliver better service, expand service offerings, and enhance consumer welfare. (pg. 17)</li> </ul>



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		<ul style="list-style-type: none"> <li>Water Sector Goal WS1- Non-Revenue Water (NRW) Reduction – Support initiatives to reduce non-revenue water on a sustainable basis. (pg. 17)</li> <li>Water Sector Goal WS5- Sector Modernisation – Support initiatives to encourage utilities to improve the water and sewerage infrastructure. (pg. 17)</li> <li>Project: Assessment of JPS's Smart Streetlight Programme (SSP) (pg. 35)</li> <li>Project: JPS 2024- 2029 Rate Review Determination Notice (pg. 39)</li> <li>Project: NWC Rate Review (pg. 42)</li> <li>Project: Development of Guidelines for Resilience of Public Networks (pg. 44)</li> <li>Project: Enhancement of the Jamaica Internet Exchange Point (pg. 45)</li> <li>Project: Assessment of the Readiness of Service Providers to Deliver Automatic Number Identification (ANI) and Automatic Location Information (ALI) (pg. 47)</li> </ul>
	3.1.4. Collaboration with other regulators and ministries	<ul style="list-style-type: none"> <li>Project: Terms and Conditions of Power Wheeling (pg. 36)</li> <li>Project: Development of a Tower Database (pg. 45)</li> <li>Project: National Emergency Telecommunications Plan (pg. 49)</li> </ul>
	3.1.5. Collaboration with multilaterals	<ul style="list-style-type: none"> <li>Project: National Emergency Telecommunications Plan (pg. 49)</li> </ul>
	3.1.6. Increase the effective use of technology throughout the organisation	<ul style="list-style-type: none"> <li>Corporate Goal CG5. b) IT systems and equipment are modern and support the organisation's strategy. (pg. 19)</li> </ul>
	3.1.7. To increase public awareness about the OUR and its functions and the impact of OUR's activities on sector performance and national development	<ul style="list-style-type: none"> <li>Consumer and Public Affairs Focus 4.1- Stakeholder engagement (pg. 15)</li> <li>Consumer Goal CS1- Stakeholder Education and Engagement – Planned public communication activities including increased social media and other virtual initiatives to create greater awareness about the OUR's core functions and activities, and emerging trends in the sectors. (pg. 19)</li> <li>Project: Workplace &amp; community stakeholder engagement (pg. 58)</li> <li>Project: OUR Podcast Series – Season 3 (pg. 59)</li> <li>Project: Integrated Communications Campaign – Phase 2 (pg. 62)</li> </ul>
	3.1.8. Benchmarking best practices of other organisations	<ul style="list-style-type: none"> <li>Project: Termination Rates Benchmarking Exercise (pg. 50)</li> <li>Project: Review of Corporate Governance Manual (pg. 69)</li> </ul>
	3.1.9. To lobby for longer statutory timelines for tariff review processes	
THREATS	4.1.1. Cyber security threats	<ul style="list-style-type: none"> <li>Corporate Goal CG3 c) Maintenance and enhancement of Integrated Risk Management Framework (pg. 19)</li> <li>Corporate Goal CG3 d) Measures in place to ensure business continuity (pg. 19)</li> </ul>



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		<ul style="list-style-type: none"> <li>Project: Management of the Disaster Recovery and Business Continuity systems (pg. 74)</li> <li>Project: Upgrading of System/ Network Security and the Management Cybersecurity and Incident Response (pg. 75)</li> </ul>
4.1.2.	Inadequate policy and legislative framework across regulated sectors	<ul style="list-style-type: none"> <li>Telecommunications Sector Focus 1.5 - Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 15)</li> <li>Electricity Sector Focus 2.5- Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 15)</li> <li>Water Sector Focus 3.4- Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 15)</li> <li>Consumer and Public Affairs Focus 4.4.- Research and formulation of consumer policy (pg. 16)</li> <li>Water Sector Goal WS4- Legislation – Advocate for comprehensive sector legislation (pg. 17)</li> <li>Project: Terms and Conditions of Power Wheeling (pg. 36)</li> <li>Project: Enhancement of the K-Factor Programme (pg. 41)</li> <li>Project: Review of Number Portability Framework- Phase II (pg. 44)</li> <li>Project: Review of QoS Rules (pg. 46)</li> <li>Project: Comprehensive analysis of the Guaranteed Standards Schemes for Small Water and Sewerage Service Providers (pg. 60)</li> <li>Project: Establishing a Guaranteed Standards Scheme for Digicel and Flow (pg. 61)</li> <li>Project: Consultation to Review the General Code of Practice for the Telecommunications Industry (pg. 61)</li> </ul>
4.1.3.	Negative impact on structure and funding of the OUR in the event of a reduction in number/scope of sectors currently regulated	
4.1.4.	Inadequate autonomy in optimally aligning organisational structure and staffing with strategy	<ul style="list-style-type: none"> <li>Corporate Goal CG4. b) Establish a clear competency requirement and assessment framework. (pg. 19)</li> <li>Corporate Goal CG4. d) Develop a suitable recruitment strategy which ensures the recruitment of staff with the requisite skills and experience. (pg. 19)</li> </ul>
4.1.5.	Government bureaucratic overreach	<ul style="list-style-type: none"> <li>Corporate Goal CG2. e) All processes and procedures are documented and current to ensure the delivery of high-quality service.</li> <li>Corporate Goal CG2. f) Compliance with policies, regulations and legislation.</li> </ul>
4.1.6.	Vulnerability to reputational damage	<ul style="list-style-type: none"> <li>Corporate Focus 5.3- Quality and Risk Management – Develop and maintain an explicit culture of quality and risk management (pg. 16)</li> </ul>



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		<ul style="list-style-type: none"> <li>• Corporate Goal CG2.- a) Effective communication procedures and reporting functions are in place to ensure transparency (pg. 19)</li> <li>• Corporate Goal CG2.- b) Ensure favourable reports from applicable authorities (e.g., internal and external auditors, Integrity Commission, etc.). (pg. 19)</li> <li>• Corporate Goal CG3.- c) Maintenance and enhancement of Integrated Risk Management Framework. (pg. 19)</li> <li>• Corporate Goal CG3.- e) Protect OUR’s interest in legal matters. (pg. 19)</li> <li>• Corporate Goal CG3.- f) Ensure prudent financial management. (pg. 19)</li> <li>• Project: Integrated Communications Campaign – Phase 2 (pg. 62)</li> </ul>
	<p>4.1.7. The uncertainty caused by global disruptions</p>	<ul style="list-style-type: none"> <li>• Telecommunications Sector Focus 1.5 - Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 15)</li> <li>• Electricity Sector Focus 2.5- Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 15)</li> <li>• Water Sector Focus 3.5- Promotion of resilience, disaster preparedness and disaster responsiveness while advocating for necessary changes in the legal framework (pg. 15)</li> <li>• Corporate Focus 5.3- Quality and Risk Management – Develop and maintain an explicit culture of quality and risk management (pg. 15)</li> <li>• Corporate Goal CG3- c) Maintenance and enhancement of Integrated Risk Management Framework. (pg. 15)</li> <li>• Corporate Goal CG3 d) Measures in place to ensure business continuity (pg. 15)</li> </ul>
	<p>4.1.8. The degree to which the OUR is required to assume the responsibilities of other agencies and ministries</p>	<ul style="list-style-type: none"> <li>• Corporate Focus 5.2- Project Planning and Execution- Improved planning with regard to timelines, resource allocation, making provisions for contingencies, and prioritization, creation and maintenance of project records, as well as determination of the measures by which the organization’s performance and the achievement of the Corporate Plan’s targets are assessed. (pg. 16)</li> <li>• Continue to support the ministries and other agencies to develop their internal technical capacities.</li> </ul>



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