ORGANISATION OF CARIBBEAN UTILITY REGULATORS
(OOCUR)

20TH ANNUAL CONFERENCE

CONFERENCE REPORT

"Navigating Caribbean Regulatory Challenges: Opportunities, Innovations and Collaborations"

Conference	OOCUR 20th Annual Conference
Dates	Monday, 27 April – Friday, 1 May 2026
Venue	Ocean Coral Spring Convention Centre, Falmouth, Trelawny, Jamaica
Host Organisation	Office of Utilities Regulation (OUR), Jamaica
Prepared by	Conference Rapporteur, OOCUR Secretariat
Report Date	May 2026

This Conference Report has been prepared by the Conference Rapporteur on the basis of session summaries, speaker notes, and rapporteur records compiled during and after the 20th Annual Conference of the Organisation of Caribbean Utility Regulators (OOCUR), held from 27 April to 1 May 2026 at the Ocean Coral Spring Convention Centre, Falmouth, Trelawny, Jamaica. The report aims to provide an accurate and comprehensive record of the substantive proceedings, discussions, and outcomes of the conference.

- Speaker attributions and quotations are drawn from rapporteur notes and session summaries.
- The Official Opening Address was delivered on behalf of the Government of Jamaica by Minister Wheatley, Minister Without Portfolio in the Office of the Prime Minister, responsible for Science, Technology and Special Projects. This report reflects the address as delivered.
- Session summaries aim to capture the main points, arguments, and calls to action advanced by speakers. They are not verbatim transcripts.
- References to specific statistics, research findings, and external sources are as cited by speakers during their presentations.

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SECTION 1: EXECUTIVE SUMMARY

The 20th Annual Conference of the Organisation of Caribbean Utility Regulators (OOCUR) convened at the Ocean Coral Spring Convention Centre, Falmouth, Trelawny, Jamaica, from 27 April to 1 May 2026. The conference was hosted by Jamaica's Office of Utilities Regulation (OUR) and marked the 20th anniversary of an institution founded at Laughing Waters, Ocho Rios, Jamaica, on 26 July 2002. From its origins among six founding regulatory bodies, OOCUR has grown into a respected regional network spanning the length and breadth of the Caribbean.

Under the theme Navigating Caribbean Regulatory Challenges: Opportunities, Innovations and Collaborations, the conference attracted regulators, utility executives, government ministers, multilateral partners, academics, investors, and technical specialists from across the Caribbean, North America, Europe, and beyond. Four substantive conference days encompassed official opening ceremonies, plenary keynotes, five numbered sessions, concurrent invitation-only dialogues, evening networking roundtables, a General Assembly and elections, field trips, and a Gala Awards Dinner.

The shadow of Hurricane Melissa — which struck Jamaica and the wider Caribbean in late 2025 with devastating force — was an ever-present backdrop to proceedings. Rather than diminishing the energy of the gathering, it lent the discussions an urgency and directness that resonated throughout every session. It served both as proof of the Caribbean's vulnerability and as evidence of the region's remarkable capacity for solidarity and recovery.

Conference Objectives

The conference sought to achieve the following objectives:

- To provide a platform for frank, evidence-based dialogue on Caribbean regulatory challenges across energy, water, and telecommunications;
- To showcase regional innovation and share best practices from within and beyond the Caribbean;
- To forge practical partnerships among regulators, utility providers, multilateral partners, and investors;
- To drive concrete commitments and implementation timelines for priority regulatory reforms; and
- To celebrate OOCUR's 20-year journey and renew commitment to its founding ideals.

Key Conference Outcomes

The conference produced a rich body of analysis, reflection, and commitment across five thematic areas — energy, water and sanitation, telecommunications and digital infrastructure, cybersecurity and artificial intelligence, and regional governance. The principal outcomes are summarised below.

Energy and Climate Resilience

The energy sessions painted a vivid picture of a region at an inflection point. The Caribbean's near-total dependence on imported fossil fuels — approximately 90% of energy from imported petroleum — was repeatedly characterised as both an economic vulnerability and a national security concern. Hurricane Melissa's direct impact on energy infrastructure demonstrated this in the starkest possible terms: the Jamaica Public Service Company (JPS) alone recorded approximately 85,000 instances of infrastructure damage, loss of approximately 40,000 poles, and damage to roughly 1,400 miles of power lines. The cost of restoration exceeded US$300 million — three times JPS's entire annual capital budget.

Against this backdrop, conference sessions examined a spectrum of energy transition pathways, including:

- Small Modular Reactors (SMRs) as a long-horizon energy sovereignty strategy for Jamaica, backed by a 20-year government roadmap;
- Power wheeling frameworks as a tool for expanding distributed generation while maintaining grid integrity;
- Micro grids as community-level resilience infrastructure, capable of reducing lifecycle costs by 20 to 30% relative to fossil fuel-only systems;
- Performance-based regulation (PBR) as the primary instrument for aligning utility incentives with public resilience and energy transition goals; and
- Blended finance and regional harmonisation as preconditions for mobilising the capital necessary to fund the transition.

Water and Sanitation

Water sessions sounded some of the conference's most urgent alarms. Two contrasting themes dominated: the immense economic and environmental opportunity presented by wastewater reuse — illustrated by examples from Singapore, Israel, Spain, and Mexico — and the critical regulatory gaps that leave Caribbean water systems vulnerable to industrial contamination, infrastructure failure, and climate stress.

A real-world case from Jamaica illustrated the urgency starkly: an unidentified industrial discharger caused months of severe disruption at a Jamaican water reclamation facility, exposing the absence of numerical influent standards in Jamaica's regulatory framework. The conference concluded that

the water sector has been chronically underprioritised relative to its public health and economic importance, and that the path to investment readiness must be measured in months, not decades.

Telecommunications and Digital Infrastructure

Telecommunications sessions addressed three interconnected crises: the erosion of public trust through robocall fraud and AI-powered impersonation; the growing concentration of market power as satellite operators disrupt legacy duopoly structures; and the persistent connectivity gap that leaves significant portions of Caribbean populations without affordable, meaningful access to digital services.

Of particular significance was the revelation that approximately 100,000 to 150,000 Starlink satellite terminals are already active in Jamaica alone — a development that fundamentally disrupts existing market structure definitions and demands urgent regulatory revision. The conference endorsed STIR/SHAKEN authentication frameworks, infrastructure sharing mandates, and MVNO entry pathways as responses to these challenges.

Cybersecurity and Artificial Intelligence

The cybersecurity and AI sessions delivered some of the most forward-looking and — in places — sobering analysis of the conference. Caribbean regulators were directly challenged to confront the gap between current regulatory frameworks and present-tense threats. Hurricane Melissa's revelation that 70% of Jamaica's mobile network went offline within 48 hours of the storm's landfall, and that backup generators at cell sites were depleted within the same period, exposed critical infrastructure vulnerabilities that no cybersecurity framework alone can address.

Marlon Cooper's proposal of a fifth pillar of Physical and Sovereign Resilience — alongside cybersecurity, data privacy, cross-border coordination, and institutional capacity — was widely endorsed. The conference also grappled with the AI governance challenge: with 80% of people now relying on AI-generated search summaries and 40% never clicking through to original sources, regulators' own websites are increasingly being bypassed. Professor Sean Thorpe's announcement of Jamaica's first national AI laboratory at UTech was welcomed as a regional resource.

Regional Governance and Institutional Development

Day 4 brought the most significant institutional development discussions of the conference. The CARICOM Competition Commission presented an emerging proposal to combine utility regulation with regional competition enforcement — potentially creating a genuinely novel multi-country regulatory body. The EU-Caribbean Digital Alliance work stream, co-led by Jamaica and Trinidad and

Tobago, represents meaningful progress in securing Caribbean agency in regional digital governance discussions.

Throughout the conference, a recurring and forceful theme emerged: Caribbean regulators are being asked to deliver outcomes for which they are insufficiently resourced, and governments bear significant responsibility for closing that gap. The call from the floor — that regulators are being asked to 'draw blood from stone' — resonated deeply.

The Conference's Central Challenge

If one theme united all four conference days, it was the gap between analysis and action. Caribbean utility regulation has an abundance of intelligent analysis, well-crafted frameworks, and articulate advocates. What it lacks — and what this conference repeatedly demanded — is implementation. The closing challenge issued by OOCUR Executive Director Dr. Marsha Atherley-Ikechi captured this precisely:

> *"Evidence of action, not reports. Return in 120 days with one testable idea put into motion: one clause examined, one partnership formed, one policy reviewed."*
> **— Dr. Marsha Atherley-Ikechi, Executive Director, OOCUR**

That is the measure against which this conference will be judged.

SECTION 2: OVERVIEW OF THE CONFERENCE

Background and History

The Organisation of Caribbean Utility Regulators was formally established on 26 July 2002, when a group of regional utility regulators gathered at Laughing Waters, a scenic beachside location in the parish of St Ann, Jamaica, and signed the founding agreement. The six founding regulatory bodies shared a common recognition: that small Caribbean economies, each facing the challenge of regulating utility sectors in isolation, could derive enormous benefit from structured cooperation, knowledge sharing, and collective advocacy.

The organisation's founding objectives — to enhance understanding of utility regulation issues; facilitate the sharing of information and expertise; provide advisory support for regulatory framework development; and convene annual conferences as a platform for dialogue — remain as relevant today as they were at inception. The very first OOCUR conference was held in Trinidad and Tobago from 16 to 19 September 2003, themed around the challenges facing utility regulators in the Caribbean —

a theme that, as Mr. Ansord E. Hewitt observed during the 2026 opening ceremony, could just as easily serve as the focus of a conference held 23 years later.

Over two decades, OOCUR has experienced periods of significant activity and periods of reduced momentum. The COVID-19 pandemic effectively suspended face-to-face conferences from 2019 until November 2024, when Suriname — then the newest OOCUR member — hosted the first in-person annual conference in five years. At that gathering, members recommitted to OOCUR's founding ideals and approved a five-year strategic plan. The period since has been characterised as one of marked resurgence, driven significantly by the energy and vision of Executive Director Dr. Marsha Atherley-Ikechi.

The 20th Conference: Significance and Context

The 2026 conference carried exceptional significance on multiple levels. Numerically, it marked the 20th anniversary of OOCUR's founding — a milestone reflecting two decades of consistent institutional commitment in a region where many cooperative initiatives have struggled to achieve longevity. The conference was hosted in Jamaica, OOCUR's founding nation, adding particular symbolic weight.

Substantively, the conference took place in the aftermath of Hurricane Melissa, which struck Jamaica and the wider Caribbean with devastating force in late 2025. The hurricane caused catastrophic damage to utility infrastructure across the region and provided an unavoidable and urgent context for every discussion of resilience, investment, regulation, and regional cooperation.

The choice of Trelawny, Jamaica — a parish still bearing evidence of the hurricane's passage — as the conference venue was itself a statement of intent: Caribbean utility regulators gathering not to retreat from the region's challenges but to confront them directly.

Conference Theme

The theme of the 20th Annual Conference — Navigating Caribbean Regulatory Challenges: Opportunities, Innovations and Collaborations — was warmly received by delegates and speakers alike as both timely and well-framed. As Mr. Hewitt noted in his opening remarks, the theme positions the gathering not merely as an opportunity to catalogue existing problems, but as a space to identify opportunities within those challenges, showcase the creative approaches already being applied across the region, and forge the collaborations necessary to translate innovation into impact.

Structure and Programme

The conference was structured over five days, with substantive proceedings spanning days two (2) through four (4):

- Day 1 (Monday, 27 April): OOCUR Executive Committee meeting; participant arrivals; registration; and a Welcome Reception at The Courtyard, Ocean Coral Spring Resorts.
- Day 2 (Tuesday, 28 April): Official Opening Ceremony; Session 1 (Utility Service Providers Roundtable; Energy Innovation Panel); Session 2 (Water Infrastructure Investment); Regional Connections presentation; 5G Readiness findings; Telecommunications and Universal Access Panel; and Evening Networking Roundtables.
- Day 3 (Wednesday, 29 April): ICER Keynote Address; Session 3 (Regulatory Roundtable; Cybersecurity Panel; DER Energy Panel); Session 4 (Water Management Panel; AI and Digital Technology Panel; Renewable Energy Integration Panel); IDB/OOCUR Invitation-Only Dialogue; and Evening Networking Roundtables.
- Day 4 (Thursday, 30 April): Conference Review and Closing Session; Session 5 (Telecommunications Trust Panel); Multi-Sector Presentations; Water and Sanitation Panel; General Assembly and Elections; Field Trips; and Gala Awards Dinner.
- Day 5 (Friday, 1 May): Optional Western Parish community tour; Breakfast; Check-out.

A Note on the Opening Ceremony

The official opening address was delivered by Minister Wheatley, Minister Without Portfolio in the Office of the Prime Minister, responsible for Science, Technology and Special Projects. Minister Wheatley conveyed the Prime Minister's personal greetings and congratulations, and delivered a substantive and well-received address in his own right, addressing Jamaica's regulatory journey, the energy transition, and the role of utility regulation in national development. His address is summarised in full in Section 3 of this report.

Participation and Attendance

The conference attracted participants from across the Caribbean, North America, Europe, and beyond, representing regulatory bodies, utility providers, multilateral organisations, academic institutions, legal and consulting firms, and government ministries. The breadth and diversity of attendance — noted with particular satisfaction by Chairman Hewitt in his opening remarks — reflected the growing international profile of OOCUR as a regional regulatory forum and the magnetic draw of the conference theme in the current geopolitical and climate context.

SECTION 3: OFFICIAL OPENING CEREMONY

Day 2, Tuesday, 28 April 2026 | Moderator: Dr. Cedric Wilson, Deputy Director-General, OUR Jamaica

The Official Opening Ceremony was held in the Convention Centre of the Ocean Coral Spring Resort and commenced at 9:00 a.m. on Tuesday, 28 April 2026. The ceremony included the singing of the National Anthem of Jamaica by OUR staff members Daniel Passley and Courteney Lewis, prayers led by Bishop Conrad Pitkin, Custos of St. James, and a cultural performance by Wayne McGregor, Senior Legal Officer at the OUR. The ceremony featured three substantive addresses.

Welcome Address — Mr. Ansord E. Hewitt, Director General, OUR Jamaica and Outgoing Chairman, OOCUR

Mr. Hewitt opened the proceedings with a reflection on the founding of OOCUR — drawing a geographical and emotional connection to Laughing Waters in St Ann, the institution's birthplace — and on the arc of its 24-year journey. He acknowledged that the organisation's commitment to its founding ideals has had its highs and lows over two decades, but argued that the logic and necessity of OOCUR's existence speaks for itself through its endurance and persistence.

Mr. Hewitt placed particular emphasis on OOCUR's resurgence in the period since the November 2024 Suriname conference — the first face-to-face gathering since 2019. He credited Executive Director Dr. Marsha Atherley-Ikechi and her team for driving this renewed energy, noting the organisation's increased engagement with regional partners, expanded member benefits, and elevated international profile. He recalled a challenge he had issued at a previous conference in Turin: that OOCUR should not rest until its annual gathering became the flagship forum for regional utility regulators, capable of attracting a global audience. Pointing to the conference's strong and diverse attendance, he expressed confidence that this vision was being realised.

Mr. Hewitt embraced the conference theme — Navigating Caribbean Regulatory Challenges: Opportunities, Innovations and Collaborations — as both timely and fitting, noting that it positions the conference not as a forum for lament but as a space to identify opportunities and demonstrate creative approaches. He underscored the importance of collaboration, quoting a colleague's observation that 'no regulator is an island', and expressed his hope that the conference would produce honest dialogue, confront areas of inaction, and result in concrete plans with defined timelines.

> *"No regulator is an island. The Caribbean's challenges are matched by its opportunities — and the difference between the two often comes down to whether regulatory institutions are properly positioned to navigate with purpose."*
> **— Ansord E. Hewitt, Director General, OUR Jamaica**

Featured Address — Hon. Ralston Anglin, Minister for Finance and Economic Development and Minister for Education and Training, Cayman Islands

Minister Anglin delivered the conference's featured address, marking OOCUR's 20th anniversary with a blend of historical reflection and forward-looking candour. He paid tribute to the small but determined group of Caribbean regulators who, two decades ago, recognised that their jurisdictions were too small to stand alone and too ambitious to stand still.

His address was framed by a powerful conceptual lens: regulation as the 'infrastructure behind infrastructure'. Regulation rarely makes front-page news, he observed, but remove the regulator and its absence is quickly felt — in water bills that spiral without accountability, in electricity tariffs disconnected from actual costs, and in telecommunications markets where a single provider writes its own rules. This framing resonated powerfully with an audience of regulators who often feel their work is invisible until it fails.

Minister Anglin elaborated this argument across the three critical sectors of water, telecommunications, and electricity. He reserved his greatest emphasis for the energy transition, describing the opportunity as extraordinary: the Caribbean has for generations been dependent on imported fuel, leaving populations vulnerable to global commodity price shifts, yet the region sits atop an abundance of sovereign renewable natural resources — sunshine, wind, geothermal energy — that remain largely untapped at scale. He argued forcefully that the energy transition is not merely an environmental imperative but also an economic and national security imperative, and that the regulatory architecture necessary to unlock investment, protect consumers, and ensure grid stability is not yet in place.

In one of the address's most candid and memorable moments, Minister Anglin turned his message directly to his fellow government ministers and policymakers — acknowledging, with characteristic self-awareness, that he was speaking to himself as much as to others. Too many Caribbean governments, he said, have not yet fully grasped the economic leverage that a well-resourced, technically capable, and independent regulator provides. To underinvest in regulators, he said plainly, is to underinvest in the region itself.

He acknowledged Jamaica's recovery from Hurricane Melissa, drawing a personal parallel to his own experience after a devastating hurricane that left him without electricity for over two months, and commended Jamaica's recovery as a model for small island states. He emphasised that the Cayman Islands' solidarity with Jamaica during that period was not charity but an expression of regional family.

> *"Every goal of attracting investment, achieving sustainable development, and building resilience runs through regulatory function. To underinvest in regulators is to underinvest in the region itself."*

— Hon. Ralston Anglin, Minister for Finance and Economic Development, Cayman Islands

> *"Regulation is in the truest sense the infrastructure behind infrastructure."*
> **— Hon. Ralston Anglin, Cayman Islands**

Official Opening Address — Minister Wheatley, Minister Without Portfolio in the Office of the Prime Minister, Jamaica

Delivering the official opening address on behalf of the Government of JamaicaMinister Wheatley conveyed the Prime Minister's personal greetings and congratulations to OOCUR, the OUR, and all delegates. His address was substantive, well-structured, and candid in its assessment of both Jamaica's regulatory progress and the challenges that remain.

Minister Wheatley noted that Jamaica last hosted the OOCUR conference in 2016 — a full decade ago — and that the landscape has shifted dramatically in that decade. In 2016, he recalled, renewable energy and broadband connectivity were aspirational conversations. Today, those topics have moved from aspirational to urgent. Energy transition is no longer a future ambition — it is a present necessity. Digital infrastructure is no longer a convenience — it is foundational, as essential as roads and water.

He highlighted Jamaica's own regulatory experience as evidence of what strong institutional frameworks can achieve. The OUR, built over more than three decades, has secured over $13 million in resolutions for Jamaican utility customers through consumer affairs interventions in the first nine months of 2025 alone — a concrete measure of regulatory purpose that, he stressed, changes lives and protects families.

On Jamaica's active policy front, Minister Wheatley referenced the reduction of import taxes on electric vehicles; the advancement of solar photovoltaic systems backed by battery storage; new regulatory frameworks for power purchase agreements and independent power producers; the launch of the Jamaica Internet Exchange Point; the advancement of the cybersecurity legislative framework; and the constitution of a National Artificial Intelligence Task Force. He closed by affirming that the conversation taking place in Trelawny is precisely the conversation Jamaica and the wider Caribbean needs to be having.

> *"Energy transition is no longer a future ambition — it is a present necessity. Digital infrastructure is no longer a convenience — it is foundational, as essential as roads and water."*
> **— Minister Wheatley, Jamaica**

Closing Remarks — Professor Alvin Wint, Former Chairman, OUR Jamaica

Professor Wint brought the Opening Ceremony to a close with two intellectually substantive observations that added considerable depth to the morning's proceedings.

His first point challenged the prevailing narrative that Caribbean integration has been a failure. He acknowledged that trade-based integration has faced enormous challenges — small Caribbean economies lack the complementarity necessary to make intra-regional trade flourish. But he argued that this focus on trade has obscured genuine integration successes, citing the OECS financial cooperation model and the Caribbean Examinations Council (CXC) as examples of functional integration that deliver real regional value. OOCUR, he argued, sits squarely in this tradition: not a direct CARICOM body, but a model of functional cooperation that transmits regulatory best practice across small economies that individually lack the scale to develop such expertise on their own.

His second and perhaps more enduring point identified what he described as the fundamental challenge facing Caribbean utility regulators: balancing consumer welfare protection with the imperative to attract and sustain investment. He illustrated this tension with a personal anecdote from 33 years prior, when he was part of a World Bank team in Trinidad and Tobago and interviewed executives who had invested in the country's natural gas sector. When the investment was first proposed to their board, the board members asked, 'Where is Trinidad?' The Caribbean simply is not on the global investment radar. Jamaica's two most significant utility investments in the past 25 years — Digicel and New Fortress Energy — both came from startup companies using Jamaica as a beachhead, not from established multinationals. This, he argued, defines both the challenge and the opportunity.

> *"Jamaica and the wider Caribbean must design regulatory frameworks sophisticated enough to protect consumers while simultaneously creating the kind of investment environment that attracts capital that might not otherwise consider the region at all."*
>
> **— Professor Alvin Wint, Former Chairman, OUR Jamaica**

SECTION 4: DAY 2 SESSION DETAILS

Tuesday, 28 April 2026 | Ocean Coral Spring Convention Centre

Following the Official Opening Ceremony, Day 2 proceeded with a full programme of panel discussions, expert presentations, and networking activities covering energy, water infrastructure investment, telecommunications, and spectrum management. A concurrent invitation-only session on PPA Transparency and Guidance was held in the Indian Meeting Room (Salon Four), moderated by Dr. Marsha Atherley-Ikechi.

Session 1B: Utility Service Providers Roundtable

Moderator: David Morton, Chair, International Confederation of Energy Regulators (ICER)

Panellists: Christopher Mapp (Acting CEO, Barbados Water Authority); Stephen Murad (CEO, Digicel Jamaica); Stephen Price (VP & GM, Flow Jamaica); Hugh Grant (President & CEO, Jamaica Public Service Company Ltd.)

This roundtable brought together senior utility executives from telecommunications, electricity, and water sectors to share their perspectives on regulation and the challenges facing the Caribbean's utility landscape. The discussion was frank, experience-rich, and at times sobering in its candour about the scale of the challenges confronting the region.

Challenges Identified

Climate Vulnerability and Hurricane Recovery: The dominant theme threading through the entire discussion was the Caribbean's acute exposure to hurricanes and extreme weather. Stephen Price of Flow noted that back-to-back hurricanes in 2024 and 2025 have forced the industry to seriously confront the vulnerability of small island developing states and the enormous cost of rebuilding after each event. Hugh Grant of JPS put the financial reality starkly: JPS's annual capital budget is approximately US$100 million, yet the cost of restoring damage from Hurricane Melissa alone exceeded US$300 million. He was direct in his assessment — there is a very real price to pay for inaction on resilience investment during calm periods, yet the political and consumer appetite to fund resilience on 'blue sky days' remains limited.

Grid Stability and Distributed Generation: As the largest electricity consumer in Barbados, the Barbados Water Authority has had ongoing discussions with its electricity provider about the growing challenge of grid instability as more customers adopt solar PV and battery backup systems and disconnect from the grid. The point underscored a critical regulatory dilemma: how to encourage distributed renewable generation while maintaining grid integrity.

Interconnectedness of Utility Networks: Hugh Grant highlighted the dangerous interdependency between utility sectors — when telecommunications infrastructure goes down, electricity providers lose visibility into their own systems, making restoration management significantly more difficult. Cross-sector coordination is not merely helpful; it is essential.

Opportunities and Best Practices

Regional Mutual Aid: The response to Hurricane Melissa demonstrated that meaningful Caribbean solidarity is achievable. JPS received over 100 mutual aid crews from Caribbean nations — more than five times what arrived after Hurricane Beryl the previous year. Grant described this as real action rather than lip service, and a model for what structured regional cooperation can look like in practice.

Technology Investment Yields Resilience Dividends: Despite the scale of Hurricane Melissa's destruction, 23% of JPS customers — over 160,000 people — retained power throughout the storm. Grant attributed this directly to prior investments in grid technology, vegetation management, and hardened telecommunications systems that maintained grid visibility throughout the event.

Joint Drills and Incident Command: One of the clearest best practices to emerge was the joint utility drill initiative driven by Hugh Grant ahead of hurricane season. By bringing electricity, telecommunications, and water utilities together for coordinated preparedness exercises, the sector dramatically improved its collective response capability. Digicel's Stephen Morad credited these drills as a key reason why Jamaica's recovery from Melissa was faster and more coordinated than from previous storms.

Daily Regulator Engagement During Restoration: JPS established a daily call with the regulator and the Ministry of Energy throughout the Melissa restoration process. This brought the government's economic and social priorities directly into restoration decision-making — leading, for example, to prioritising major town centres in each parish to unlock economic activity, and accelerating restoration of the western tourism belt to ensure Jamaica was ready for the tourism season by 15 December.

Country First Mindset: Stephen Morad captured a defining cultural shift in the industry's hurricane response — setting aside commercial rivalry in favour of national purpose. Despite Flow and Digicel being direct competitors, both companies operated with a unified voice and a shared message to the Jamaican public.

Debt-for-Climate Swap: The Barbados Water Authority highlighted a landmark financing innovation — a debt-for-climate swap arrangement organised by the Government of Barbados that will fund the island's first tertiary wastewater treatment plant, representing an important model for how small island states can leverage climate finance for long-term infrastructure resilience.

Calls to Action

- Build resilience on blue sky days — create the policy and tariff frameworks that fund resilience investment before disasters strike, not after.
- Deepen cross-sector collaboration — including joint procurement, shared infrastructure planning, and coordinated disaster response protocols across electricity, water, and telecommunications.
- Enable investment through smarter regulation — a regulatory environment that balances consumer protection with the commercial conditions necessary to attract and sustain investment.
- Learn from mature markets — apply lessons from more advanced regulatory environments and avoid repeating avoidable mistakes.

- Never waste a crisis — treat the back-to-back hurricanes of 2024 and 2025 as catalysts for lasting structural change in regulation, policy, and inter-utility cooperation.

> *"Never waste a crisis. Treat these back-to-back disasters not just as events to recover from, but as catalysts for lasting structural change."*
> **— Stephen Murad, CEO, Digicel Jamaica**

> *"JPS's annual capital budget is approximately US$100 million. The cost of Hurricane Melissa restoration alone exceeded US$300 million. There is a very real price to pay for inaction on resilience."*
> **— Hugh Grant, President and CEO, Jamaica Public Service Company Ltd.**

Energy Panel Discussion: Energy Innovation and Grid Modernisation

Moderator: Cheryl Lewis, Deputy Director-General, OUR Jamaica

Panellists: Dr. Cliff Riley (Director General, HSRA); Stanley Smellie (Regulatory Policy Specialist, OUR); Dr. Oswald Smiley (Manager, Engineering and Construction, JPS); Odian Moore (Regulatory Economic Specialist, OUR)

Moderator Cheryl Lewis opened the session with a vivid metaphor, describing the discussion as a tapestry being woven from diverse regulatory perspectives on energy security, access, reliability, and resilience. Four presenters — whom she called 'weavers' — each contributed a distinct thread covering nuclear power, power wheeling, micro grids, and demand forecasting.

Presentation 1: The Viability of Nuclear Power — Dr. Cliff Riley, HSRA

Dr. Riley made a carefully constructed case that nuclear energy deserves serious consideration as part of Jamaica's long-term energy mix, and that Jamaica is better prepared for this conversation than most people realise.

Jamaica already has a substantial nuclear footprint: an enriched uranium reactor at the University of the West Indies; over four nuclear medicine facilities; more than 1,500 radio sources across the island; and the only independent nuclear radiation protection and security regulatory authority in the entire Caribbean — the HSRA. The government has approved a 20-year roadmap for Small Modular Reactors (SMRs) using uranium-235. A 100-megawatt SMR requires approximately 60 acres of land, can be deployed at multiple points across the island, and does not require fuel cell changes for 18 months to two years, with fuel cells lasting up to six years. The government is exploring a one-third energy mix model — nuclear, fossil fuel, and other renewables — to ensure energy sovereignty.

Critical legislative constraint: the current Nuclear Safety and Radiation Protection Act prohibits using nuclear materials for energy generation, meaning legislative amendments are required before any SMR programme can advance. Construction is not expected for another 10 to 15 years, allowing time to observe which SMR models currently being built globally are most suitable for Jamaica's

environment. Jamaica works closely with the International Atomic Energy Agency (IAEA), following its structured 19-step milestone approach.

In response to a Q&A question on geopolitical risks, Dr. Riley clarified that Jamaica uses uranium enriched to only 5% — far below the 90%+ enrichment required for weapons-grade material — and that Jamaica is a signatory to the Non-Proliferation Treaty. On nuclear waste disposal, he confirmed that all radioactive materials entering Jamaica must be returned to their country of manufacture for reconditioning at end of life.

- Calls to Action: Inform and engage the public to build understanding; pursue legislative amendments; continue IAEA collaboration; establish a Nuclear Energy Implementing Organisation; evaluate the most suitable SMR model from among 12 to 15 options.

Presentation 2: Jamaica's Evolving Power Wheeling Framework — Stanley Smellie, OUR Jamaica

Stanley Smellie presented Jamaica's developing power wheeling framework — the transportation of electricity generated by a licensed generator across the national grid for delivery to another location — as a critical tool for expanding energy access while preserving grid stability.

Power wheeling transforms the grid from a simple supply system into a platform for energy transfer, unlocking investment, supporting renewables, and diversifying supply. Jamaica has moved from exploration to structured implementation through a tripartite contractual framework comprising a wheeling contract, an excess energy contract, and top-up and standby arrangements. Four foundational principles guide the framework: equity and cost neutrality (no cross-subsidisation from non-participating customers); fair and non-discriminatory access; cost-reflective charges; and operational integrity. The framework remains a work in progress — Hurricane Melissa delayed its completion.

A key insight offered by Smellie: small island systems, while lacking scale, benefit from agility — the ability to test, adapt, and implement reforms more quickly than larger systems, making them effective innovation laboratories for the region.

- Calls to Action: Adopt a phased, iterative approach to wheeling implementation; ensure fairness and transparency as the foundation of regulatory credibility; explore transferable lessons for other Caribbean jurisdictions.

Presentation 3: Micro Grids in the Caribbean — Dr. Oswald Smiley, JPS

Dr. Smiley addressed how micro grids — localised power systems combining solar, wind, battery storage, and controls — can complement the centralised grid, particularly during disasters and in underserved communities. The statistics from Hurricane Melissa were striking: approximately 85,000 instances of hurricane damage in JPS's system; approximately 40,000 poles damaged;

approximately 1,400 miles of power lines affected; only 23% of customers remained on the grid immediately after the storm; and the Paradise Solar Plant in West Jamaica was entirely destroyed.

Micro grids can reduce lifecycle costs by 20 to 30% compared to fossil fuel-only systems. In response to Melissa, JPS deployed mobile generation solutions — including a generator at Better Town serving 850 to 900 customers including clinics, schools, and police stations — as interim micro grid solutions. A significant regulatory concern raised was the proliferation of unregulated solar installations by untrained individuals, some of whom feed excess energy back into the grid without proper licensing, creating safety risks.

- Calls to Action: Develop clear regulatory frameworks for self-generation and micro grid deployment; establish standardised technical requirements for solar installations; create financial mechanisms including blended finance to make micro grids bankable; invest in local training and capacity building.

Presentation 4: Demand Forecasting Methodology — Odian Moore, OUR Jamaica

Odian Moore presented a methodological framework for improving electricity demand forecasting in the face of major external shocks such as pandemics and hurricanes. The critical limitation exposed by COVID-19: traditional econometric models rely on stable historical relationships that break down during sudden disruptions. In 2021, actual electricity sales fell by more than 10.7% while traditional models still projected growth.

The proposed blended framework combines three components: econometric or demographic models for a reliable long-term baseline; ARIMA (short-term time series) models to capture shock-induced volatility; and expert judgment to incorporate qualitative insights not captured in historical data. Applied to Jamaica's COVID-19 experience, the blended framework tracked actual demand significantly more closely than traditional models alone.

- Calls to Action: Adopt blended forecasting frameworks; treat improved forecasting accuracy as a regulatory and policy priority; engage utilities and stakeholders actively during shocks to incorporate real-time restoration data into forecast adjustments.

Session 2: Securing Investments in Water Infrastructure

Moderator: Kenva Williams, Director General, Telecommunications Commission, TCI

Panellists: Ted Kury (Director of Energy Studies, PURC, University of Florida); Lewis Lakeman (Assistant VP, NWC, Jamaica); Robert Taylor (Chairman, Can-Cara Development Limited)

This session examined the opportunities, challenges, and lessons learned in financing water infrastructure through public-private partnerships (PPPs) across the Caribbean, drawing on academic analysis, operational experience at the National Water Commission of Jamaica, and the practical story of a pioneering Jamaican private water enterprise.

Understanding PPPs — Ted Kury, PURC, University of Florida

Ted Kury framed a point often lost in PPP discussions: the PPP model is one procurement option among many, not the default or only path to infrastructure delivery. He examined three motivations driving government interest in PPPs — financial (avoiding upfront capital on the balance sheet), cash flow (overcoming immediate financing constraints), and efficiency (theory that performance-based incentives drive better outcomes) — but was emphatic that the long-term obligation to the public remains real regardless of how PPPs are structured or accounted for.

Kury was forceful about one requirement: the Public Sector Comparator (PSC). Before committing to a PPP, governments must assess what the same infrastructure would cost under alternative procurement methods. Without this benchmark, there is no way to evaluate bids, measure value for money, or detect 'relative failure' — where a project is delivered but at less value than anticipated. He illustrated 'absolute failure' through the Tampa Bay Water desalination project: a $270 million project plagued by contractor bankruptcies, membrane failures, and years of delay.

- Key lessons: Understand the people's needs and project scope first; evaluate all procurement alternatives before defaulting to a PPP; and develop awareness of the risk mitigation tools available throughout the process.

NWC's PPP Journey — Lewis Lakeman, National Water Commission, Jamaica

Lewis Lakeman provided a comprehensive overview of the NWC's history and PPP track record. Jamaica's water heritage dates to the early 17th and 18th centuries; the NWC was established in 1980 and today serves as the first point of contact for private sector collaboration in Jamaica's water sector. The World Bank estimated in 2017 that $6.7 trillion would be required globally for infrastructure and water investment by 2030, yet only 3% to 9% of PPP investment globally flows into the water sector. In Jamaica, the NWC estimates at least US$5 billion is required to achieve universal water access under Vision 2030. The NWC currently manages a portfolio of over $900 million in projects at various stages of implementation.

The NWC has completed PPP transactions exceeding US$200 million, including the Old Harbour Bay Wastewater Treatment Facility. Challenges include infrastructure integrity risks outside the NWC's control; private sector demands for 20-year liens on water access rights; the NWC's credit readiness limitations; a constrained pool of market players; the high cost of preparing a bankable business case (sometimes reaching US$1 million per project); and developing in-house capacity to engage meaningfully with international expert advisors.

- Key lessons: Early and sustained regulatory engagement is essential — misalignment from the outset can derail entire procurement processes. A well-structured PPP policy framework gives private sector partners confidence in a rules-based process.

Can-Cara's Story — Robert Taylor, Can-Cara Development Limited

Robert Taylor shared the journey of Can-Cara Development Limited — Jamaica's largest 100% Jamaican-owned private enterprise — from housing developer to water and wastewater infrastructure provider. Can-Cara's entry into water services grew from its development of the Whitewater housing community in Saint Catherine. For nearly 20 years, the enterprise lay near-dormant after developers chose on-site systems and private capital proved elusive. The turning point came with a Government of Jamaica contract to supply water and sewage services to the Greater Bernard Lodge Township — a 5,400-acre development projected to generate over 20,000 connections. Can-Cara has since secured MOUs with the NWC for bulk water supply and is finalising a prospectus for listing on the Jamaica Stock Exchange.

Taylor identified patient capital as the defining requirement of the water sector — and the local banking sector's reluctance to fund long-term infrastructure assets as a critical barrier. He argued that indigenous private partners, with a genuine stake in national development, are inherently better aligned with public interest than foreign operators with no community connection.

Q&A Highlights

The Tension Between Private Profit and Public Obligation (Shan Greer, BVI International Arbitration Centre): Greer, drawing on her experience as a construction lawyer in London during the UK PPP boom, raised the fundamental tension at the heart of all PPP arrangements — private sector profit motivation versus government obligation to communities. All three panellists converged on the importance of incentive mechanism design — tying private sector compensation structurally to the service outcomes that communities value.

The Regulator's Role in PPP Frameworks: The panel identified the structural problem that regulators are typically not party to PPP contracts yet are subsequently tasked with monitoring performance and administering incentive mechanisms they had no hand in designing. Consensus: regulators must be involved from the earliest stages of PPP negotiation — even where they do not formally sign the contract — because they will be administering its outcomes for 15 to 20 years.

Rate Increases Under PPP Regimes: Long-term contracts that fail to anticipate extraordinary circumstances — hurricanes, economic downturns, major demand shifts — leave regulators exposed to legal challenge. Kury recommended that PPP contracts routinely include extraordinary circumstance clauses.

Strengthening Regional Connections: SMA Jamaica and TRC BVI Collaboration

Joint Presentation: Dr. Maria Myers Hamilton, Managing Director, Spectrum Management Authority (SMA), Jamaica; Guy Malone, CEO, Telecommunications Regulatory Commission (TRC), BVI

This joint presentation showcased a practical model of bilateral regulatory cooperation that has delivered tangible results for both jurisdictions. The SMA and TRC described a secondment model under which Jamaica sent a specialist engineer to the BVI for several months, providing hands-on training and operational support. The collaboration created a hybrid working environment — the seconded engineer remained integrated with the Jamaican home team virtually while becoming embedded in the BVI regulatory family.

Key technical challenges identified: signal interference in the BVI from cruise ship communications and the geographic proximity to the US Virgin Islands and Puerto Rico; a regional talent gap in spectrum management — a highly specialised field rarely taught in traditional academic curricula; and resource under-utilisation, where expensive monitoring equipment lies idle because staff lack specialised training to integrate it into daily operations.

Key innovations: the use of drones to obtain precise, line-of-sight measurements from antennas that ground-based equipment cannot capture; shared digital platforms (e-licensing systems) enabling different countries to use the same technological infrastructure; and a unified Caribbean voice at international forums like the World Radio Conference, enabling small island nations to move from passive recipients of spectrum allocations to active decision-makers.

Broader implications: Dr. Myers Hamilton and Guy Malone issued a strategic charge to academic institutions — including UTech — to formalise partnerships with regulators and integrate specialised spectrum management into engineering curricula, building a sustainable regional talent pipeline rather than relying on external consultants.

> *"Digital literacy and connectivity must be treated as an economically accessible right for all Caribbean citizens, not a privilege."*
> **— Dr. Maria Myers Hamilton, Managing Director, SMA Jamaica**

5G Technology Readiness — OUR Jamaica

Presenter: Evona Channer, Deputy Director-General, OUR Jamaica

Evona Channer presented findings from a comprehensive study assessing Jamaica's readiness for 5G technology integration, engaging 41 stakeholders across 12 diverse sectors — academia, defence, finance, telecommunications, manufacturing, and logistics — to assess current awareness of 5G benefits and barriers while fostering 'early buy-in' for essential regulatory reforms and infrastructure projects.

The study confirms that industrial interest in 5G transcends basic mobile broadband, viewing it as a fundamental driver for industrial modernisation and national competitiveness. Key use cases identified: smart logistics and manufacturing (port management optimisation, factory efficiency); healthcare (remote diagnostics, real-time patient monitoring, enhanced emergency response); smart cities (intelligent traffic management, integrated public safety surveillance); and energy (smart grids, real-time monitoring for renewable energy integration).

Critical barriers identified included: outdated legislation (the Telecommunications Act does not adequately address spectrum sharing or private campus networks); fragmented government responsibilities; inconsistent power supply and absence of fibre connectivity in specific regions; high upfront costs and expensive spectrum fees; shortage of skilled professionals; and public perception issues including conspiracy theories regarding health and surveillance effects of 5G infrastructure.

The study recommends a three-phase High-Level 5G Action Plan: short-term feasibility studies and pilot projects, fast-track permitting, spectrum licensing review, and evidence-based public communications; medium-term capacity building through academia-industry partnerships, PPPs, 'Dig Once' policies, and matching grants for underserved areas; and long-term sector-specific roadmaps and the establishment of innovation and technology hubs.

Telecommunications Panel: The Path to Universal Connectivity

Moderator: Evona Channer, Deputy Director-General, OUR Jamaica

Panellists: Lasse Nagel (Frontier Economics); Trishann Russell (Cable and Wireless Jamaica/Flow); Kane Dalkan (TATT, Trinidad and Tobago); Mavis Johnson-Collie (URCA, Bahamas); Apollo Knights (NTRC, St. Vincent and the Grenadines)

This session focused on the multi-dimensional challenges of achieving universal connectivity in the Caribbean, bringing together perspectives from satellite broadband economics, tower safety, universal service fund management, data governance, and a real-world connectivity case study.

Satellite Broadband and the Last Mile — Lasse Nagel, Frontier Economics

Nagel examined satellite broadband as a potential means of closing the connectivity gap, exploring whether low earth orbit (LEO) satellite services can complement — or disrupt — existing terrestrial infrastructure. He examined the regulatory implications of satellite proliferation for spectrum management, competitive dynamics, and incumbent investment recovery.

Managing Tower Safety Concerns — Trishann Russell, Cable and Wireless Jamaica/Flow

Russell addressed the significant delays in infrastructure deployment caused by community opposition to cell towers, sometimes escalating to protests and vandalism. She cited WHO and ICNIRP findings that low-level radio frequency (RF) from base stations is not harmful to human health,

while noting a 2025 study from India suggesting that closer proximity to towers might correlate with self-reported symptoms, though lifestyle factors often skew results. She called for: a unified Caribbean Position Paper on non-ionising radiation; transparent, government-led public education campaigns; and accessible RF testing data published collaboratively by operators and regulators.

Universal Service Fund — Kane Dalkan, TATT, Trinidad and Tobago

Dalkan explored how Trinidad and Tobago utilises its Universal Service Fund to bridge connectivity gaps left by the free market. Effective USF management requires a three-tiered legal approach: the Telecommunications Act (broad powers), a policy framework (strategic direction), and specific regulations (operational rules). The fund is supported by operator contributions of 0.5% to 1% of revenue, pooled to finance technology projects for underserved populations. Wi-Fi projects are typically contracted for three-year periods with renewals; some sites have been running six to nine years via renewals. A Tobago fibre project was structured so that USF covered capital expenditure only — no operating costs — making the network sustainable through customer uptake after the CapEx was recovered.

Data Governance for Smart Regulation — Mavis Johnson-Collie, URCA Bahamas

Johnson-Collie challenged regulators to recognise that effective regulation is impossible without high-quality, integrated data. Information is often trapped in fragmented systems (licensing, finance, engineering), creating 'blind spots' that lead to reactive rather than proactive regulation. Smart regulation means 'better', not 'more' regulation. By breaking down data silos, regulators can identify gender and geographic gaps in service, monitor operator performance in near real-time, and produce evidence-based reports that justify regulatory interventions.

Universal Connectivity in Action — Apollo Knights, NTRC, St. Vincent and the Grenadines

Knights presented a compelling case study of innovative connectivity solutions in a multi-island state. A World Bank public-private partnership installed a domestic subsea fibre system, transforming internet speeds in the Grenadines from 3 Mbps to up to 1 Gbps. A USF-funded Global Maritime Distress and Safety System and subsidised VHF radios for small-scale fishers have prevented loss of life at sea. By 2025, 4% of all daily internet traffic in St. Vincent flowed through USF-funded Wi-Fi access points. A persistent challenge: broadband costs in St. Vincent remain approximately 7% of Gross National Income — significantly above the ITU-recommended 2%.

A Q&A question on the submarine cable's open access regime confirmed that there is currently no open access policy on the St. Vincent cable — the winning bidder manages the system within its own network without an open access regime.

Consolidated Calls to Action — Telecommunications and Universal Access

- Lead a Caribbean-wide position paper on non-ionising radiation, drawing on ICNIRP guidelines, WHO findings, and regional RF measurement work.

- Develop and sustain government-led public education campaigns on tower safety, framing connectivity as a social benefit rather than a health risk.
- Use USF more strategically — establish written frameworks, prioritise underserved schools and health centres, track impact beyond project completion, and actively scope projects to avoid funds sitting idle.
- Embed data governance into regulatory models — break down silos, map who remains unserved, monitor operator performance in near real-time.
- Promote collaborative, multi-stakeholder approaches including industry codes of practice for tower deployment and community consultation.

SECTION 5: DAY 3 SESSION DETAILS

Wednesday, 29 April 2026 | Ocean Coral Spring Convention Centre

Moderator: Dr. Damien King, Member of the Office, OUR Jamaica

ICER Keynote Address — David Morton, Chair, International Confederation of Energy Regulators

David Morton delivered a keynote address of considerable scope and intellectual depth, framing Caribbean utility regulation within the broader global context of systems resilience, regulatory independence, and the transformative challenges of energy transition and digital innovation.

A System of Systems

Morton opened by acknowledging that the conference had been delayed from October due to Hurricane Melissa — and framing that disruption as precisely the reason the gathering matters. The hurricane was not merely a weather event but a rigorous test of interconnected systems spanning electricity, water, and telecommunications. When Melissa struck, power outages cascaded into water disruptions, telecommunications failures, and strained emergency coordination. This 'system of systems' concept was central to his address: modern utility infrastructure cannot be understood or regulated in isolation.

He also highlighted the growing role of satellite-based broadband providers in the region, noting their advantages for resilience and reach in remote areas, while cautioning that incumbent providers — who have invested heavily in fibre, mobile, and subsea cable infrastructure — raise legitimate questions about regulatory fairness, cost recovery, and long-term investment sustainability.

The Regulator's Role Before and After a Storm

Morton drew a clear and important distinction between real-time crisis management and the regulator's deeper function. The most consequential regulatory decisions, he argued, are made

before a storm — through investment standards, resilience incentives, vegetation management rules, and infrastructure design requirements — and after it, through cost recovery determinations, disallowance decisions, and systemic reviews. He outlined the trade-offs regulators face when utilities incur storm costs: immediate rate increases, deferred recovery, government support, or partial disallowance — each with significant consequences for consumers, utilities, and governments.

Independence, Credibility, and Judgment

Morton acknowledged that regulatory independence takes many forms across the Caribbean and ICER member jurisdictions, and that no universal definition exists. What matters, he argued, is transparency, consistency, evidence-based reasoning, and clear communication of decisions. Credibility — built through process rather than perfection — directly influences investor confidence, the cost of capital, and ultimately system resilience. He encouraged regulators to exercise their authority even where structural independence is constrained.

Calls to Action

- Exercise regulatory authority within whatever mandate regulators hold — 'flex your regulatory muscles where and when you can, even if your independence is more constrained than you would like it to be.'
- Learn from Hurricane Melissa — ask what would be changed, what would be strengthened, and how to ensure the next event finds the region better prepared.
- Embrace regional and global collaboration, including participation in ICER working groups on hydrogen, new technologies, regulatory independence, and energy reliability.
- Communicate decisions clearly and transparently to the public, customers, governments, and utilities — framed as a professional and civic obligation.

> *"Resilience isn't a fixed outcome. It's something we build, decision by decision, framework by framework."*
> **— David Morton, Chair, International Confederation of Energy Regulators**

Session 3A: Regulatory Roundtable — Embracing Innovation in a Transforming Landscape

Moderator: Glenn Khan, Former Executive Director, OOCUR

Panellists: Kathyann Belle (Fair Trading Commission, Barbados); Kenva Williams (Telecommunications Commission, TCI); Anand Kalpoe (Energy Authority of Suriname); Edwin Bogert (Regulatory Authority of Curaçao); Ansord E. Hewitt (OUR, Jamaica)

This roundtable explored how Caribbean regulators are internally preparing for rapid technological change while navigating legislative constraints, energy transition goals, and public interest obligations. The discussion was candid, revealing significant variation in the maturity and approach of regulatory bodies across the region.

Key Contributions

Barbados (Kathyann Belle): Belle highlighted a fundamental tension between Barbados's ambitious national targets — 50% renewable energy penetration by end of 2027 — and outdated regulatory structures and slow supply chains. The Fair Trading Commission is rethinking its mandate and working with external consultants to develop a performance-based regulation framework. His key warning: hitting short-term targets without adequate regulatory resourcing could leave consumers unable to afford electricity within a decade.

Turks and Caicos Islands (Kenva Williams): Williams raised the complex issue of data sovereignty, arguing that rigid nation-by-nation data localisation is impractical for small island states. Licensing satellite services, for example, required stepping back from strict data sovereignty requirements. She challenged Caribbean nations to consider a regional rather than national approach to data governance, and highlighted the urgent need for cybersecurity frameworks and modernised ICT legislation to replace outdated acts.

Suriname (Anand Kalpoe): As the newest regulatory body in OOCUR, Suriname built innovation directly into its Electricity Act. With a 50/50 hydro-diesel power mix and six isolated coastal systems, the regulator is navigating decisions about micro grids and digital management tools. Staff participated in utility-led SCADA system training and a climate-water-energy modelling workshop.

Curaçao (Edwin Bogert): Bogert described the most structured internal innovation approach in the panel: a dedicated staff learning management system; regular operator engagement sessions; WhatsApp groups for sector updates; international conference attendance; and an internal AI working group to explore responsible AI integration in regulatory processes. He emphasised the distinction between digitalisation and AI, and noted that satellite operators require a calibrated regulatory response — different infrastructure warrants different rules, but a level playing field must still be the goal.

Jamaica (Ansord Hewitt): Hewitt offered a philosophical reframing: regulators may be overvaluing methodologies over principles. He argued that consistency means adherence to outcomes, not practices. He cited three post-Melissa regulatory decisions made rapidly and without orthodox process — approving distributed generation for isolated communities, exercising forbearance on satellite deployment, and repurposing K-factor funds for water recovery — all of which were principle-based and served the public interest.

> *"Consistency means adherence to outcomes, not practices. Principles — not methodologies — should guide the regulator in rapidly shifting environments."*
> **— Ansord E. Hewitt, Director General, OUR Jamaica**

Q&A Highlights

Electric Mobility (Jamaica Energy Partners): Asked whether regulators in Barbados and Jamaica are addressing fairness for charge point operators who sometimes compete against utilities. Both Barbados and Jamaica acknowledged the issue is unresolved — current legislation limits electricity sales to the incumbent utility — but noted IDB-supported frameworks are under development.

Floor Comment on Regulatory Effectiveness: A pointed closing argument was delivered from the floor — that regulatory effectiveness is impossible without proper training budgets, government respect for regulatory independence, and adequate human resourcing. Warning: regulators are being asked to 'draw blood from stone.'

Consolidated Calls to Action

- Resource regulators adequately — without proper funding, tools, and staffing, energy transitions may succeed on paper but fail socially and economically.
- Modernise legislation — ICT and energy acts must be updated to encompass emerging technologies, data protection, and cybersecurity.
- Establish a regional regulatory sandbox addressing AI, data protection, and cybersecurity together.
- Train regulators and the public in AI — not just working groups, but structured, sustained education programmes.
- Ring-fence training budgets — regulatory subventions must include dedicated training allocations.
- Governments must respect regulatory independence — underfunding, inappropriate board appointments, and political interference undermine the development goals governments themselves are pursuing.

Session 3B: Cybersecurity and Data Privacy Panel

Moderator: Lt. Col. (Ret.) Godphey O. Sterling, Director, Jamaica Cybersecurity and Infrastructure Security Division

Panellists: Naomi Watkins (OUR, Jamaica); Marlon Cooper (Symptai Consulting); Eliud Ramocan (Bank of Jamaica); Robert Brandt (Transaction Network Services)

The moderator framed the session with clarity and urgency: cybersecurity is not a purely technical problem but a governance, risk management, and national security issue. Referencing the call to 'pivot and be agile', he emphasised that cyber threats — ransomware, data breaches, phishing, identity theft, and attacks on critical infrastructure — are real and escalating, while citizen expectations around privacy and data protection are rising in parallel.

Key Contributions

Naomi Watkins (OUR, Jamaica): Described how Jamaica's recently enacted data protection legislation has imposed new statutory obligations on the OUR, requiring both technical and organisational compliance measures. Regulated utility providers are now being asked data obligation

questions they never previously considered. The OUR is also actively working on AI governance, recognising the deep interaction between AI and data protection.

Marlon Cooper (Symptai Consulting): Cooper delivered the panel's most substantive and challenging contribution. He had prepared a white paper built on four pillars — cybersecurity, data privacy, cross-border coordination, and institutional capacity — with a 36-month implementation roadmap. However, three subsequent shocks forced him to revisit his framework: Hurricane Melissa (which took 70% of Jamaica's mobile network offline within 48 hours); the doubling of diesel prices due to instability in the Strait of Hormuz; and the global redrawing of data sovereignty rules across the EU, G20, and over 100 other jurisdictions.

His conclusion: a cyber-only blueprint is no longer sufficient. He proposed a fifth pillar — Physical and Sovereign Resilience — encompassing disaster-hardened infrastructure, energy-aware network design, and regional data sovereignty through a Caribbean federated cloud. Backup generators at cell sites were depleted within 48 hours during Hurricane Melissa; this must become a regulatory standard of at least 72 hours across all jurisdictions. He reduced his original 36-month roadmap to 18 months, citing the urgency revealed by recent shocks.

Eliud Ramocan (Bank of Jamaica): Outlined the Bank's 4T Framework for financial sector cyber resilience: Threat (understanding the threat landscape); Truth (helping institutions honestly assess their vulnerabilities); Test (examining institutions and their third-party providers); and Trust (building confidence across the digital ecosystem). The Bank positions itself at the intersection of cyber resilience and financial stability.

> *"A cyber-only blueprint is no longer sufficient. Physical and sovereign resilience must become the fifth pillar. We must harden our infrastructure against both storms and cyber-attacks — the two threats are deeply interconnected."*
> **— Marlon Cooper, CEO, Symptai Consulting Limited**

Calls to Action

- Adopt a fifth pillar of Physical and Sovereign Resilience — build disaster-hardened infrastructure and energy-aware network design into regulatory frameworks.
- Establish a 72-hour backup fuel standard for telecoms infrastructure across all Caribbean jurisdictions.
- Legislate satellite services as a resilience and redundancy requirement, not merely a commercial offering.
- Develop a Caribbean federated cloud — small island states cannot individually scale data sovereignty.
- Accelerate the cybersecurity implementation timeline from 36 months to 18 months.
- Coordinate across regulators, service providers, and cybersecurity professionals — harmonised regulatory approaches and information sharing are essential.

Energy Panel: Regulating Distributed Energy Resources

Moderator: Courtney Francis, Manager, Engineering and Technical Analysis, OUR Jamaica

Panellists: Ricardo Case (Senior VP, JPS); L. Nigel Burgess (Regulatory Authority of Bermuda); Pablo Gonzalez Pinillos (Frontier Economics); Sorayadebie Jhagroe (Energy Authority of Suriname)

This panel examined the challenges and opportunities presented by the rapid growth of distributed energy resources (DERs) in the Caribbean — rooftop solar, battery storage, electric vehicles, and microgrids — and the regulatory frameworks needed to integrate them safely and equitably.

Key Contributions

Ricardo Case (JPS): Presented a Jamaican perspective on navigating DER challenges and opportunities. With approximately 90% of Caribbean energy generated from imported petroleum, the case for DER development is compelling, but grid stability and regulatory clarity are essential preconditions for safe and equitable integration.

L. Nigel Burgess (Bermuda): Explored the 'Unplugged' challenge — as more customers install rooftop solar and reduce grid dependence, utilities face declining revenue from their infrastructure while fixed costs remain constant. This creates a complex regulatory dilemma: protect grid integrity and investment economics while encouraging the renewable transition that public policy demands.

Pablo Gonzalez Pinillos (Frontier Economics): Drew on European experience to offer lessons for the Caribbean. Successful DER integration in Europe has been underpinned by: clear and transparent feed-in tariff frameworks; network use charges that ensure DER users contribute fairly to grid maintenance costs; regulatory sandboxes that enable innovation while managing risk; and long-term capacity planning that accounts for DER variability.

Sorayadebie Jhagroe (Energy Authority of Suriname): Described Suriname's evolving approach to renewable energy tariff design, drawing on the country's particular energy profile — a 50/50 hydro-diesel mix with six isolated coastal systems. Suriname is developing tariff structures that incentivise DER investment while protecting grid resilience and ensuring equitable cost allocation across different customer classes.

IDB/OOCUR Invitation-Only Dialogue — Status of Energy Regulation in the Caribbean

Moderators: Dr. Marsha Atherley-Ikechi (Executive Director, OOCUR); Kurt Strunk (VP, Energy Practice, Charles River Associates)

Venue: Indian Meeting Room (Salon Four)

This invitation-only session brought together the Inter-American Development Bank and OOCUR members for a structured dialogue on the current state of energy regulation across the Caribbean. The session was conducted under Chatham House-style rules; its detailed proceedings are not included in this report. The session produced a number of insights and observations that informed the featured address by Kurt Strunk later in the day, summarised below.

Session 4A: Water Management Panel

Panellists: Sashana Miller (Senior Regulatory Analyst, OUR Jamaica); Alexandra Sadvari(Gowling WLG, Canada); Carlton Thomas (Fair Trading Commission, Jamaica); Dr. Richard Meggo (Rose Hall Developments Limited, Jamaica)

The water management panel addressed the regulatory, economic, and cultural strategies necessary for sustainable water security, drawing on Canadian climate law experience, economic analysis of wastewater reuse opportunities, and a deeply concerning real-world case of regulatory failure in Jamaica's wastewater system.

A Coordinated Approach to Water Supply — Sashana Miller, OUR Jamaica

Miller outlined a coordinated, multi-stakeholder approach to increasing water supply in Jamaica, addressing both the infrastructure and the cultural and behavioural dimensions of water scarcity. She argued that supply-side investments alone are insufficient if demand management, public awareness, and inter-agency coordination are not simultaneously addressed.

The Economic Case for Wastewater Reuse — Carlton Thomas, Fair Trading Commission, Jamaica

Thomas presented compelling international evidence for the economic and environmental value of wastewater reuse. Singapore's semiconductor industry — one of the most water-intensive manufacturing sectors in the world — has built competitive advantage partly through wastewater reuse. Israel treats over 70% of its wastewater for agricultural use following decades of scarcity management. Spain's Murcia region reuses 98% of treated wastewater for agriculture. Mexico's power sector has saved over US$18 million through wastewater reuse. Thomas identified two significant challenges for the Caribbean: the 'yuck factor' — public psychological resistance to reused water — and the high capital cost of treatment facilities, noting Barbados received a US$40 million grant for its wastewater infrastructure.

He called for a strong national wastewater reuse policy for Jamaica alongside sustained public education — particularly targeting children and future generations who are less encumbered by the psychological barriers that affect older populations.

An Urgent Regulatory Crisis — Dr. Richard Meggo, Rose Hall Developments Limited

Dr. Meggo made the panel's most urgent regulatory argument, documenting a real operational crisis at his water reclamation facility that supplies treated effluent to hotels and golf courses. Between July and October 2025, an unidentified industrial discharger caused months of severe disruption: foaming, sludge inversion, membrane fouling, and a 30% reduction in treatment capacity resulted from chemical oxygen demand, suspended solids, phosphates, and ammonia levels far exceeding agreed standards.

His core finding deserves regulatory attention at the highest level: Jamaica has strong effluent discharge standards governing what treated water can be released from a facility into the environment, but has no numerical influent standards governing what industrial and commercial entities can discharge into the municipal wastewater system at the point of entry. The regulations place responsibility on operators to provide information but set no enforceable numerical limits. This regulatory gap is not merely a technical oversight — it is a public health, economic, and environmental vulnerability.

Q&A Highlights

Pricing of Reused Water for Irrigation (Dylan Gayle, Veolia): Thomas responded that viability depends on location and a cost-benefit pricing analysis comparing treated effluent costs against abstracting from freshwater wells — a site-specific trade-off. A participant noted an active project in Kingston using treated effluent to recharge aquifers, and the moderator noted similar practice in Trinidad where treated water runs into rivers, effectively recharging natural water systems.

Calls to Action — Water Management

- Update influent standards to include not only traditional parameters but new and emerging chemical compounds.
- Mandate real-time inline monitoring with automatic alerts to regulators and plant operators.
- Institute meaningful financial penalties for industries failing pre-treatment standards.
- Develop a national wastewater reuse policy for Jamaica, drawing on Singapore, Israel, and Spain as models.
- Invest in public education to overcome resistance to water reuse, targeting children and future generations.
- Harmonise effluent and influent standards across the Caribbean region.
- Regulators must champion stronger industrial influent regulation as a strategic investment in public health and economic resilience.

> *"Jamaica has strong effluent standards but no numerical influent standards. An unidentified industrial discharger disrupted our operations for months — and the current regulatory framework provides no mechanism to prevent it."*
> **— Dr. Richard Meggo, Rose Hall Developments Limited**

AI and Digital Technology Panel

Moderator: Mavis Johnson-Collie, Data Governance and Information Management Advisor, URCA Bahamas

Panellists: Araceli Castaneda (PURC, University of Florida); Akua Fortune (TATT, Trinidad and Tobago); Najuequa Barnes (United Consulting International); Professor Sean Thorpe, PhD (UTech Jamaica)

This session provided the most forward-looking and intellectually challenging analysis of the conference, bringing together AI policy, digital governance, infrastructure engineering, and privacy expertise to examine the implications of artificial intelligence for Caribbean utility regulation.

AI and Regulatory Communication — Araceli Castaneda, PURC, University of Florida

Castaneda opened with three practical observations that challenged comfortable assumptions about how regulators communicate with stakeholders. First, AI is now speaking on regulators' behalf: with 80% of people relying on AI-generated search overviews and 40% never clicking through to original websites — the 'zero click' phenomenon — regulators' own websites are being bypassed. Regulatory frameworks, consultation documents, and consumer information are being summarised by AI systems that may misrepresent or oversimplify their content.

Second, 95% of AI projects fail — not because AI lacks capability, but because organisations do not understand how to design workflows that capture benefits while managing risks. Amazon's senior economist estimated utilities are 15 years behind AI leaders — and Castaneda suggested that gap may actually be appropriate given the public consequences of utility failures. Regulatory mistakes carry serious consequences that private sector failures do not.

Third, success in the AI age depends more on people skills than technical skills. CEOs of leading AI companies consistently identify adaptability, critical thinking, and human connection as the most important capabilities — not coding or algorithms.

AI Applications in Telecoms — Akua Fortune, TATT

Fortune surveyed AI applications across telecommunications and broadcasting, identifying five key use cases: network optimisation; customer service automation; predictive maintenance; fraud detection; and revenue forecasting. She stressed that regulators must translate these technical capabilities into measurable policy outcomes — fewer outages, stronger consumer protection, trusted digital systems, and cultural inclusion in content delivery. She called for outcome-based regulatory frameworks, regulatory sandboxes, evidence-based policy grounded in regional data, and regional cooperation through the Caribbean AI Task Force and UNESCO AI Roadmap.

Algorithmic Infrastructure and Digital Sovereignty — Najuequa Barnes, United Consulting International

Barnes presented research framing Caribbean telecoms as 'algorithmic infrastructure' — no longer just a connectivity business but the foundational nervous system connecting tourism, education, fintech, manufacturing, and identity services. She introduced the concept of surveillance capitalism: every user interaction creates a data silhouette used in ways people do not anticipate. Her central concern was sovereignty: when subscriber analytics, authentication systems, and security tooling are hosted outside the region, domestic regulators lose the practical ability to inspect, contest, or suspend AI-driven failures.

She presented a phased roadmap covering: an inventory of all telecom AI systems; data protection impact assessments; an algorithmic registry and public transparency portal; a regional regulatory sandbox; independent audits; cross-border enforcement treaties; and ultimately a Caribbean sovereign cloud. Her five most urgent recommendations: mandate impact assessments for all high-impact telecom AI systems; tie telecom licensing to a sectoral AI code covering auditability and human oversight; create a regional data transfer and enforcement framework; require structured model logging and independent audits; and build a regional capacity pipeline through sandboxes and a Caribbean Centre of Excellence.

> *"When subscriber analytics, authentication systems, and security tooling are hosted outside the region, domestic regulators lose the practical ability to inspect, contest, or suspend AI-driven failures. Digital sovereignty is not a luxury — it is a regulatory necessity."*
>
> **— Najuequa Barnes, Managing Director, United Consulting International**

Infrastructure Engineering for AI Resilience — Professor Sean Thorpe, UTech Jamaica

Professor Thorpe spoke from an infrastructure engineering perspective, noting that generative AI is moving roughly three times faster than existing infrastructure can support. He outlined the layered architecture required for an AI-resilient regulatory environment: an application and AI layer; a security and governance layer with real-time audit logging of AI models themselves; a stringent data platform layer; and a network and connectivity layer with satellite failover and geo-redundancy across the region.

He announced that UTech Jamaica has established the country's first national AI laboratory and invited the regulatory community to engage with it as a regional resource. He emphasised that the data protection officer role must evolve into an AI officer role, and that prompt injection attacks — where AI models are deliberately poisoned with malicious instructions — represent an underappreciated threat requiring urgent attention. He also raised concerns about AI policy literacy, citing the example of South Africa's AI policy being discarded after it was found to have been written using ChatGPT.

Q&A Highlights

Environmental impact of AI (Kalisto Clark, Fair Trading Commission): Thorpe acknowledged the significant environmental footprint of generative AI model training, noting that hardware optimisation, virtualisation, and responsible recycling are active areas of attention and that the Caribbean must be especially mindful of energy efficiency in AI rollout. Barnes added that the Caribbean's lack of resources to build large data centres is actually an opportunity to pursue regional partnerships and pool resources.

Is AI acting as spyware?: Thorpe explained that software agents from Google, Amazon, and other platforms are subscribed to devices, often without users' full awareness. Barnes added that simply clicking 'accept all cookies' without understanding the implications — including profiling, third-party data sharing, and surveillance capitalism — is a significant and underappreciated risk, citing Meta lawsuits as a concrete example.

Calls to Action — AI and Digital Technology

- Rethink regulatory communication strategies — adapt to AI-generated search overviews bypassing regulatory websites; ensure authoritative sources are accessible through new discovery channels.
- Choose AI adoption deliberately — identify where to lead and where to wait; 95% of AI projects fail, and regulatory errors carry serious public consequences.
- Invest in people skills — adaptability, critical thinking, and leadership are more important than technical skills in the AI age.
- Mandate AI impact assessments for all high-risk telecom AI systems before deployment and after any material model change.
- Establish a regional algorithmic transparency registry — a public portal for high-impact AI systems with minimum logging and independent audit requirements.
- Build a Caribbean sovereign cloud — pooled regional AI infrastructure is essential for sovereignty and sustainability.
- Launch regulatory sandboxes immediately — UTech Jamaica's AI laboratory is offered as a starting point.
- Evolve data protection officer roles into AI officer roles — auditing AI models requires new competencies.

Featured Address: Enabling a Resilient Power Sector Through Constructive Regulation

Kurt Strunk, Vice President, Energy Practice, Charles River Associates

Strunk delivered a carefully structured featured address that brought global regulatory experience to bear on the Caribbean's energy resilience challenge. He opened by defining resilience as broader than reliability, encompassing responses to extreme weather, geopolitical disruption, pandemics, and supply chain shocks — a definition that resonated powerfully with an audience still processing the aftermath of Hurricane Melissa.

He organised resilience metrics across three categories: impact metrics (economic, financial, and public health consequences); restoration and recovery metrics (speed and cost of return to service); and preparedness metrics (infrastructure hardening, redundancy, and forecasting capability). He then identified four regulatory toolboxes for embedding resilience across utility oversight:

- Standards and grid codes — establishing minimum resilience requirements as a precondition for licensing and continued operation;
- Integrated resource and transmission planning requirements — mandating scenario planning that incorporates multi-hazard stress testing;
- Investment approval and cost recovery mechanisms — including special tariff riders specifically designed for resilience expenditures; and
- Operational oversight — including post-event performance reviews that systematically draw lessons from each major incident.

He cited Colombia's contingency charge — a levy that pre-funds replacement fuel costs during drought years when hydro capacity falls — as a practical international example of pre-funded resilience financing. His core message: no single regulatory policy addresses resilience; it must be embedded across all aspects of regulatory oversight, supported by rigorous stress testing and cost-benefit analysis, because hardening assets is expensive and must ultimately be justifiable in end-user rates.

Renewable Energy Integration Panel

Moderator: Cheryl Lewis, Deputy Director-General, OUR Jamaica

Panellists: Juan Accord (Legal Specialist, Energy Authority Suriname); Richard Sedano (Former CEO, US Program, Regulatory Assistance Project)

Juan Accord examined the regulatory pathways for achieving a 100% renewable energy future in Suriname, addressing the legal and policy dimensions of unlocking the country's renewable energy potential — particularly its significant hydroelectric and solar resources. He acknowledged that the legal framework must evolve alongside the technical and commercial frameworks if renewable ambitions are to be realised.

Richard Sedano drew on extensive international experience with regulatory assistance and reform to examine how Barbados's clean energy transition can be advanced through targeted regulatory reform. He highlighted the importance of regulatory clarity on tariff structures, grid access rules, and investment frameworks as preconditions for attracting the private capital necessary to fund rapid renewable deployment.

SECTION 6: DAY 4 SESSION DETAILS

Thursday, 30 April 2026 | Ocean Coral Spring Convention Centre

Moderator (Closing Sessions): Donn Foggo, Director of Communications and Stakeholder Engagement, Regulatory Authority, Bermuda

Day 4 opened with the Conference Review and Closing Session before transitioning to the final formal programme sessions: the Telecommunications Trust Panel, Multi-Sector Presentations, and the Water and Sanitation Regulation Panel. The afternoon featured the OOCUR General Assembly and elections, field trips to Hampden Estate and the Martha Brae River, and the Gala Dinner and Awards Presentation in the evening.

Conference Review and Closing Session

EU-Caribbean Digital and Utility Partnership — Marlene Lamonth, EU Delegation to Jamaica, Belize and The Bahamas

Marlene Lamonth outlined active EU-funded initiatives across the Caribbean spanning energy, water, cybersecurity, and digital governance. On energy, the EU is supporting Cuba's 100% renewable energy transition through grid modernisation and investment framework development. On water and sanitation, the EU is supporting the Dominican Republic on water recharge; Guyana on a containerised seawater reverse osmosis plant and groundwater assessment; and Jamaica's National Water Commission on PPP capacity building.

On cybersecurity, Lamonth highlighted the Latin American and Caribbean Cyber Competence Center (LAC4) — a physical training facility in the Dominican Republic providing cybersecurity and cybercrime expertise across the region. The EU-LAC Digital Alliance Regional Program facilitates structured high-level dialogue between the EU and Caribbean on AI regulation, data governance, cybersecurity, and connectivity. A particularly significant achievement noted by Lamonth: the Caribbean successfully secured its own dedicated work stream within the Digital Alliance, co-led by Jamaica and Trinidad and Tobago — representing a meaningful step forward in Caribbean agency in regional digital governance. Lamonth concluded that Caribbean governments are demonstrably focused on improving regulatory frameworks and attracting private investment, and that EU initiatives directly reflect and support these priorities.

CARICOM Proposal: Combined Regional Competition and Utilities Regulator — Marc Jones, CARICOM Competition Commission

Marc Jones presented an emerging and still-developing CARICOM proposal to potentially combine utilities regulation with regional competition enforcement under a single institutional body — what he described as a possible 'triple role' for the CARICOM Competition Commission (CCC). The proposal

would add utilities regulation to the CCC's existing competition mandate, creating an unprecedented regional regulatory institution.

Jones contextualised the proposal with important caveats: the Revised Treaty of Chaguaramas contains no dedicated chapter on utilities regulation, and most CARICOM member states have not yet implemented the existing competition framework under Chapter Eight. A technical working group established in August 2024 is examining the proposal, but no decisions have been made. A preliminary finding: while some countries combine these functions nationally — Barbados's Fair Trading Commission being the clearest example — no regional integration community anywhere combines both domains across multiple countries under one institution. This makes the proposal genuinely novel and potentially significant, but also requiring careful and consultative development.

Jones structured his analysis around the Lüter-Good Agency Principles framework, asking whether a combined body could be legally authorised, independent, transparent, effective, and accountable. Key unresolved questions included: Is there a legal treaty basis for combining these mandates? Which aspects of utility regulation should be regionalised — policy formulation or enforcement? What technical expertise is required and at what level? Who funds the institution? And will enforcement be centralised or distributed through member states?

He drew on the EU's Digital Markets Act as a reference point for regional regulation, noting that cohesive regional regulatory systems require strong cross-border commercial rationale, direct legal effect, technical harmonisation, and independent institutions — conditions that may not yet fully exist in the Caribbean context. His concluding recommendation was appropriately cautious: the choice between hard regional regulation and softer policy coordination should be guided by market realities, member state sovereignty concerns, and budgetary constraints.

Conference Closing Address — Dr. Marsha Atherley-Ikechi, Executive Director, OOCUR

Dr. Atherley-Ikechi delivered a reflective and forward-looking closing address that synthesised the week's discussions with characteristic directness and intellectual honesty. She noted that Hurricane Melissa was still present in every conversation throughout the conference — yet attendance was strong every day. This, she said, is 'a Caribbean thing'.

She reviewed the key themes and debates that had animated the four conference days: energy transition debates around PPA clauses, grid modernisation, micro grids, and distributed energy resources; the water sector's investment confidence crisis; the telecommunications connectivity gap including satellite broadband, tower safety, and data governance; and a frank assessment that Caribbean cybersecurity and AI regulatory frameworks are lagging — with most jurisdictions not yet keeping pace with present-tense threats.

She challenged delegates on four specific fronts: the imperative of evidence of action rather than reports; making the water sector investment-ready within 36 months, not 36 years; revisiting digital readiness assessments given that 6G discussions are already underway globally; and engaging actively with the CARICOM combined regulator proposal. She committed OOCUR to deeper member engagement on the proposal through webinars and direct consultation.

She announced that the next annual conference will be held in the US Virgin Islands in April 2027, invited members to volunteer to host the 2028 conference, and asked every delegate to arrive in the USVI with their homework done.

> *"Evidence of action, not reports. Return in 120 days with one testable idea put into motion: one clause examined, one partnership formed, one policy reviewed."*
> **— Dr. Marsha Atherley-Ikechi, Executive Director, OOCUR**

> *"Most of our jurisdictions are not keeping pace with present-tense cybersecurity and AI threats, let alone preparing for future ones. The gap between our frameworks and the reality on the ground is real and widening."*
> **— Dr. Marsha Atherley-Ikechi, Executive Director, OOCUR**

Closing Remarks — Ansord E. Hewitt, Chairman, OOCUR

Ansord Hewitt delivered brief but warm closing remarks, thanking delegates, speakers, moderators, the OOCUR Secretariat, and the host institution — the OUR Jamaica — for their contributions to what he described as an exceptional conference. He expressed confidence that the discussions of the past four days would translate into action across the region, and reiterated his vision of OOCUR as the premier forum for Caribbean utility regulation.

Session 5: Telecommunications Panel — Restoring Trust in the Telecoms Network

Moderator: Kevin Rupy, Board Member, Communications Fraud Control Association

Panellists: Jim Tyrrell (VP Product Management, TNS); Chris Wendt (VP Systems Engineering, Somos, Inc.); Charles Douglas (Senior Manager, Government and Regulatory Affairs, Liberty Caribbean); Alrick Livingston and Kalitha Clarke (Fair Trade Commission, Jamaica)

This panel brought together expertise from numbering administration, telecom fraud mitigation, a regional carrier, and competition research to address the erosion of trust in telecommunications networks globally and across the Caribbean. The session produced some of the conference's most technically specific and practically actionable discussion.

STIR/SHAKEN and Do Not Originate — Chris Wendt, Somos

Wendt provided a historical and technical overview of the US journey to combat telecom fraud, tracing it from the FCC's Robocall Strike Force to the development of two foundational tools. The first — Do Not Originate (DNO) — blocks calls spoofing numbers that should never make outbound calls.

Demonstration: millions of fraudulent calls spoofing the IRS number dropped to near zero within days of DNO implementation. The second — STIR/SHAKEN, which Wendt co-authored — provides an authentication mechanism allowing carriers to verify that a caller is genuinely who they claim to be.

Wendt was emphatic: there is no single silver bullet. The solution requires both offensive strategies (setting rules and deploying technology) and defensive strategies (enforcing compliance and removing bad actors). Growing international adoption and active ITU-T discussions on cross-border trust frameworks suggest momentum is building globally.

AI-Powered Imposter Fraud — Jim Tyrrell, TNS

Tyrrell built on the STIR/SHAKEN foundation, noting that imposter fraud is increasingly combining social engineering with AI-powered capabilities, making it a scalable and dangerous threat. Unlike DDoS attacks, spoofing attacks are invisible to the victim organisation — businesses typically do not discover their customers have been defrauded until after the fact, by which point brand damage and financial losses have already occurred. He outlined four pillars of robocall fraud mitigation: know your customer; know your traffic; know your upstream provider; and implement monitoring on a continuous basis.

A significant observation: enterprise authentication — delivering verified caller names and logos to the recipient — significantly improves call answer rates and customer satisfaction, demonstrating that fraud mitigation and business performance are complementary rather than competing goals.

Network Trust in Practice — Charles Douglas, Liberty Caribbean

Douglas spoke from the operator's perspective, commending the OUR for its proactive September 2021 directive requiring Jamaican carriers to implement robocall mitigation measures and STIR/SHAKEN authentication — ahead of many peer jurisdictions. He outlined Liberty's multi-layered approach to network trust: a 24/7 fraud management team; strict SIM registration and KYC standards; interconnection only with licensed and compliant international carriers; ISO 27001 cybersecurity certification; independent third-party audits; and a defence-in-depth privacy strategy.

He raised the particular challenge of balancing fraud prevention with customer privacy rights — legitimate high-volume callers are sometimes inadvertently blocked. He also addressed physical network resilience, framing network reliability during hurricanes as a national security concern, and described Liberty's disaster preparedness protocols including pre-staged repair teams and mobile generators.

Competition Dynamics in Caribbean Telecoms — Alrick Livingston and Kalitha Clarke, FTC Jamaica

Clark presented research on competition dynamics in Caribbean telecoms, observing that the sector tends toward a duopoly structure — two dominant operators controlling most markets — following the

wave of consolidation after the liberalisation period of 1990–2010. She examined three international models for maintaining competition in concentrated markets:

- The UK model — wholesale access regulation requiring incumbents to provide network access to smaller providers, with stricter rules in areas of higher market power;
- Mexico's Red Compartida — a public-private partnership wholesale-only LTE network built on structural separation, selling access to competing service providers; and
- Australia's NBN — infrastructure ownership separated from retail service provision through open access.

For Jamaica, she recommended strengthening regulator capacity; promoting fair infrastructure access; encouraging PPPs and concessional financing; and creating government policy pathways for mobile virtual network operators (MVNOs) to enter the market. The most significant competitive disruption currently underway, however, comes not from any domestic policy initiative but from satellite proliferation: an estimated 100,000 to 150,000 Starlink terminals are already active in Jamaica, fundamentally disrupting traditional market structure definitions.

Q&A Highlights

Tessa Ryan (URCO, Cayman Islands): Asked Clark to compare Jamaica's infrastructure sharing model with Cayman's approach — mandatory, non-discriminatory sharing for all operators regardless of market position. Clark confirmed Jamaica's infrastructure sharing arrangements are in early stages. Charles Douglas of Liberty confirmed that sharing is commercially active, with tower company PTI having acquired towers from multiple operators and providing shared access. OUR's Sherry Lewis confirmed Jamaica has infrastructure sharing rules promulgated under the Telecoms Act, with mandatory sharing for dominant carriers and discretionary sharing for others, including detailed cost calculation provisions.

Calls to Action — Telecommunications Trust

- Adopt STIR/SHAKEN and DNO frameworks across Caribbean jurisdictions, following Jamaica's OUR-led example.
- Implement continuous traffic monitoring — carriers must move beyond one-time KYC checks to ongoing surveillance of call patterns and upstream provider behaviour.
- Develop and enforce infrastructure sharing regulations that balance investment incentives with competitive access, particularly as satellite operators reshape market dynamics.
- Encourage MVNO entry through supportive government policy.
- Strengthen regulator capacity to keep pace with fast-moving fraud techniques and AI-powered impersonation.
- Pursue shared intelligence and collaboration between regulators, carriers, and law enforcement.
- Reimagine market dominance frameworks in light of satellite proliferation — legacy definitions are obsolete.

Multi-Sector Presentations

Moderator: Glenn Khann, Former Executive Director, OOCUR

Panellists: Antonio B. Fletcher (Economist, TATT); Carolina Limbatto (Head of Americas, Cullen International); Shan M. Greer (Registrar and CEO, BVI International Arbitration Centre); Shanique Nunes (HR Manager, OUR Jamaica)

Antonio B. Fletcher (TATT): Examined competition and innovation as key elements in addressing network sustainability and service affordability gaps. He argued that sustainable network economics and consumer affordability are not incompatible goals, but require carefully designed regulatory frameworks that foster genuine competitive dynamics.

Carolina Limbatto (Cullen International): Presented comparative regulatory policy analysis drawing on Cullen International's monitoring of telecommunications, media, and postal regulation across multiple jurisdictions.

Shan M. Greer (BVI International Arbitration Centre): Addressed the role of formal dispute resolution in strengthening regulatory confidence in Caribbean utility sectors. She argued that investor confidence in regulatory frameworks is significantly enhanced when clear, credible, and accessible dispute resolution mechanisms exist. The BVI International Arbitration Centre is available as a neutral venue for Caribbean utility disputes, offering an alternative to costly and prolonged litigation in domestic courts.

Shanique Nunes (OUR Jamaica): Presented a human capital perspective on utility sector transformation, arguing that the intersection of emotional intelligence (EI) and artificial intelligence (AI) represents an underexplored frontier for workforce development in regulatory bodies and utilities. She argued that as AI takes on increasingly routine analytical tasks, the competitive differentiator for regulatory organisations will be the qualities that AI cannot replicate: empathy, ethical judgment, creative problem-solving, and relationship-building.

Water and Sanitation Regulation Panel: Shaping Regulation for Caribbean Territories

Moderator: Sashana Miller, Senior Regulatory Analyst, OUR Jamaica

Panellists: Alexandra Sadvari(Gowling WLG, Canada); Rita Amaral (Executive Director, Lisbon International Centre for Water); Sandra Sotire (Executive Director, US Virgin Islands Public Services Commission)

This all-female panel posed a direct and uncomfortable question to delegates: is current water and sanitation regulatory architecture in the Caribbean fit for purpose? If not, what does a better model look like?

Lessons from Walkerton — Alexandra Sadvari, Gowling WLG

Sadvari used Ontario's 2000 Walkerton water tragedy as a cautionary framework for Caribbean regulators. In that rural community of 5,000 people, seven died and over 2,300 became seriously ill from E. coli contamination — the worst municipal water disaster in Canadian history. The root causes were systemic: aggressive provincial budget cuts and deregulation had eliminated mandatory testing reporting requirements; defunded inspections; left an undertrained, underqualified operator managing the water supply; and allowed a breakdown in communication between the private testing laboratory and public health authorities to go unaddressed until it was too late.

The tragedy led directly to Ontario's Safe Drinking Water Act (2002) and the Clean Water Act (2006), establishing strict licensing, operator training, routine inspections, mandatory public reporting, and science-based source water protection plans. Chamberlain's core message: it took a tragedy to drive reform. The system now works. Caribbean jurisdictions should not wait for their own Walkerton to act.

Global Lessons on Water Governance — Rita Amaral, Lisbon International Centre for Water

Rita Amaral provided a global benchmarking perspective drawn from working with over 40 countries on water governance reform. Her overarching message: when water is under stress, governance and regulation matter more. She presented seven lessons:

- How the sector is organised shapes results — 88% of countries need reforms in their institutional architecture, including clarifying boundaries between economic, health, and environmental regulators;
- Corporate governance of utilities matters — 95% of countries lack robust public policy on utility board accountability and autonomy;
- Regulatory mandates should match service realities — most regulators focus only on networked systems, leaving onsite sanitation and sludge management outside their scope;
- Regulation needs decision-making powers to be effective — only about 50% of regulators have meaningful enforcement powers even on basic functions like tariff approval;
- Without capability, regulation remains paper-based — many regulators lack the staff, technology, and resources to implement their mandates in practice;
- Incentives shape sector behaviour — financial and reputational incentives for utility performance remain the missing link in most systems; and
- Water and sanitation remains the last priority — despite its public health and environmental significance, it consistently ranks lowest among multi-sector regulators.

Amaral closed by inviting delegates to a leadership programme on water and sanitation governance reform in Lisbon in October, co-hosted with CARICUR.

Regulating Water and Sanitation in the USVI — Sandra Sotire, USVI Public Services Commission

Sotire traced the evolution of wastewater regulation in the US Virgin Islands from a Department of Public Works function in the mid-20th century to the creation of a dedicated Waste Management Authority (WAMA) in 2004. She highlighted a sobering challenge: WAMA failed to pay its assessed regulatory fees to the PSC from 2021 through 2025 — a five-year period — severely undermining the PSC's operational capacity. The matter is currently in litigation.

She described the PSC's rate review process, which is mandated every five years by law, involves public commentary and oral testimony, and regularly attracts protesters. She emphasised the user-pays principle as both fair and necessary for system sustainability, and noted that USVI's wastewater system serves only 60% of residents, with the remainder on septic systems, and faces ongoing challenges of ageing infrastructure and storm vulnerability.

Q&A Highlights

All three panellists agreed that the biggest barrier to enforcing water safety standards is a combination of unclear laws, insufficient penalties, and weak enforcement — acting simultaneously. Rita Amaral emphasised that clarifying which body is responsible for what, and ensuring coordination between them, is the foundational fix before enforcement can be meaningful.

On rate reviews: while five-year reviews are legally mandated in the USVI, delays of six to seven years have occurred. Sandra Sotire confirmed that public engagement is robust — written and oral testimony is invited, and protesters regularly participate.

Closing Homework — Posed to All Delegates

The moderator closed by posing three homework questions to all delegates:

- How would you honestly characterise the effectiveness of water and sanitation regulation in your country today?
- What is the single biggest structural gap you are trying to close?
- From the operator side, what aspects of the regulatory environment create the most friction, and what would you want regulators to understand about your operational reality?

Calls to Action — Water and Sanitation

- Do not wait for a tragedy to reform — act on the lessons of Walkerton and Jamaica's industrial effluent crisis now.
- Clarify institutional architecture — regulators, health departments, and environmental agencies must have clearly defined, non-overlapping, and well-coordinated mandates.
- Expand regulatory mandates to cover the full sanitation service chain, including onsite systems and sludge management.
- Build real enforcement capacity — mandates without resources, staff, and technological systems remain paper-based and ineffective.

- Design incentives into regulatory frameworks — financial and reputational incentives for utility performance should be built in, not treated as optional.
- Elevate water and sanitation on the regulatory agenda — multi-sector regulators must honestly examine how much priority they give this sector.

General Assembly, Field Trips, and Gala Dinner

Following the morning sessions, OOCUR members convened in the Mediterranean Meeting Room for the Annual General Assembly and Elections (Members Only). The afternoon provided an opportunity for delegates to explore Jamaica through two field trip options: a tour of the historic Hampden Estate rum distillery or rafting on the scenic Martha Brae River.

The evening Gala Dinner and OOCUR Awards Presentation was held in the Convention Centre, with Donn Foggo (Regulatory Authority, Bermuda) serving as Master of Ceremonies. Guest speaker Kevin Ramnarine, Former Energy Minister of Trinidad and Tobago, addressed delegates on regional energy transformation. The Vote of Thanks was delivered by Guy Malone, CEO of the Telecommunications Regulatory Commission of the BVI. The OOCUR Awards recognised outstanding contributions to regional utility regulation and cooperation.

SECTION 7: KEY THEMES AND INSIGHTS

The 20th Annual Conference generated analysis, debate, and commitment across an exceptionally broad range of topics. Seven cross-cutting themes emerged as the defining intellectual preoccupations of the four conference days. Each represents not merely a topic discussed but a structural challenge that Caribbean utility regulation must confront if the region is to realise its development potential.

Theme 1: Resilience as a Regulatory Imperative — Before, During, and After the Storm

Hurricane Melissa was the conference's defining context. Its presence in the room was not merely rhetorical — it was empirical. JPS recorded 85,000 infrastructure damage instances, 40,000 damaged poles, 1,400 miles of affected power lines, and a restoration bill exceeding three times the company's entire annual capital budget. The BVI and other territories recorded their own devastating losses. Seventy per cent of Jamaica's mobile network went offline within 48 hours.

The consensus across every energy, water, and telecommunications session was identical: resilience cannot be treated as an emergency response function. It must be embedded in tariff frameworks, investment standards, infrastructure design requirements, vegetation management rules, operational

protocols, and inter-sector coordination arrangements — funded proactively during calm periods, not reactively after disasters.

The performance-based regulation model proposed by Dennis Waters and endorsed by multiple sessions offers a structural mechanism for achieving this: utilities that exceed resilience targets should be rewarded; those that persistently underperform should face graduated penalties. Jamaica's own evidence demonstrates that targeted, strategic investment yields measurable resilience dividends — 23% of JPS customers retained power throughout Melissa due to prior hardening investments.

> *"There is a very real price to pay for inaction on resilience during calm periods. The cost of Hurricane Melissa's restoration exceeded three times our entire annual capital budget."*
> **— Hugh Grant, President and CEO, Jamaica Public Service Company Ltd.**

Theme 2: The Energy Transition — An Economic and Security Imperative

The Caribbean's near-total dependence on imported fossil fuels — approximately 90% of energy from imported petroleum — was repeatedly characterised as not merely an environmental problem but an economic vulnerability and a national security risk. Every time global commodity prices shift, Caribbean populations pay a direct and disproportionate price. Yet the region sits atop an abundance of sovereign renewable resources — sunshine, wind, geothermal energy — that remain largely untapped at scale.

The conference examined the full spectrum of energy transition pathways: SMRs as a long-horizon energy sovereignty strategy; power wheeling as a distributed generation enabler; micro grids as community-level resilience infrastructure; performance-based regulation as the incentive alignment mechanism; and blended finance as the capital mobilisation strategy. What the conference could not yet point to, with confidence, is a coherent regional framework that brings these elements together.

The gap between ambition and architecture is real. Barbados's 50% renewable target by 2027 is colliding with outdated regulatory structures. Jamaica's power wheeling framework remains incomplete, delayed by Melissa. The micro grid regulatory environment is under-developed across the region. The challenge is not technological but regulatory, institutional, and financial — and the conference made clear that these dimensions must be addressed simultaneously.

Theme 3: The Water Sector's Chronic Under-Prioritisation

Water and sanitation emerged from the conference as the sector most urgently in need of regulatory attention relative to the attention it currently receives. Rita Amaral's global finding — that water and sanitation consistently ranks last among multi-sector regulators — resonated painfully with Caribbean participants who recognise its accuracy in their own jurisdictions.

The conference heard multiple dimensions of the water challenge simultaneously: the immense economic opportunity presented by wastewater reuse (Singapore, Israel, Spain, Mexico); the critical absence of numerical influent standards leaving Jamaica's wastewater treatment facilities vulnerable to industrial contamination; the NWC's estimate that US$5 billion is required to achieve universal water access under Vision 2030; and the systematic under-funding of water sector regulators that leaves mandates paper-based and enforcement ineffective.

Dr. Atherley-Ikechi's challenge — make the water sector investment-ready within 36 months, not 36 years — captures the urgency and the ambition. Meeting that challenge will require simultaneous action on regulatory frameworks, PPP architecture, blended finance, and the institutional capacity to engage meaningfully with private sector partners.

Theme 4: Digital Transformation and AI — The Governance Gap

The AI and digital technology sessions delivered the conference's most forward-looking and at times unsettling analysis. Caribbean regulators are not merely facing future threats — they are already behind present-tense threats. AI-powered robocall fraud is already operating at scale in the region. Surveillance capitalism is already extracting value from Caribbean consumers without their meaningful awareness or consent. Satellite operators are already reshaping market structures that regulatory frameworks have not yet updated to reflect.

At the same time, the potential of AI to transform regulatory practice — enabling proactive rather than reactive regulation; predictive maintenance; fraud detection; network optimisation; and data-driven consumer protection — remains largely unrealised. The 'zero click' phenomenon means regulators' communications are being bypassed; the 95% AI project failure rate means uncritical adoption is dangerous; but the 15-year gap between utilities and AI leaders means inaction is equally costly.

The conference converged on a clear set of priorities: mandatory AI impact assessments; a regional algorithmic transparency registry; a Caribbean sovereign federated cloud; regulatory sandboxes; evolved AI officer roles replacing traditional data protection roles; and the UTech Jamaica national AI laboratory as a regional resource. These represent the beginning of a Caribbean AI governance architecture — OOCUR must champion their development.

Theme 5: Cybersecurity — Physical and Sovereign Resilience as the Fifth Pillar

Marlon Cooper's proposal of a fifth pillar — Physical and Sovereign Resilience — alongside cybersecurity, data privacy, cross-border coordination, and institutional capacity — was the cybersecurity session's most significant intellectual contribution. Its logic is compelling: a cyber-only blueprint is insufficient when a single hurricane can take 70% of a country's mobile network offline

within 48 hours and deplete backup generators within the same period. Cyber resilience and physical resilience are inextricably linked.

The implications for regional regulatory frameworks are significant: backup fuel standards must be extended from 48 to 72 hours as a minimum; satellite services must be legislated as resilience and redundancy requirements; Caribbean data must be hosted within a regional sovereign cloud infrastructure; and the 18-month implementation timeline must be treated as an urgent, active obligation rather than an aspirational target.

Theme 6: Regional Collaboration as Competitive Strategy

Every session of the conference reinforced the foundational OOCUR proposition: no Caribbean regulator or jurisdiction has the scale to address these challenges alone. The Jamaica-BVI spectrum management secondment model, the Caribbean response to Hurricane Melissa, the EU-LAC Digital Alliance Caribbean work stream, the proposed CARICOM combined regulator initiative, the Caribbean AI Task Force, the regional harmonisation proposals advanced by Dennis Waters — all reflect different dimensions of the same insight.

What makes this conference's treatment of regional collaboration distinctive is the specificity of the mechanisms proposed: the Caribbean Regulatory College for professional training and secondments; joint procurement of poles, fibre, transformers, and battery storage to reduce unit costs; harmonised resilience protocols and cybersecurity standards; a Caribbean federated cloud; a regional algorithmic registry; and a regional regulatory sandbox anchored at UTech Jamaica's AI laboratory.

These are not aspirations — they are achievable near-term initiatives that require political will and institutional leadership, not new resources. OOCUR is uniquely positioned to catalyse them.

Theme 7: Implementation Over Analysis

If one meta-theme united all four conference days, it was this: the gap between analysis and action. Caribbean utility regulation has an abundance of intelligent analysis, well-crafted frameworks, international partnerships, and articulate advocates. What it lacks — and what this conference repeatedly and directly demanded — is implementation. The closing challenge from Dr. Atherley-Ikechi — return in 120 days with one testable idea in motion — was not merely a rhetorical flourish. It was a recognition that the measure of this conference will not be the quality of its discussions but the quality of its follow-through.

This theme was expressed across the conference in multiple registers. Dennis Waters' four concrete pledges were designed to generate action, not agreement. Marlon Cooper's compressed 18-month implementation timeline was a direct challenge to the comfortable pace of regulatory reform. Dr.

Meggo's description of a preventable operational crisis at his water reclamation plant was an indictment of inaction on influent standards. And Kurt Strunk's insistence that resilience must be embedded across every regulatory function — not treated as a standalone exercise — was a call for integration rather than incrementalism.

SECTION 8: CONSOLIDATED RECOMMENDATIONS AND CALLS TO ACTION

The following recommendations are drawn from across the four conference days and represent the Rapporteur's synthesis of the most consistently and forcefully expressed calls to action. They are organised by sector and thematic area, with indicative timelines where specified by speakers.

8.1 Energy Sector

- Adopt performance-based regulation (PBR) frameworks — shifting from input-based compliance to outcome-driven incentives, with utilities rewarded for exceeding resilience and service quality targets and penalised for persistent underperformance. Target: pilot programmes within 12 months.
- Establish a Regional Resilience Pledge — harmonised minimum infrastructure standards and mutual aid protocols across all OOCUR member jurisdictions, including mandatory multi-hazard risk assessments and public outage reporting.
- Fund resilience investment proactively — design tariff frameworks and cost recovery mechanisms that incentivise pre-disaster hardening, not reactive rebuilding. Explore special tariff riders for resilience expenditures, drawing on the Colombia contingency charge model.
- Complete and operationalise power wheeling frameworks — Jamaica's phased model offers transferable lessons; the framework should be completed and piloted across interested Caribbean jurisdictions within 24 months.
- Develop clear regulatory frameworks for distributed generation and micro grids — including standardised technical requirements for solar installations, financial mechanisms for bankable micro grid projects, and training requirements for installation practitioners.
- Pursue legislative amendments enabling nuclear energy consideration in Jamaica — the 20-year SMR roadmap requires enabling legislation as a precondition for any further progress.
- Embed resilience across all regulatory functions — standards, planning, tariff approval, and operational oversight must incorporate resilience strategies as an integrated whole.
- Establish a Caribbean Regulatory College — a professional body dedicated to regulatory training, secondments, and knowledge exchange to keep pace with rapidly evolving technology.

8.2 Water and Sanitation

- Introduce numerical influent standards governing industrial and commercial discharges into municipal wastewater systems — with enforceable numerical limits at the point of entry and real-time inline monitoring with automatic regulatory alerts.

- Institute meaningful financial penalties for industries failing pre-treatment standards — creating genuine deterrence rather than paper-based compliance obligations.
- Develop national wastewater reuse policies drawing on Singapore, Israel, Spain, and Mexico as models — accompanied by sustained public education programmes targeting children and future generations.
- Make the water sector investment-ready within 36 months — through PPP framework development, early regulatory engagement in project design, and innovative financing instruments including stock exchange listings, special purpose vehicles, impact fees, and blended finance.
- Always conduct a Public Sector Comparator before committing to a PPP — without this benchmark, there is no basis for evaluating bids or detecting relative project failure.
- Involve regulators from the earliest stages of PPP negotiation — not merely in post-contract monitoring, but in contract design, risk allocation, tariff frameworks, and incentive mechanisms.
- Expand regulatory mandates to cover the full sanitation service chain, including onsite sanitation systems and sludge management currently outside most regulators' scope.
- Build real enforcement capacity — mandates without resources, staff, and technological systems remain paper-based and ineffective.
- Address the patient capital gap — the water sector's need for long-term financing is fundamentally misaligned with local banking sector appetite for short-term lending. Develop innovative financing instruments.

8.3 Telecommunications and Digital Infrastructure

- Adopt STIR/SHAKEN and Do Not Originate (DNO) frameworks across all Caribbean jurisdictions, following Jamaica's OUR-led example of aligning with FCC international best practices.
- Develop a unified Caribbean Position Paper on non-ionising radiation — providing a single trusted reference for national policies and public communications on tower safety.
- Implement continuous traffic monitoring — carriers must move beyond one-time KYC checks to ongoing surveillance of call patterns and upstream provider behaviour.
- Revise market dominance frameworks urgently — with an estimated 100,000 to 150,000 Starlink terminals active in Jamaica, legacy market structure definitions are no longer fit for purpose.
- Encourage MVNO entry through supportive government policy — introducing retail competition without requiring full infrastructure duplication.
- Develop and enforce infrastructure sharing regulations that balance investment incentives with competitive access.
- Use Universal Service Funds more strategically — establish written frameworks with explicit goals, prioritise underserved schools and health centres, track usage and impact beyond project completion, and proactively scope projects to avoid funds sitting idle.
- Complete and publish the 5G Action Plan — with dedicated attention to permitting reform, spectrum licensing, public communications on health and safety, and sector-specific deployment roadmaps.

8.4 Cybersecurity and Artificial Intelligence

- Establish a 72-hour backup fuel standard for telecoms infrastructure across all Caribbean jurisdictions — the 48-hour standard proved inadequate during Hurricane Melissa.

- Legislate satellite services as resilience and redundancy requirements, not merely commercial offerings.
- Develop a Caribbean federated cloud — regional pooling of AI and data infrastructure is essential given the impossibility of individual island-scale sovereignty.
- Mandate AI impact assessments for all high-impact telecom AI systems before deployment and after any material model change.
- Establish a regional algorithmic transparency registry — a public portal for high-impact AI systems with minimum logging and independent audit requirements.
- Evolve data protection officer roles into AI officer roles — auditing AI models requires competencies beyond traditional data protection.
- Compress cybersecurity implementation timelines — the 36-month roadmap should be reduced to 18 months.
- Launch a regional regulatory sandbox — UTech Jamaica's national AI laboratory offers a starting point and resource for the entire Caribbean.
- Rethink regulatory communication strategies — AI-generated search overviews are increasingly bypassing regulators' own websites; authoritative regulatory sources must be accessible through new discovery channels.
- Build regional AI capacity through the Caribbean AI Task Force, the UNESCO AI Roadmap, and partnerships with academic institutions including UTech Jamaica.

8.5 Institutional and Governance

- Governments must invest adequately in regulatory bodies — treating them as the economic leverage they represent, not as administrative overhead.
- Ring-fence training budgets — regulatory subventions must include dedicated training allocations as a non-negotiable component.
- Respect and protect regulatory independence — governments that undermine regulatory bodies through underfunding, inappropriate appointments, or political interference ultimately undermine their own development objectives.
- Engage actively with the CARICOM combined regulator proposal — OOCUR-facilitated webinars and member consultations should examine the legal basis, market realities, sovereignty concerns, and financing requirements before any position is taken.
- Implement a 120-day action commitment — every conference delegate should return to their jurisdiction and put at least one testable idea into motion within 120 days.
- Strengthen dispute resolution mechanisms — the BVI International Arbitration Centre's availability as a neutral venue for Caribbean utility disputes should be more widely known and utilised.
- Expand OOCUR's secondment and knowledge exchange programme — the Jamaica-BVI spectrum management secondment model demonstrates the impact that bilateral capacity sharing can deliver.

SECTION 9: STAKEHOLDER PERSPECTIVES — SELECTED QUOTES AND INSIGHTS

The following selected quotes and observations capture the perspectives of key speakers and participants across the four conference days. They represent a cross-section of the intellectual energy, candour, and ambition that characterised the 20th Annual Conference.

On the Purpose and Role of Regulation

> *"Regulation is in the truest sense the infrastructure behind infrastructure. Remove the regulator and its absence is quickly felt — in water bills that spiral without accountability, in electricity tariffs disconnected from actual costs, in telecommunications markets where a single provider writes its own rules."*
> **— Hon. Ralston Anglin, Minister for Finance and Economic Development, Cayman Islands**

> *"To underinvest in regulators is to underinvest in the region itself."*
> **— Hon. Ralston Anglin, Cayman Islands**

> *"No regulator is an island. The Caribbean's challenges are matched by its opportunities — and the difference between the two often comes down to whether regulatory institutions are properly positioned to navigate with purpose."*
> **— Ansord E. Hewitt, Director General, OUR Jamaica**

> *"Utility regulation, once regarded as a technical back-office function, has moved squarely into the centre of national development policy."*
> **— Minister Wheatley, Jamaica**

> *"Credibility — built through process rather than perfection — directly influences investor confidence, the cost of capital, and ultimately system resilience."*
> **— David Morton, Chair, International Confederation of Energy Regulators**

On Hurricane Melissa and Resilience

> *"Resilience isn't a fixed outcome. It's something we build, decision by decision, framework by framework."*
> **— David Morton, Chair, ICER**

> *"The cost of restoring damage from Hurricane Melissa alone exceeded US$300 million — three times JPS's annual capital budget. There is a very real price to pay for inaction on resilience during calm periods."*
> **— Hugh Grant, President and CEO, Jamaica Public Service Company Ltd.**

> *"Never waste a crisis. Treat these back-to-back disasters not just as events to recover from, but as catalysts for lasting structural change — in regulation, in policy, and in the way utilities work together."*
> **— Stephen Murad, CEO, Digicel Jamaica**

> *"The region cannot afford to wait for the next storm to act."*
> **— Dennis Waters, Senior Director, Subsea Cable Engineering, Liberty Networks**

> *"A cyber-only blueprint is no longer sufficient. Physical and sovereign resilience must become the fifth pillar."*
> **— Marlon Cooper, CEO, Symptai Consulting Limited**

On Energy Transition and Investment

> *"Energy transition is not merely an environmental imperative — it is an economic and national security one. The regulatory architecture required to unlock investment and protect consumers is not yet in place."*
> **— Hon. Ralston Anglin, Cayman Islands**

> *"In 2016, renewable energy and broadband connectivity were aspirational conversations. Today, those topics have moved from aspirational to urgent."*
> **— Minister Wheatley, Jamaica**

> *"Consistency means adherence to outcomes, not practices. Principles — not methodologies — should guide regulators in rapidly shifting environments."*
> **— Ansord E. Hewitt, Director General, OUR Jamaica**

> *"Small island systems, while lacking scale, benefit from agility — the ability to test, adapt, and implement reforms more quickly than larger systems."*
> **— Stanley Smellie, Regulatory Policy Specialist, OUR Jamaica**

On Water, Sanitation, and the Cost of Inaction

> *"Jamaica has strong effluent standards but no numerical influent standards. An unidentified industrial discharger disrupted our operations for months, and the current regulatory framework provides no mechanism to prevent it happening again."*
> **— Dr. Richard Meggo, Rose Hall Developments Limited**

> *"Water and sanitation consistently ranks last among multi-sector regulators. Despite its foundational importance to public health and sustainable development, it is chronically under-prioritised."*
> **— Rita Amaral, Executive Director, Lisbon International Centre for Water**

> *"Make the water sector investment-ready within 36 months, not 36 years."*
> **— Dr. Marsha Atherley-Ikechi, Executive Director, OOCUR**

On Digital Transformation and AI

> *"When subscriber analytics, authentication systems, and security tooling are hosted outside the region, domestic regulators lose the practical ability to inspect, contest, or suspend AI-driven failures. Digital sovereignty is not a luxury — it is a regulatory necessity."*
> **— Najuequa Barnes, Managing Director, United Consulting International**

> *"95% of AI projects fail — not because AI lacks capability, but because organisations do not understand how to design workflows that capture benefits while managing risks."*
> **— Araceli Castaneda, Director of Leadership Studies, PURC, University of Florida**

> *"With 80% of people now relying on AI-generated search summaries and 40% never clicking through to original sources, regulators' own websites are being bypassed. This demands a fundamental rethink of how we communicate."*

— Araceli Castaneda, PURC, University of Florida

> *"The data protection officer role must evolve into an AI officer role. Auditing AI models requires competencies that go far beyond traditional data protection."*
> **— Professor Sean Thorpe, Dean, Faculty of Engineering and Computing, UTech Jamaica**

On Regional Governance and Institutional Accountability

> *"Governments establish regulators but then undermine them through underfunding, inappropriate board appointments, and political interference. Regulators are being asked to draw blood from stone."*
> **— Floor Comment, Regulatory Roundtable, Day 3**

> *"Evidence of action, not reports. Return in 120 days with one testable idea put into motion: one clause examined, one partnership formed, one policy reviewed."*
> **— Dr. Marsha Atherley-Ikechi, Executive Director, OOCUR**

> *"Without adequate resourcing, energy transitions may succeed on paper but fail socially and economically. Hitting short-term targets without adequate regulatory capacity could leave consumers unable to afford electricity within a decade."*
> **— Kathyann Belle, Director of Utility Regulation, Fair Trading Commission, Barbados**

> *"OOCUR is a genuinely important example of how Caribbean nations can benefit from cooperation even where increased trade among themselves remains limited."*
> **— Professor Alvin Wint, Former Chairman, OUR Jamaica**

APPENDIX A: FULL CONFERENCE AGENDA

20th Annual Conference of the Organisation of Caribbean Utility Regulators (OOCUR)

Monday, 27 April – Friday, 1 May 2026 | Ocean Coral Spring Convention Centre, Falmouth, Trelawny, Jamaica

DAY 1 — Monday, 27 April 2026		
12:00–2:00 p.m.	**OOCUR Executive Committee Meeting**	Mediterranean Meeting Room
3:00–6:00 p.m.	**Arrival of Conference Participants**	Sangster International Airport / Ocean Coral Spring Resorts
4:00–6:00 p.m.	**Registration**	Conference Secretariat, Convention Centre Foyer
7:00–8:00 p.m.	**Welcome Reception**	The Courtyard, Ocean Coral Spring Resorts | Dress: Casual
DAY 2 — Tuesday, 28 April 2026		
8:00 a.m.–5:00 p.m.	**Registration**	Mediterranean Meeting Room | Dress: Business Wear

9:00–10:15 a.m.	**Official Opening Ceremony**	Moderator: Dr. Cedric Wilson, DDG, OUR | Anthem, Prayers, Performance, Welcome Remarks, Featured Address, Closing Remarks
10:20–10:35 a.m.	**Coffee Break / Networking**	Internet Café Sponsor
~~10:35–11:45 a.m.~~	~~**SESSION 1**~~	~~Flash Presentation: Dennis Waters, Liberty Networks | Utility Service Providers Roundtable — Moderator: David Morton, ICER~~
11:50 a.m.–1:00 p.m.	**Energy Panel**	Energy Innovation and Grid Modernisation — Moderator: Cheryl Lewis, DDG, OUR
1:00–2:00 p.m.	**LUNCH**	Martha's Market
2:00–3:00 p.m.	**SESSION 2**	Securing Investments in Water Infrastructure — Moderator: Kenva Williams, TCI
3:00–3:15 p.m.	**Regional Connections**	SMA Jamaica and TRC BVI Collaboration — Dr. Maria Myers Hamilton and Guy Malone
3:15–3:45 p.m.	**Sponsors' Session**	JA Collections & Recovery Services | Jamaica Productivity Centre | Israetech
3:45–4:05 p.m.	**5G Readiness Findings**	Evona Channer, DDG, OUR Jamaica
4:05–5:00 p.m.	**Telecoms Panel**	The Path to Universal Connectivity — Moderator: Evona Channer, DDG, OUR
4:30–5:30 p.m.	**Networking Roundtables**	Table 1: Energy (David Morton) | Table 2: PPP (Ted Kury) | Table 3: Electricity Forecast (Odian Moore)
3:00–4:30 p.m.	**CONCURRENT (Invitation Only)**	Energy for Growth HUB: PPA Transparency — Moderator: Dr. Marsha Atherley-Ikechi | Indian Meeting Room
DAY 3 — Wednesday, 29 April 2026		
8:00 a.m.–5:00 p.m.	**Registration**	Mediterranean Meeting Room | Dress: Business Wear
8:30–9:20 a.m.	**Opening Addresses**	Featured Address: David Morton, Chair, ICER | Moderator: Dr. Damien King, OUR
9:30–10:15 a.m.	**SESSION 3 — Regulatory Roundtable**	Regulatory Innovations: Embracing Change — Moderator: Glenn Khann | Panellists: Belle (Barbados), Williams (TCI), Kalpoe (Suriname), Bogert (Curaçao), Hewitt (Jamaica)
10:15–10:35 a.m.	**Coffee Break**	Sponsored
10:35 a.m.–12:00 p.m.	**Cybersecurity and Data Privacy Panel**	Building Digital Resilience — Moderator: Lt. Col. (Ret.) Godphey Sterling | Panellists: Grant (TNS), Cooper (Symptai), Ramocan (Bank of Jamaica), Watkins (OUR)
12:00–1:00 p.m.	**Energy Panel — DER**	Regulating Distributed Energy Resources — Moderator: Courtney Francis, OUR | Panellists: Case (JPS), Burgess (Bermuda), Gonzalez Pinillos (Frontier Economics), Jhagroe (EAS Suriname)
1:00–2:00 p.m.	**LUNCH**	Martha's Market

2:00–4:00 p.m.	**CONCURRENT (Invitation Only)**	IDB/OOCUR Dialogue on Energy Regulation — Moderators: Dr. Marsha Atherley-Ikechi and Kurt Strunk | Indian Meeting Room
2:00–3:00 p.m.	**SESSION 4 — Water Panel**	Transforming Water Management — Panellists: Miller (OUR), Chamberlain (Gowling WLG), Thomas (FTC), Meggo (Rose Hall)
3:00–4:00 p.m.	**AI and Digital Technology Panel**	Moderator: Mavis Johnson-Collie, URCA Bahamas | Panellists: Castaneda (PURC), Fortuné (TATT), Barnes (UCI), Prof. Thorpe (UTech)
4:00–5:00 p.m.	**Featured Address and Renewable Energy Panel**	Featured: Kurt Strunk (CRA) | Renewable Energy — Moderator: Cheryl Lewis, OUR | Panellists: Accord (EAS Suriname), Sedano (RAP)
4:00–5:00 p.m.	**Networking Roundtables**	AI & Digital Technology (Prof. Thorpe) | Regulatory Challenges (Ansord Hewitt) | Water Security (Alexandra Sadvari)
DAY 4 — Thursday, 30 April 2026		
8:00 a.m.–5:00 p.m.	**Registration**	Dress: OOCUR Polos/Tees and Jeans
8:30–9:25 a.m.	**Conference Review and Closing Session**	Moderator: Donn Foggo | Dr. Marsha Atherley-Ikechi (Conference Review) | Marlene Lamonth (EU) | Marc Jones (CARICOM CCC) | Ansord Hewitt (Closing Remarks)
9:30–10:15 a.m.	**SESSION 5 — Telecoms Panel**	Restoring Trust in the Telecoms Network — Moderator: Kevin Rupy (CFCA) | Panellists: Tyrrell (TNS), Wendt (Somos), Douglas (Liberty), Livingston and Clarke (FTC Jamaica)
10:15–10:30 a.m.	**Coffee Break**	
10:30–11:30 a.m.	**Multi-Sector Presentations**	Moderator: Glenn Khan | Panellists: Fletcher (TATT), Limbatto (Cullen International), Greer (BVI IAC), Nunes (OUR)
11:30 a.m.–12:30 p.m.	**Water and Sanitation Regulation Panel**	Shaping Regulation for Caribbean Territories — Moderator: Sashana Miller, OUR | Panellists: Chamberlain (Gowling WLG), Amaral (Lis-Water), Sotire (USVI PSC)
11:30 a.m.–12:30 p.m.	**CONCURRENT (Closed)**	Closed Session on Telecommunications Fraud — Moderator: OUR | Indian Meeting Room
12:30–2:00 p.m.	**LUNCH**	
2:00–6:30 p.m.	**General Assembly and Elections | Field Trips**	Mediterranean Meeting Room (Members Only) | Field Trips: Hampden Rum Tour / Martha Brae Rafting
7:30–10:00 p.m.	**Gala Dinner and OOCUR Awards Presentation**	MCs: Donn Foggo | Guest Speaker: Kevin Ramnarine (Former Energy Minister, T&T) | Vote of Thanks: Guy Malone, TRC BVI | Dress: Semi-formal
DAY 5 — Friday, 1 May 2026		

6:00 a.m.	**Optional Western Parish Tour**	Tour of hurricane-affected and rebuilt western parishes
7:00–9:00 a.m.	**Breakfast**	Final photo opportunities
11:00 a.m.	**Check-out**	

APPENDIX B: LIST OF SPEAKERS AND MODERATORS

The following individuals delivered presentations, keynote addresses, or served as panel moderators and facilitators at the 20th OOCUR Annual Conference. This list reflects the conference programme as scheduled and delivered.

Official Opening and Plenary Addresses

Name	Title / Role	Organisation / Jurisdiction
Ansord E. Hewitt	Director General / Outgoing Chairman	Office of Utilities Regulation (OUR), Jamaica / OOCUR
Hon. Ralston Anglin	Minister for Finance and Economic Development	Government of the Cayman Islands
Minister Wheatley	Minister Without Portfolio (Science, Technology)	Office of the Prime Minister, Jamaica
Professor Alvin Wint	Former Chairman, OUR Board	OUR Jamaica
David Morton	Chair	International Confederation of Energy Regulators (ICER)
Dr. Marsha Atherley-Ikechi	Executive Director	Organisation of Caribbean Utility Regulators (OOCUR)
Marlene Lamonth	Programme Manager	Delegation of the European Union to Jamaica, Belize and The Bahamas
Marc Jones	Senior Legal Counsel	CARICOM Competition Commission
Kevin Ramnarine	Former Energy Minister (Guest Speaker, Gala Dinner)	Trinidad and Tobago

Energy Sessions

Name	Title / Role	Organisation / Jurisdiction
Hugh Grant	President and CEO	Jamaica Public Service Company Ltd. (JPS)
Dr. Cliff Riley	Director General	Hazardous Substances Regulatory Authority (HSRA), Jamaica
Stanley Smellie	Regulatory Policy Specialist	Office of Utilities Regulation (OUR), Jamaica
Dr. Oswald Smiley	Manager, Engineering and Construction	JPS, Jamaica

Odian Moore	Regulatory Economic Specialist	Office of Utilities Regulation (OUR), Jamaica
Kurt Strunk	Vice President, Energy Practice	Charles River Associates
Cheryl Lewis	Deputy Director-General (Moderator)	Office of Utilities Regulation (OUR), Jamaica
Courtney Francis	Manager, Engineering and Technical Analysis (Moderator)	OUR, Jamaica
Ricardo Case	Senior VP, Shared Services	JPS, Jamaica
L. Nigel Burgess	Director of Utility Regulation	Regulatory Authority of Bermuda
Pablo Gonzalez Pinillos	Senior Principal (Energy)	Frontier Economics
Sorayadebie Jhagroe	Regulatory Specialist	Energy Authority of Suriname (EAS)
Juan Accord	Legal Specialist	Energy Authority of Suriname
Richard Sedano	Former CEO, US Program	Regulatory Assistance Project (RAP)
Kathyann Belle	Director of Utility Regulation	Fair Trading Commission, Barbados
Anand Kalpoe	Chairman	Energy Authority of Suriname (EAS)

Water and Sanitation Sessions

Name	Title / Role	Organisation / Jurisdiction
Ted Kury	Director of Energy Studies	Public Utility Research Center (PURC), University of Florida
Lewis A. Lakeman	Assistant VP, PPP and Project Financing	National Water Commission (NWC), Jamaica
Robert Taylor	Chairman	Can-Cara Development Limited, Jamaica
Sashana Miller	Senior Regulatory Analyst (Moderator)	Office of Utilities Regulation (OUR), Jamaica
Alexandra Sadvari	Partner, Climate Change and Environmental Law	Gowling WLG, Canada
Carlton Thomas	Competition Analyst	Fair Trading Commission, Jamaica
Dr. Richard Meggo	Manager	Rose Hall Developments Limited, Jamaica
Rita Amaral	Executive Director	Lisbon International Centre for Water (Lis-Water), Portugal
Sandra Sotire	Executive Director	Public Service Commission, US Virgin Islands

Telecommunications and Digital Sessions

Name	Title / Role	Organisation / Jurisdiction
Evona Channer	Deputy Director-General (Moderator)	Office of Utilities Regulation (OUR), Jamaica
Lasse Nagel	Manager	Frontier Economics Limited
Trishann Russell	Manager, Legal Affairs	Cable and Wireless Jamaica Limited / Flow

Kane Dalkan	USF Project Manager	Telecommunications Authority of Trinidad and Tobago (TATT)
Apollo Knights	National Director	Telecommunications Regulatory Commission, St. Vincent and the Grenadines
Mavis Johnson-Collie	Data Governance and Information Management Advisor (Moderator)	URCA, Bahamas
Kevin Rupy	Board Member (Moderator)	Communications Fraud Control Association
Jim Tyrrell	VP Product Management	Transaction Network Services (TNS)
Chris Wendt	VP Systems Engineering	Somos, Inc.
Charles Douglas	Senior Manager, Government and Regulatory Affairs	Liberty Caribbean
Alrick Livingston	Representative	Fair Trade Commission, Jamaica
Kalitha Clarke	Research Officer	Fair Trade Commission, Jamaica
Antonio B. Fletcher	Economist	Telecommunications Authority of Trinidad and Tobago
Carolina Limbatto	Head of Americas	Cullen International
Dr. Maria Myers Hamilton	Managing Director	Spectrum Management Authority (SMA), Jamaica
Guy Malone	CEO (also Vote of Thanks, Gala Dinner)	Telecommunications Regulatory Commission, BVI
Kenva Williams	Director General	Telecommunications Commission, Turks and Caicos Islands

Cybersecurity, AI and Digital Technology Sessions

Name	Title / Role	Organisation / Jurisdiction
Lt. Col. (Ret.) Godphey O. Sterling	Director (Moderator)	Jamaica Cybersecurity and Infrastructure Security Division
Robert (Bob) Grant	Director, Product Management	Transaction Network Services (TNS)
Marlon Cooper	Chief Executive Officer	Symptai Consulting Limited, Jamaica
Eliud Ramocan	Head, Cyber Resilience and Threat Intelligence	Bank of Jamaica
Naomi Watkins	Legal Officer (Acting)	Office of Utilities Regulation (OUR), Jamaica
Araceli Castaneda	Director of Leadership Studies / Business Development	PURC, University of Florida
Akua Fortune	Policy and Research Analyst	Telecommunications Authority of Trinidad and Tobago (TATT)
Najuequa Barnes	Managing Director / Chief Privacy Officer	United Consulting International Limited
Professor Sean Thorpe, PhD	Dean, Faculty of Engineering and Computing	University of Technology, Jamaica (UTech)

Multi-Sector and Other Contributions

Name	Title / Role	Organisation / Jurisdiction
Glenn Khann	Former Executive Director (Moderator)	OOCUR
Edwin Bogert	Chief Legal Officer	Regulatory Authority of Curaçao
Shan M. Greer	Registrar and CEO	BVI International Arbitration Centre
Shanique Nunes	HR Manager	Office of Utilities Regulation (OUR), Jamaica
Donn Foggo	Director, Communications and Stakeholder Engagement (MC)	Regulatory Authority, Bermuda
Dr. Cedric Wilson	Deputy Director-General (Moderator, Opening Ceremony)	Office of Utilities Regulation (OUR), Jamaica
Dr. Damien King	Member of the Office (Moderator, Day 3)	Office of Utilities Regulation (OUR), Jamaica

APPENDIX C: CONSOLIDATED CALLS TO ACTION BY SECTOR

The following table summarises the principal calls to action from across the four conference days, organised by sector, with indicative primary ownership and target timelines as specified by speakers.

Call to Action	Sector	Primary Owner	Target Timeline
Adopt performance-based regulation pilots	Energy	Regulators / OOCUR	12 months
Establish Regional Resilience Pledge with harmonised standards	All sectors	OOCUR	Immediate
Fund resilience investment through tariff mechanisms proactively	Energy	Regulators / Govts	Ongoing
Complete power wheeling frameworks and pilot regionally	Energy	OUR Jamaica / OOCUR	24 months
Develop clear DER and micro grid regulatory frameworks	Energy	National regulators	18 months
Pursue legislative amendments enabling nuclear energy (Jamaica)	Energy	GOJ / HSRA	Medium-term
Establish Caribbean Regulatory College for training and secondments	All sectors	OOCUR	Medium-term
Introduce numerical influent standards for industrial dischargers	Water	National regulators	12 months
Mandate real-time inline monitoring with regulatory alerts	Water	National regulators	12 months

Develop national wastewater reuse policies	Water	Governments	18 months
Make water sector investment-ready	Water	Governments / NWCs	36 months
Always conduct Public Sector Comparator before PPP	Water / Energy	Governments	Ongoing
Involve regulators from the earliest stages of PPP design	All sectors	Governments / Regulators	Ongoing
Expand regulatory mandates to cover the full sanitation chain	Water	Governments	18 months
Adopt STIR/SHAKEN and DNO across Caribbean jurisdictions	Telecoms	Regulators / OUR	12 months
Develop Caribbean Position Paper on non-ionising radiation	Telecoms	OOCUR / Regulators	12 months
Implement continuous traffic monitoring	Telecoms	Operators / Regulators	12 months
Revise market dominance frameworks for the satellite era	Telecoms	Regulators	12 months
Complete and publish 5G Action Plan	Telecoms	OUR Jamaica / Govts	12 months
Establish 72-hour backup fuel standard for telecoms	Cybersecurity	Regulators	Immediate
Legislate satellite services as resilience requirements	Cybersecurity	Governments	12 months
Develop a Caribbean federated cloud	AI / Cybersecurity	OOCUR / Regional bodies	36 months
Mandate AI impact assessments for high-risk telecom AI	AI	Regulators	12 months
Establish a regional algorithmic transparency registry	AI	OOCUR / Regulators	18 months
Launch regional regulatory sandbox (UTech AI Lab)	AI	UTech / OOCUR	Immediate
Evolve data protection roles into AI officer roles	AI	Regulatory institutions	12 months
Ring-fence training budgets in regulatory subventions	Institutional	Governments	Next budget cycle
Governments respect and adequately resource regulatory independence	Institutional	Governments	Ongoing
Engage with CARICOM combined regulator proposal	Institutional	OOCUR / Members	Ongoing
Return in 120 days with one testable idea in motion	All	All delegates	120 days

APPENDIX D: REFERENCED FRAMEWORKS, CASE STUDIES, AND RESOURCES

International Regulatory Frameworks and Standards

- STIR/SHAKEN — Caller identity authentication framework (ATIS-1000074 / FCC)
- Do Not Originate (DNO) — FCC robocall mitigation tool
- IAEA 19-Step Milestone Approach for Nuclear Power Programme development
- ICNIRP Guidelines on Radiofrequency Electromagnetic Fields
- WHO Electromagnetic Fields and Public Health guidelines
- ITU-T Cross-Border Trust Frameworks for telecom authentication
- UNESCO AI Roadmap
- EU Digital Markets Act (reference for regional digital regulation)
- Colombia Contingency Charge mechanism (pre-funded resilience financing)
- Revised Treaty of Chaguaramas (CARICOM legal framework)
- Lüter-Good Agency Principles (regulatory agency design framework)
- Ontario Safe Drinking Water Act (2002) and Clean Water Act (2006) — Walkerton reform model
- ARIMA (AutoRegressive Integrated Moving Average) modelling — demand forecasting methodology
- Post-Stamp Methodology for power wheeling charge calculation
- 4T Framework (Threat, Truth, Test, Trust) — Bank of Jamaica cyber resilience model

Organisations and Institutions Referenced

- OOCUR — Organisation of Caribbean Utility Regulators
- OUR Jamaica — Office of Utilities Regulation: www.our.org.jm
- ICER — International Confederation of Energy Regulators: www.icer-regulators.net
- PURC — Public Utility Research Center, University of Florida
- LAC4 — Latin American and Caribbean Cyber Competence Center, Dominican Republic
- EU-LAC Digital Alliance Regional Program
- Lis-Water — Lisbon International Centre for Water
- UTech Jamaica National AI Laboratory — University of Technology, Jamaica
- Caribbean AI Task Force
- CARICOM Competition Commission
- NWC — National Water Commission, Jamaica
- HSRA — Hazardous Substances Regulatory Authority, Jamaica
- TATT — Telecommunications Authority of Trinidad and Tobago
- URCA — Utilities Regulation and Competition Authority, Bahamas
- NTRC — National Telecommunications Regulatory Commission, St. Vincent and the Grenadines
- TRC — Telecommunications Regulatory Commission, BVI

- SMA — Spectrum Management Authority, Jamaica
- Energy Authority of Suriname (EAS)
- Regulatory Authority of Bermuda
- Fair Trading Commission, Barbados and Jamaica
- Regulatory Assistance Project (RAP)
- Charles River Associates (CRA)
- Frontier Economics
- Somos, Inc.
- Transaction Network Services (TNS)
- Liberty Networks / Liberty Caribbean
- Cullen International
- BVI International Arbitration Centre
- Can-Cara Development Limited, Jamaica
- Jamaica Public Service Company Ltd. (JPS)
- Digicel Jamaica
- Flow Jamaica (Cable and Wireless Jamaica)
- Barbados Water Authority
- OECS — Organisation of Eastern Caribbean States
- CXC — Caribbean Examinations Council

International Case Studies Referenced

- Singapore semiconductor industry — wastewater reuse as competitive advantage (water sector)
- Israel — 70%+ agricultural wastewater reuse following decades of scarcity management
- Spain, Murcia region — 98% treated wastewater reuse for agriculture
- Mexico power sector — US$18 million savings through wastewater reuse
- Ontario, Canada — Walkerton E. coli water contamination tragedy (2000) and subsequent regulatory reform
- Miami-Dade County courthouse — PPP pre-contract failure and procurement redesign (water infrastructure)
- Tampa Bay Water desalination plant — PPP absolute failure (US$270 million project, contractor bankruptcies)
- UK wholesale access regulation model — competitive telecoms market maintenance
- Mexico Red Compartida — wholesale-only LTE network through structural separation
- Australia NBN — open-access infrastructure ownership model
- Colombia contingency charge — pre-funded hydro drought resilience mechanism
- South Africa AI policy — discarded after found to have been written by ChatGPT (AI literacy cautionary example)
- Digicel Jamaica / New Fortress Energy — start-up international entry model for Caribbean investment
- Barbados debt-for-climate swap — innovative financing model for wastewater infrastructure
- St. Vincent and the Grenadines subsea fibre PPP — World Bank-supported domestic connectivity transformation

Key Policy Documents and National Initiatives Referenced

- Jamaica Vision 2030 — national development plan, universal water access goals
- Jamaica Integrated Resource Plan (2023) — energy planning framework
- Jamaica National AI Task Force — constituted 2025
- Jamaica Internet Exchange Point — launched 2025
- Jamaica Nuclear Safety and Radiation Protection Act — requires amendment to enable SMR development
- Barbados renewable energy target — 50% penetration by end of 2027
- Suriname Electricity Act — innovation-enabling legislative framework
- Trinidad and Tobago USF — Universal Service Fund operational model