ORGANIZATION OF CARIBBEAN UTILITY REGULATORS

Strategic Plan

2024 - 2029

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Introduction

CHAIRMAN'S ADDRESS

Dear Valued Members:

I consider the charting of this Strategic Plan to be the signal achievement of the Executive Council (EXCO) appointed by Members in November 2023. From the very onset, we were determined to ensure that we restore to OOCUR a sense of purpose and mission informed by, the mandate, directives, and inputs of all our stakeholders.

In this regard, I am pleased that in crafting this plan we have sought to engage with members and stakeholders who have not been reticent in pointing out the shortcomings and failings of the organisation. Equally, however, you have also not hesitated to make known the well spring of goodwill that obtains for OOCUR and the stellar vision that you have for the organisation in terms of what you expect it can achieve and deliver for the region. I hope that this plan provides a guide for taking the organisation forward over the next five years and that it will also serve as a motivation for all our members and potential members to commit and commit, as the case might be, to what we all agree is a regional project meriting our focus.

It is also appropriate to recognize and thank the Caribbean Development Bank (CDB) which consistent with its own mission to "to reduce poverty and transform lives through sustainable, resilient and inclusive development" funded the consultancy for the development of this plan. My colleagues on the EXCO gave unstintingly, of their time, experience and prodigious intellects in marathon Zoom session to complete this task. We owe them a debt of gratitude. Finally, I also say thanks to the consultant, Adam Montserin who so ably facilitated this process.

As time consuming and onerous as this process has been, the fact is that formulating the plan is the easy part. Now the work begins. It is the job of succeeding Excos, the Executive Director, and all of the membership to see to its successful execution. I urge you therefore, to monitor the plan, insist on accountability but above all participate fully in ensuring its success.

Sincerely

Mr. Ansord Hewitt
Chairman

WELCOME

OOCUR

ABOUT US

The Organisation of Caribbean Utility Regulators Inc. ("OOCUR") is a non-profit member-driven organization serving as a catalyst for regulatory improvement in the Caribbean. It was established on July 26, 2002 by utility regulators of the Caribbean. The current membership consists of:

1. Fair Trading Commission, Barbados;
2. Office of Utilities Regulation, Jamaica;
3. Public Utilities Commission, Belize;
4. Public Utilities Commission, Anguilla;
5. Public Utilities Commission, Guyana;
6. Regulated Industries Commission, Trinidad and Tobago;
7. Utilities Regulation and Competition Authority, Bahamas;
8. Telecommunications Regulatory Commission, British Virgin Islands;
9. Public Services Commission, US Virgin Islands;
10. Telecommunications Commission, Turks and Caicos Islands;
11. Department of Utilities and Energy, Turks and Caicos Islands;
12. Bureau of Telecommunications and Posts, St. Maarten;
13. National Utilities Regulation Commission, St. Lucia;
14. Regulatory Authority of Bermuda; and
15. Energie Authoriteit Suriname
16. National Telecommunications Regulatory Commission - St. Kitts and Nevis

The legal registered office of the organization is situated in Guyana. However, management is usually handled by the executive member that has been elected by the General Assembly in conjunction with the Executive Director who is an employee of OOCUR.

OOCUR strives to:

a. assist in the improvement of utility regulation in member countries,
b. foster development of transparent and stable utility regulation through the participation of autonomous and independent regulators in member countries,
c. foster cooperation among utility regulators,
d. undertake research, training and development and
e. facilitate understanding of regulatory issues and sharing of information and experience among members.
f. provide opportunities to expose members to the latest development in the regulatory arena and to keep abreast with best practices.

This mandate is carried out by OOCUR through community outreach, engaging and interfacing with counterpart organizations, training, mentorship and its Annual Conference.

OOCUR has consistently delivered on its mandate since 2002. Some of the more recent noteworthy achievements include:

- Collaboration with Global Events Partners, on the Caribbean Energies & Investment Summit, held in Barbados in November 2023. Negotiated part sponsorship for members to attend and facilitated a roundtable with members.
- Collaboration with the Department of Energy Resources and the Department of Commerce, USA on "Power Hours" training for energy regulators. Our members were specifically targeted for the training and an in - person event was held in Miami in April, 2024 at which all participants were sponsored, and also registered to participate in CREF 2024. Nine members benefitted from this sponsorship
- Under the PACC 2030 initiative the Department of Energy Resources, in conjunction with CARILEC facilitated a series of webinars and two in- person events in Trinidad and Barbados, on the issue of Resilient Energy Regulation. Under this arrangement four members were sponsored to participate at the CARILEC CEO Conference in Puerto Rico in May, 2024.
- Collaboration with NARUC to host a three -day Regional Regulatory Forum funded by USAID and held in Jamaica in March, 2024. Nine member agencies benefitted from this activity
- Currently in discussion with NARUC regarding a fully sponsored three - day workshop for members to be held in April 2025.
- The OOCUR Annual Conference features presentations and papers on a wide range of regulatory issues that concern the Electricity, Energy, Water and Wastewater, Telecommunications and ICT sectors. Global participation from the business, academic, peer regulatory associations, and utility sectors and key policy actors is encouraged to maximize opportunities for growth and development among attendees.
- Engaging with CARICOM to provide perspective on regional Information and Communication Technology regulation, the creation of a Gigabit Society 2030 and the inclusion of regulation in the work of the Caribbean Competition Commission.

THE IMPORTANCE OF OOCUR TO REGIONAL DEVELOPMENT

Historically, most utilities have enjoyed monopoly status, but with the growing realization of the potential impacts that an unsupervised monopoly can have on customers, potential competitors and the broader economy, the establishment of independent regulatory agencies has become the cornerstone of utility sector reform. These agencies are intended to implement policy and are strategically designed to promote the development of specialized technical expertise while shielding policymakers from undue influence. The nature and intent of regulation suggests arm's length operation from political authorities. However, as national bodies are established and /or funded by governments, they are vulnerable to interference.

OOCUR, as a regional body which understands and subscribes to the primary tenets of regulation:

- **Customer-Centric**: Prioritize cost control, deliver measurable value to customers, and expand customer choice and control. Foster customer confidence and promote efficient decision-making.
- **Economic Efficiency and Performance**: Enhance economic efficiency, ensure cost-effectiveness, and deliver long-term value to consumers.
- **Sector Stability and Adaptability**: Afford utilities the opportunity to achieve fair returns while accommodating alternative business models and facilitating the entry of new market participants.
- **Simplicity and Resilience**: Regulatory systems designed for practical administration, minimizes costs and complexity while ensuring effective oversight. Must be consistent, predictable, and adaptable to changing conditions, supporting long-term sustainability.

OOCUR is well positioned to neutrally remind all stakeholders of what is being sought - the efficient operation and maintenance of all utilities, whether publicly or privately owned, for the sustainable development of the region.

Ideals are often difficult to achieve, and moreso in highly dynamic environments with significant economic tension. At the regional level, OOCUR's value comes in being that unbiased bridging party that offers policy formulation guidance and capacity building at the macro level such that it does not impinge on the attendant national discourse but stands only to offer contextual best practice guidance to all utility stakeholders.

EXECUTIVE SUMMARY

The 2024 – 2029 Strategy provides a blueprint for OOCUR to efficiently and effectively fulfil its mandate and deliver exceptional value to its members.

In order to achieve its Vision to become "**a globally respected, well-resourced and responsive association supporting the creation of sustainable, independent and effective regulatory agencies in the region**" OOCUR will fulfil its Mission over the next 3 -5 years. Based on the organization's Mandate, OOCUR's Mission seeks to "**strengthen utility regulation in the region by developing regulatory expertise, coordinating the exchange of best practice experiences, advocating on behalf of our members, and leveraging global partnerships.**

Driven from its Vision and Mission, OOCUR will excel in five key areas over the next 3 -5 years. These are the **Strategic Themes**, and they include:

- Organization visibility, communication and engagement
- Advocacy on behalf of members
- Provision of member services
- Growth and sustainability of the organization

Excelling in these four Strategic Themes requires continuous improvement in how OOCUR operates. Based on the Current State assessment, fourteen (14) areas of continuous improvement are required to excel in the four Strategic Themes. These are the **Strategic Objectives** and include:

1. Increase membership
2. Increase access to external funding
3. Ensure adequate frequency / transparency of financial reporting
4. Improve membership / stakeholder communication & engagement
5. Improve online & social media presence
6. Expand organization brand awareness & knowledge
7. Advance knowledge management & member training services
8. Expand collaboration with regional & international partners.
9. Develop strategic relationships with institutions of influence
10. Improve coordination of member services
11. Improve provision of direct assistance & access to expertise
12. Strengthen HR capacity
13. Improve training for executive members and members of OOCUR's various executive and utility sector sub-committees
14. Increase research focus

The **Strategic Objectives** are structured based on the Balanced Scorecard to ensure a balanced strategy. **Key Performance Indicators** have been defined for each Strategic Objectives. These will be monitored and reported on to ensure effective strategy implementation.

Finally, the strategy identifies that programs and projects that will be implanted over the next 3 -5 years based on the areas of continuous improvement. These are the **Strategic Initiatives** and are presented with respective timelines of implementation.

Strategy Development

ENSURING EFFECTIVE IMPLEMENTATION

In today's increasingly complex business environment, effective design, development and execution of strategy has never been more essential. Strategy should drive all business disciplines. However, organisations today struggle with strategy design through to execution. Worldwide, up to 91% of strategic execution / change programmes fail to succeed (Harvard Business Review).

The OOCUR Strategic Plan has been developed to ensure that the goal of effective implementation is achieved. The strategy development process followed ensures that persons who will be directly involved in the implementation of the strategy were engaged in all stages of strategy design and development. A strategy development team consisting of the Executive Committee led the process and OOCUR Members contributed to the development of the plan by providing feedback on current operations and recommendations on improvements required. Additionally the finalization of the draft OOCUR Strategic Plan was done after review by OOCUR's membership at the Annual General Meeting.

STRATEGY DEVELOPMENT

Three main steps were followed in the development of the OOCUR Strategic Plan. These are presented and described below:

Current State Assessment

During the current state assessment, OOCUR's internal organisation dynamics, external environment and organisation performance were reviewed.

This was carried out through deep-dive diagnostics of several areas including:

- Online Current State Assessment completed by OOCUR members and stakeholders
- Interviews with OOCUR members

Visioning

During the visioning phase, the strategy planning team applied innovative approaches in envisioning the future for OOCUR.

The Executive Committee were engaged in designing the future state, to ensure that the medium and long-term future for the organisation were clearly articulated in a new OOCUR Vision, Mission and Core Values.

Strategic Planning

During the strategic planning phase, the strategy planning team assessed the gap between the current state and the future state OOCUR and developed the strategies that will move the organisation from its current state to live its Mission and achieve its Vision.

The planning team developed the strategy building blocks, including Strategic Themes and Statements of Intent; Strategic Objectives; Strategy Map; Measures & Targets; Initiatives and the Implementation Timeline.

The development of the OOCUR corporate strategy has been realised through dedication and a commitment to quality. Over the period of several weeks, the OOCUR Executive Committee engaged in a rigorous process of information analysis and strategy design.

A highly analytical and results-based planning process was followed to identify and prepare a programme that builds enabling elements for OOCUR to realise its vision.

The members of the Executive Committee that participated in the strategy planning process team are presented below.

OOCUR Executive Committee / Strategic Planning Team Members

EXECUTIVE COMMITTEE

- Office of Utilities Regulation, Jamaica (OUR) - Ansord Hewitt, Director General; Chairman, OOCUR
- Telecommunications Regulatory Commission, British Virgin Islands (TRC) - Guy Malone, Chief Executive Officer; Deputy Chairman OOCUR
- Regulated Industries Commission Trinidad & Tobago (RIC) - Dawn Callender, Chairman; Executive Council Member
- Telecommunications Commission, Turks & Caicos Islands (TC) - Kenva Williams, Director General; Executive Council member
- Fair Trading Commission, Barbados (FTC)- Dr. Marsha Atherley - Ikechi, Chief Executive Officer/ Brian Reece, Director of Regulation; Executive Council member.
- Mr. Glenn Khan, Executive Director, OOCUR

STRUCTURE OF THE OOCUR STRATEGY

At its core, the strategic planning process focused on the development and application of strategic thinking and industry knowledge. Participants were encouraged to think strategically to develop strategies that enhance the organisation's present business position, develop long-term direction, resources and operational efficiency and effectiveness, and identify innovative opportunities for fulfilling its mandate.

The OOCUR 2024–2029 Strategy is presented in six major sections (see diagram 1).

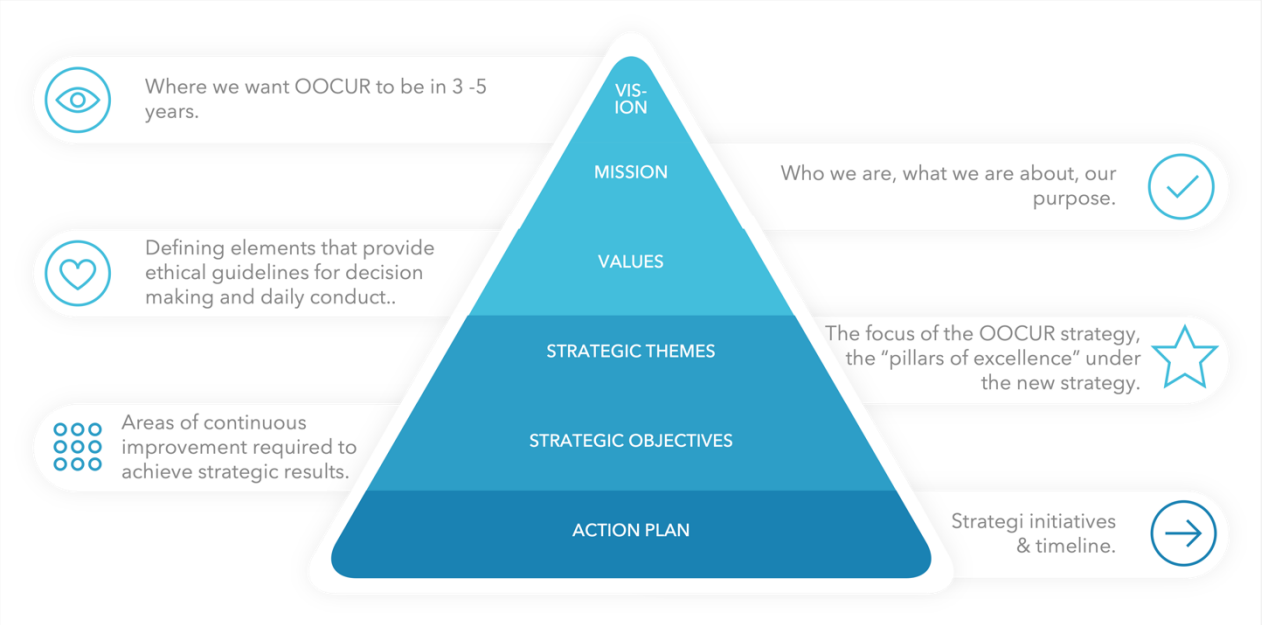


Diagram 1. Elements of the OOCUR strategy

Driven by our Vision, the strategy outlines our plan for the next four years. The strategy to achieve sustainable competitive advantage is clearly outlined in the Mission, Strategic Themes, Objectives and Initiatives. Additionally, the required level of organisation Performance Measures and Targets to achieve our Vision are detailed. This is the basis of the organisation's performance management framework.

Our strategic approach is built on a foundation of Core Values that underlie our work, how we interact with each other and our stakeholders in fulfilling our Mission.

The format of the strategy and its components have been designed utilising the Balanced Scorecard integrated planning and performance management system. The OOCUR Strategy Map presents the major objectives that are derived from the three major strategic themes. The map shows how OOCUR creates value through the cause-and-effect relationships among the objectives that make up the strategy.

Strategic DIRECTION

The new Strategic Focus for The OOCUR is presented below, with Vision, Mission, Core Values and Strategic Themes. This is the "what" of the strategy, and clearly identifies OOCUR's strategic focus.

VISION

A GLOBALLY RESPECTED, WELL-RESOURCED AND RESPONSIVE ASSOCIATION SUPPORTING THE CREATION OF SUSTAINABLE, INDEPENDENT AND EFFECTIVE REGULATORY AGENCIES IN THE REGION.

MISSON

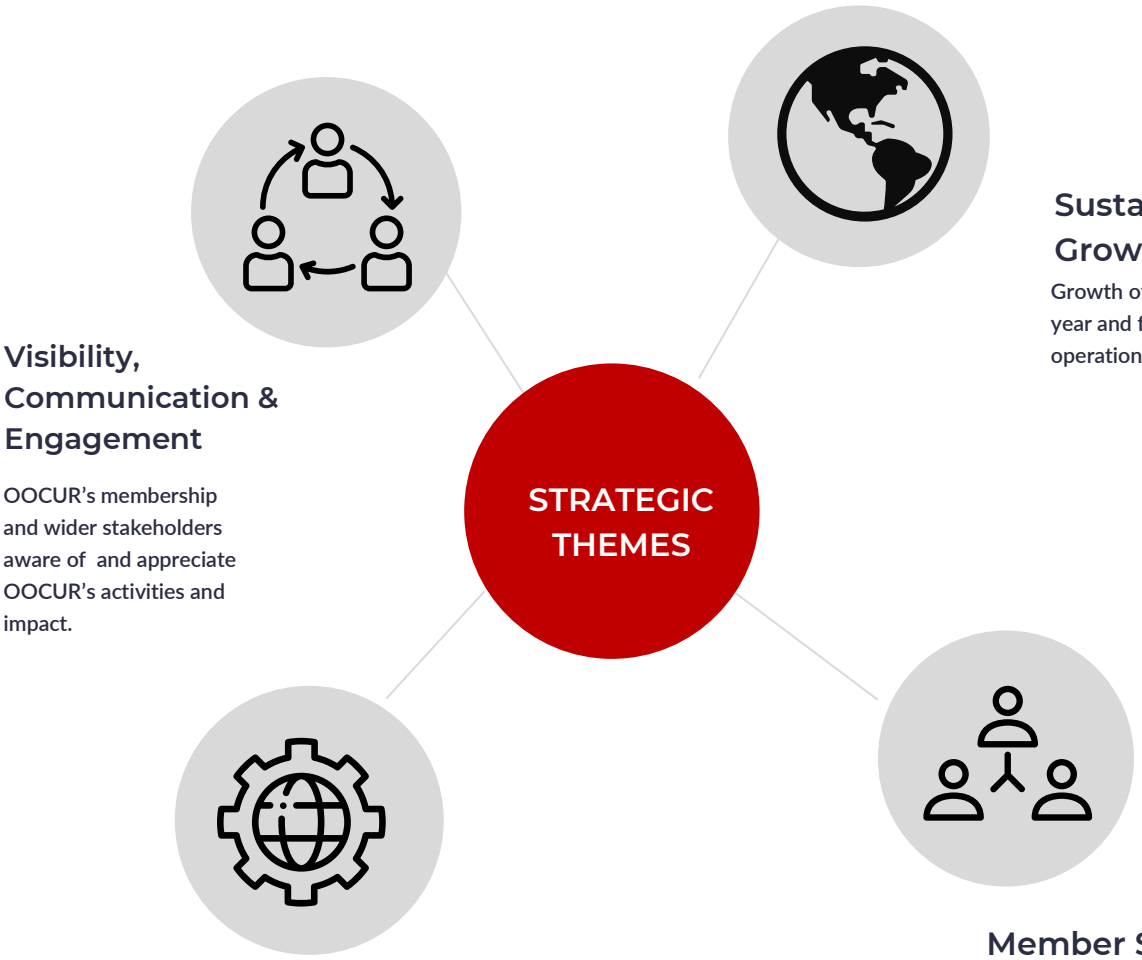
TO STRENGTHEN UTLITY REGULATION IN THE REGION BY DEVELOPING REGULATORY EXPERTISE, COORDINATING THE EXCHANGE OF BEST PRACTICE EXPERIENCES, ADVOCATING ON BEHALF OF OUR MEMBERS, AND LEVERGING GLOBAL PARTNERSHIPS.

OUR CORE VALUES

Integrity	Treating all stakeholders with equity and conducting oneself in a manner that does not bring the institution in disrepute
Collaboration	Establishing good working relationships with mutual benefits
Growth Mindset	Continuous learning, innovative thinking and development as a global organization.
Accountability	Reporting to members regularly, being responsive and ensuring that OOCUR's annual work programme is completed
Transparency	Ensuring that members are aware of decisions and actions that impact them, and allowing them to participate in the decision - making process
Diplomacy	Conducting oneself in a manner that shows respect and courtesy to all stakeholders.

STRATEGIC THEMES

Over the period 2024- 2029, OOCUR will focus on four (4) major Strategic Themes. These are the main areas of OOCUR's Corporate Strategy and represent the "Pillars of Excellence" for the fulfilment of our Vision and the achievement of our Mission.



Visibility, Communication & Engagement

OOCUR's membership and wider stakeholders aware of and appreciate OOCUR's activities and impact.

Sustainability & Growth

Growth of membership year on year and financial sustainable operations.

Advocacy

Active participation in critical forums to advocate on behalf of members.

Member Services

Highly satisfied members receiving exceptional value from OOCUR's Training, Knowledge Management and Direct Assistance services.

Each Strategic Theme is accompanied by the respective "Strategic Result" statement that identifies the measurable and specific outcome(s) that will be achieved by 2029.

Strategic APPROACH

STRATEGIC APPROACH

VISION

MISSION

STRATEGIC THEMES

OBJECTIVES

To achieve excellence in each of the Strategic Themes, OOCUR must continuously improve key areas. Strategic objectives define the areas of continuous improvement that are required to achieve the strategic results of each strategic themes.

OOCUR's strategic objectives are presented across the four perspectives of the Balanced Scorecard and have been aligned to ensure that it represents a balanced strategy.

The four perspectives of the Balanced Scorecard are the four critical dimensions of organization performance. Each perspective answers key performance questions:

- **Financial –** How do we create value for our shareholder(s)?
- **Customer –** Through the eyes of our customers and stakeholders, how do we meet their needs?
- **Internal Business Processes –** How can we improve internal processes to deliver our services better and more cost effectively?
- **Learning & Growth –** How can we support the internal processes through improved knowledge, skills and abilities, tools & technology, leadership, and other capacities?

Each Strategic Theme and their detailed Strategic Objectives are presented below in the four Balance Scorecard perspectives.

OOCUR'S CURRENT STATE

The beginning of the strategy development process looks at the internal organization and the external environment to identify what are the internal and external organization dynamics that are enabling OOCUR to efficiently and effectively achieve its mandate, and what are the dynamics that are hindering OOCUR from efficiently and effectively achieve its mandate.

As indicated in the strategy development process, this was done through Online Current State Assessment completed by OOCUR members and stakeholders, Interviews with OOCUR members, and a review of key organization performance information.

The key aspects of the internal and external OOCUR organization identified in the current state assessment that are enabling OOCUR to efficiently and effectively achieve its mandate are as follows:

STRENGHTS

- Promoting and enhancing collaboration between regulators by bringing regulators together, and facilitating meetings and conversations among members – Annual conferences
- Providing technical assistance to regulators
- Understanding member's various regulatory frameworks and assisting/promoting the development of minimum regulatory requirements.
- Creating training and development opportunities for members
- Providing opportunities for members to share experiences and exchange best practices – peer to peer learning.
- Advocating of Caribbean regulators on the regional and international stage.

WEAKNESSES

- Lack of developed regulatory frameworks and approaches that specifically address challenges in the Caribbean
- Non-existance of policies to govern regulator - international cooperation
- Insufficient opportunities for capacity building
- Insufficient engagement of the members in all sectors
- Inadequate staffing of the secretariat
- Lack of tools to facilitate regulatory information management
- Inadequate identification and sharing best practices of regulators across the region
- Insufficient provision of direct support to assist members in addressing challenges that they face in strengthening their legislative frameworks and improving awareness among the public of the importance of utility regulation.
- Limited visibility of OOCUR
- Limited networking and knowledge-sharing opportunities
- No framework for regulatory organization planning and governance
- Inability to secure adequate funding.
- The region's slow adoption of technological and administrative changes to create value
- Limited research ~~and information sharing on utility regulation~~

OPPORTUNITIES

- Creating increased opportunities for members to share best practices and exchange of experiences
- Increased training, legal and regulatory services.
- Provision of consulting services to regulators
- Provision of a platform for Caribbean utility regulators to leverage their expertise as consultants regionally and internationally
- Advancing key aspects of utility regulation including:
    - Alternative and renewable energy regulation
    - Regulation related to telecoms, next generation networks and emerging /frontier technologies, Energy and Digital development issues
    - developing uniform procedures, policies, regulations and frameworks for regulation of Renewable Energy
    - Cybersecurity Regulations and Services
    - Water and wastewater utility performance enhancement
- Sourcing and acquiring funding and technical assistance for member development (training, direct assistance, information & knowledge management etc)
- Utility regulation advocacy

THREATS

- Inadequate funding
- Members limited awareness of the value delivered by OOCUR
- Low active participation of membership
- “Competition” by international bodies in the utility regulatory space seeking participation and support by regional regulators.
- The creation of similar organizations that then muddy the scope of OOCUR
- Undue governmental influence
- The proposal to establish a single regional regulatory body

STRATEGIC OBJECTIVES

FINANCIAL STEWARDSHIP

- Increase membership
- Increase access to external funding
- Ensure adequate frequency / transparency of financial reporting

MEMBER

- Improve membership / stakeholder communication & engagement
- Improve online & social media presence
- Expand organization brand awareness & knowledge
- Advance knowledge management & member training services

INTERNAL PROCESSES

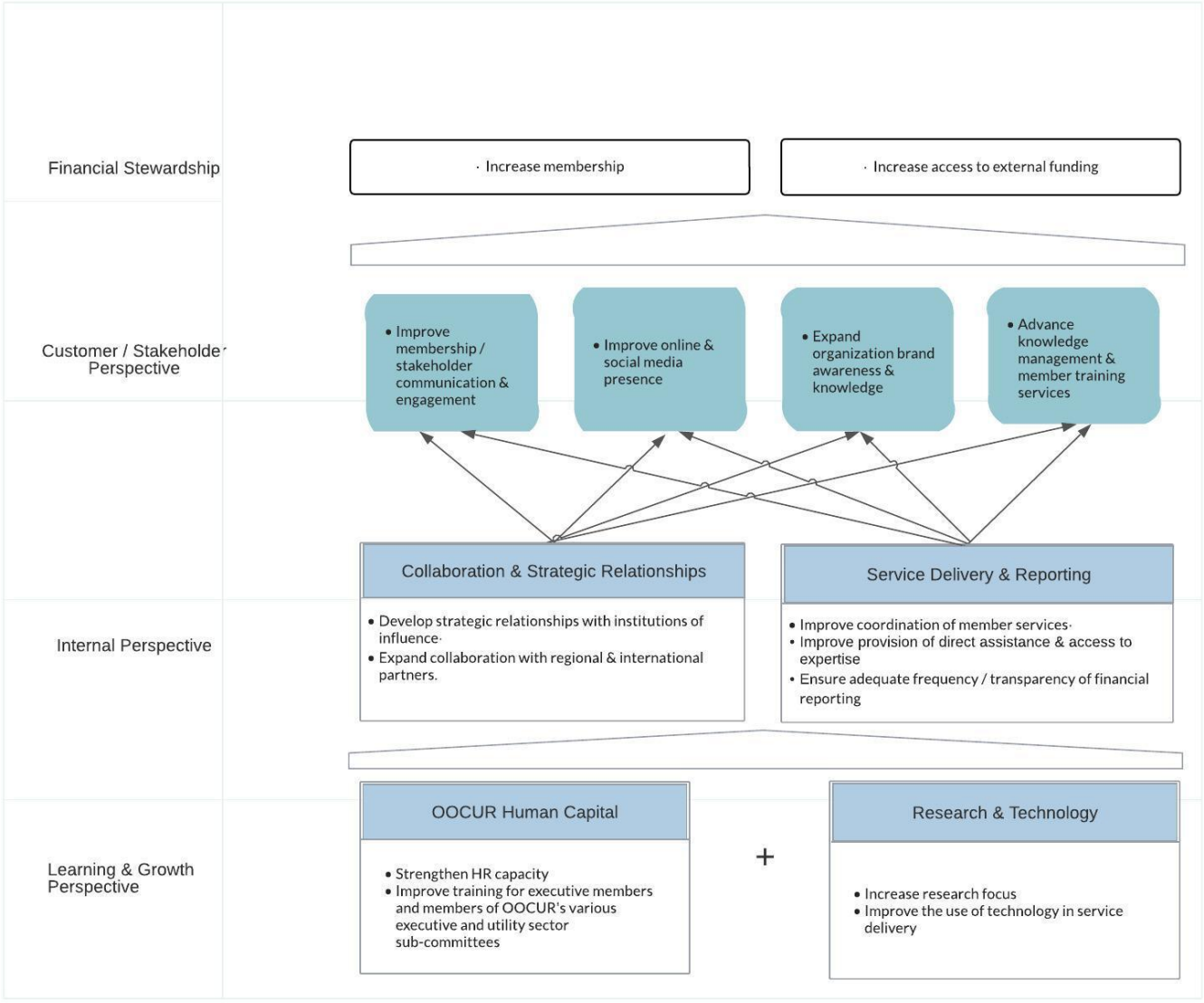
- Expand collaboration with regional & international partners.
- Develop strategic relationships with institutions of influence
- Improve coordination of member services
- Improve provision of direct assistance & access to expertise

ORGANIZATION CAPACITY

- Strengthen HR capacity
- Improve training for executive members and members of OOCUR's various executive and utility sector sub-committees
- Increase research focus

OOCUR STRATEGY MAP

The OOCUR Strategy Map shows how value is created for Members and stakeholders. It demonstrates the cause-effect relationships among objectives that make up the OOCUR Strategy.



OOCUR STRATEGIC INITIATIVES & TIMELINE

The improvements identified in the Strategic Objectives will be realized through the implementation of key Strategic Initiatives. The 2024 – 2029 Strategic Initiatives are identified under each Strategic Objective in the table below. Additionally, Key Performance Indicators that will be used to measure the success of the initiatives to achieve the Strategic Objectives are presented in the table below.

BSC Perspective	Objectives	KPI	Initiatives	Start / End (Q/Y)		FISCAL YEAR 1				FISCAL YEAR 2				FISCAL YEAR 3 - 5			
					24	2025				2026				2027 - 29			
					Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FINANCIAL STEWARDSHIP	Increase membership	2 new members per annum	Engagement with regulators in English and non English speaking Caribbean	Ongoing	●	●	●	●	●	●	●	●	●	●	●	●	●
	Increase access to external funding	USD$60,000.00 sponsorship per annum for training events	Develop & implement annual funding improvement plan to engage funding agencies eg. CDB	Q4 of the previous year	●				●				●				●
			Engage NARUC, USAID representatives	Ongoing	●	●	●	●	●	●	●	●	●	●	●	●	●
			Negotiate funding from utilities / service providers for conference activities	Q2 & Q3 Annually			●	●			●	●			●	●	
			Facilitate access to grants and funding from development agencies, international financial institutions (e.g., World Bank, regional development banks), and donor organizations for regulatory projects.	Ongoing	●	●	●	●	●	●	●	●	●	●	●	●	●
	Ensure adequate frequency / transparency of financial reporting	Biannual financial reports (Communication of Management reports quarterly)	Provide quarterly financial reports (management accounts) to members	Every Quarter	●	●	●	●	●	●	●	●	●	●	●	●	●
		100% of audited financials available on website	Present audited statements to membership at annual conference	Q3 Annually				●				●				●	
			Publish audited financials via website	Q4 Annually	●				●				●				●
			Approve budget with management accounts March	Q4 Annually	●				●				●				●

BSC Perspective	Objectives	KPI	Initiatives	Start / End (Q/Y)	24	FISCAL YEAR 1 2025				FISCAL YEAR 2 2026				FISCAL YEAR 3 - 5 2027 - 29			
					Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			Report quarterly to membership on value derived from subscriptions	Quarterly	●				●				●				●
			Implement annual member payment engagement process (Dispatch Invoices to members one month after start of new fiscal year, follow up after due dates to ensure fees are remitted)	Q1 / Q2 Annually		●	●			●	●			●	●		
CUSTOMER / STAKEHOLDER	• Improve membership / stakeholder communication & engagement	At lease 80% of members in good financial standing by June of the financial year.	Develop and implement annual stakeholder engagement plan with approved budget	Q4 of previous year	●				●				●				●
		OOCUR presenting at forums (CARICOM, CARILEC, CDB, CANTO, CTU, NARUC, ICER) annually	Annual engagement of membership on needs, priorities and expected OOCUR outcomes	Q3 Annually				●				●				●	
		Improved level of member performance	At the start of each quarter, provide a quarterly updated list of regulatory initiatives undertaken by members in the previous quarter and scheduled to be undertaken in the current quarter.	Quarterly	●	●	●	●	●	●	●	●	●	●	●	●	●
		Membership net promoter score (NPS) >70%	Provide at the end of each month a rolling three-month update to members of events/programmes/ training/etc./ for beneficial participation.	Quarterly	●	●	●	●	●	●	●	●	●	●	●	●	●
			Facilitate at least two internship opportunities per calendar year	Annually	●	●	●	●	●	●	●	●	●	●	●	●	●

BSC Perspective	Objectives	KPI	Initiatives	Start / End (Q/Y)	24	FISCAL YEAR 1 2025				FISCAL YEAR 2 2026				FISCAL YEAR 3 - 5 2027 - 29			
					Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Level of engagement / review of information by members (Downloads, review, usage analytics)	Invite members to post vacancies to OOCUR's website and social media pages.	Ongoing	●	●	●	●	●	●	●	●	●	●	●	●	●
			Create a database of sample JDs, TOR and contracts that members can tailor to their own uses.	Y1Q3 – Ongoing				●	●	●	●	●	●	●	●	●	●
			Development and engagement of the region on a statement of regulatory good practice.														
	• Improve online & social media presence	Increasing number of visitors to website	Create and implement an annual social media plan	Y1Q3 – Ongoing				●	●	●	●	●	●	●	●	●	●
			Link / create content from membership to drive traffic to OOCUR	Ongoing	●	●	●	●	●	●	●	●	●	●	●	●	●
	• Expand organization brand awareness & knowledge	>80% membership awareness and knowledge of OOCUR activities	Conduct Market Research to identify member needs	Q3 Annually				●				●				●	
		Increased activity and traffic on all online and social media channels	Design and make available by the 2025 Annual Conference a set of OOCUR Membership Pins for Members.	Y1Q3				●				●				●	
			Design and put on sale by the 2025 Annual Conference a set of OOCUR Paraphernalia	Y1Q3 – Ongoing				●	●	●	●	●	●	●	●	●	●
	• Advance knowledge management &	>80% member satisfaction (KM & Trainig)	Create an online knowledge repository with case studies, model regulations, research papers, and toolkits on best practices across jurisdictions.	Y1Q4 – Ongoing					●	●	●	●	●	●	●	●	●

BSC Perspective	Objectives	KPI	Initiatives	Start / End (Q/Y)	24	FISCAL YEAR 1				FISCAL YEAR 2				FISCAL YEAR 3 - 5			
						2025				2026				2027 - 29			
					Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	member training services		Host regional regulatory roundtables online meetings where members can share their challenges, lessons learned, and regulatory innovations.	One meeting per year (April/May)			•				•				•		
			Offer members access to data analytics tools that allow for the monitoring and benchmarking of utility performance metrics, such as service quality and cost efficiency.	Y1Q4 - Ongoing					•	•	•	•	•	•	•	•	•
			Determine feasibility and capacity to establish a professional certification approach for individual members of regulatory agencies.	Y2Q1 – Y3Q4						•	•	•	•				
			Form specialized technical working groups (e.g., energy efficiency, water regulation, digital utilities) that bring together members to explore challenges and develop solutions in their areas of expertise.	Y1Q2 – Ongoing			•	•	•	•	•	•	•	•	•	•	•
			Develop a regulatory sandbox program to allow members to test new regulatory approaches in controlled environments before wide-scale implementation.	Y2Q1 – Ongoing						•	•	•	•	•	•	•	•
INTERNAL PROCESSES	• Expand collaboration with regional & international partners.	Reduce the reliance on membership seeking international assistance for solutions to local problems	With CARICOM develop a "Regulatory Technology Hub" to offer tools such as automated compliance monitoring systems, data management platforms, and tariff modeling software through a subsidized subscription.	(Y2Q1 – Y2Q4) - Ongoing						•	•	•	•				
	• Develop strategic relationships with	High level (75%) of fulfillment of requests by	Conduct a stakeholder mapping exercise to understand the needs, influence, and interests of potential stakeholders/partners and generate a database.	Q1 Annually - Ongoing		•				•				•			

BSC Perspective	Objectives	KPI	Initiatives	Start / End (Q/Y)	24	FISCAL YEAR 1 2025				FISCAL YEAR 2 2026				FISCAL YEAR 3 - 5 2027 - 29			
					Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	institutions of influence	OOCUR for the region	Identify institutions of influence			●				●				●			
			Develop & implement annual engagement plan			●				●				●			
	• Improve coordination of member services	Improved member buy-in and satisfaction.	Develop and implement tailored communication plans for each stakeholder category to ensure targeted, relevant engagement.	Ongoing	●	●	●	●	●	●	●	●	●	●	●	●	●
	• Improve provision of direct assistance & access to expertise	>80% member satisfaction (Direct Assistance)	Structure and communicate direct assistance services to membership	Y2Q1 – Ongoing						●	●	●	●	●	●	●	●
			Provide materials and / or contact information to members based on requests							●	●	●	●	●	●	●	●
LEARNING & GROWTH	• Strengthen HR Capacity	Improved operational effectiveness	Recruit Administrative Support	(Q4 2024/25) – Q2 2025.	●	●	●										
			Periodic evaluation HR needs to implement the strategy	Ongoing	●	●	●	●	●	●	●	●	●	●	●	●	●
	• Improve training for executive members and members of OOCUR's various executive and	Achieve 80% of membership being certified as regulatory specialist	Pursuant to Article 7 of OOCUR Resolutions and under the Caribbean Regulatory Research Centre launch certification programs or continuous professional education credits towards membership status goals for members to achieve best practices and to increase professional development opportunities.	For Discussion													

BSC Perspective	Objectives	KPI	Initiatives	Start / End (Q/Y)	24	FISCAL YEAR 1				FISCAL YEAR 2				FISCAL YEAR 3 - 5			
						2025				2026				2027 - 29			
					Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	utility sector sub-committees		Collaborate with academic institutions to offer fellowships or executive programs in general management, leadership and utility regulation for senior staff.	Y2Q3 – Y3Q4								●	●	●	●	●	●
			Develop e-learning platforms with access to webinars, recorded workshops, and regulatory case studies for continuous learning.	Y2Q1 – Ongoing						●	●	●	●	●	●	●	●
			Establish a peer-to-peer mentorship program that pairs experienced regulators with newer members for guidance on regulatory practices.	Y1Q4 – Y2Q4					●	●	●	●	●				
	• Increase research focus	Improved regional and international recognition of OOCUR as a premier association of regulators	Develop partnerships with research institutions and think tanks to facilitate the Caribbean Regulatory Research Centre.	For Discussion													
			Establish OOCUR working groups to produce technical guidance papers and reports that can be shared across the membership.	Y1Q2 – Ongoing			●	●	●	●	●	●	●	●	●	●	●
			Identify possible areas for post graduate research and collaboration.	Y2Q3 – Y3Q4				●	●	●	●	●	●	●	●	●	●
	• Improve the use of technology in service delivery	Improved effectiveness of service delivery	Implement tools to track and analyze the impact of communication initiatives across different channels to membership.	Y1Q4 – Ongoing					●	●	●	●	●	●	●	●	●
			Introduce webinars for learning, information sharing and exchange of ideas.	Annually			●				●				●		

BUDGET ESTIMATES

Budget estimates are provided in the table below, showing the estimated expenditure that will be required for Strategic Initiatives that require external resources.

Objectives	Initiatives	Start / End (Q/Y)	External Resources Required	Estimated Budget (Resources – People, products/services& technology) US$
Increase membership	Engagement with regulators in English and non English speaking Caribbean	Ongoing	None Required (NR) Inhouse - ED	
Increase access to external funding	Develop & implement annual funding improvement plan to engage funding agencies eg. CDB	Q4 of the previous year	None Required (NR) Inhouse – ED/ Finance and Audit Committee	
	Engage NARUC, USAID representatives	Ongoing	None Required (NR) Inhouse – ED/Finance and Audit Committee	
	Negotiate funding from utilities / service providers for conference activities	Q2 & Q3 Annually	None Required (NR) Inhouse – ED/Conference and Activities Committee	
	Facilitate access to grants and funding from development agencies, international financial institutions (e.g., World Bank, regional development banks), and donor organizations for regulatory projects.	Ongoing	None Required (NR) Inhouse – ED/Finance and Audit Committee	
Ensure adequate frequency / transparency of financial reporting	Provide quarterly financial reports (management accounts) to members	Every Quarter	None Required (NR) Inhouse – ED/Finance and Audit Committee	
	Present audited statements to membership at annual conference	Q3 Annually	None Required (NR) Inhouse - ED	
	Publish audited financials via website	Q4 Annually	None Required (NR) Inhouse – ED/AA	
	Approve budget with management accounts March	Q4 Annually	None Required (NR) Inhouse – ExCo/ Finance and Audit Committee	
	Report quarterly to membership on value derived from subscriptions	Quarterly	None Required (NR) Inhouse - ED	
	Implement annual member payment engagement process (Dispatch Invoices to members one month	Q1 / Q2 Annually	None Required (NR) Inhouse – ED/AA	

Objectives	Initiatives	Start / End (Q/Y)	External Resources Required	Estimated Budget (Resources – People, products/services& technology) US$
	after start of new fiscal year, follow up after due dates to ensure fees are remitted)			
• Improve membership / stakeholder communication & engagement ➢	Develop and implement annual stakeholder engagement plan with approved budget	Q4 of previous year	None Required (NR) Inhouse – ED/Communications Committee/ExCo	
	Annual engagement of membership on needs, priorities and expected OOCUR outcomes	Q3 Annually	None Required (NR) Inhouse – ED/Communications Committee	
	At the start of each quarter, provide a quarterly updated list of regulatory initiatives undertaken by members in the previous quarter and scheduled to be undertaken in the current quarter.	Quarterly	None Required (NR) Inhouse – ED/AA	
	Provide at the end of each month a rolling three-month update to members of events/programmes/ training/etc./ for beneficial participation.	Quarterly	None Required (NR) Inhouse – ED/AA	
	Facilitate at least two internship opportunities per calendar year	Annually	None Required (NR) Inhouse – ED/Training and Development Committee	
	Invite members to post vacancies to OOCUR's website and social media pages.	Ongoing	None Required (NR) Inhouse – ED/AA	
	Create a database of sample JDs, TOR and contracts that members can tailor to their own uses.	Y1Q3 – Ongoing	Consultant Required	Setup consulting $2000.00 Online information sharing platform annual license $3000.00
	Raise awareness through communication across the community on the importance of utility regulation	Y1Q1 - Ongoing	Partial Inhouse, but will require funds for marketing materials and social media campaigns	Content development and social media management services $1000.00 monthly

Objectives	Initiatives	Start / End (Q/Y)	External Resources Required	Estimated Budget (Resources – People, products/services& technology) US$
	Development and engagement of the region on a statement of regulatory good practice.	Y1Q2 – Y1Q4	None Required (NR) Inhouse – ED/Communications Committee/ExCo	
• Foster female representation in utility regulation	Develop programs directed to hearing and learning from female leaders, regulators and students	Y1Q3 – Ongoing	None Required (NR) Inhouse – ED/Communications Committee	
	Develop and implement a mentorship program for women in utility regulation	Y1Q3 – Ongoing	None Required (NR) Inhouse – ED/ Training and Development Committee	
	Engage learning institutions eg. UWI, to bring awareness on regulation career paths for women	Y1Q3 – Ongoing	None Required (NR) Inhouse – ED/Training and Development Committee	
• Improve online & social media presence	Create and implement an annual social media plan	Y1Q3 – Ongoing	None Required (NR) Inhouse – ED/Communications Committee	
	Link / create content from membership to drive traffic to OOCUR	Ongoing	Consultant required	Included above (Content development and social media management services)
• Expand organization brand awareness & knowledge	Conduct Market Research to identify member needs	Q3 Annually	None Required (NR) Inhouse – ED/AA	
	Design and make available by the 2025 Annual Conference a set of OOCUR Membership Pins for Members.	Y1Q3	None Required (NR) Inhouse – ED/AA – Pin design Production and shipment costs (100 pins)	Can be estimated based on prior expenditure
	Design and put on sale by the 2025 Annual Conference a set of OOCUR Paraphernalia	Y1Q3 – Ongoing	None Required (NR) Inhouse – ED – Design Production and shipment costs	
• Advance knowledge management & member training services	Create an online knowledge repository with case studies, model regulations, research papers, and toolkits on best practices across jurisdictions.	Y1Q4 – Ongoing	Knowledge management/IT Consultant required	Included above (Setup consulting $2000.00 Online information sharing platform annual license $3000.00)

Objectives	Initiatives	Start / End (Q/Y)	External Resources Required	Estimated Budget (Resources – People, products/services& technology) US$
	Host regional regulatory roundtables online meetings where members can share their challenges, lessons learned, and regulatory innovations.	One meeting per year (April/May)	None Required (NR) Inhouse – ED/AA/ Training and Development Committee	
	Offer members access to data analytics tools that allow for the monitoring and benchmarking of utility performance metrics, such as service quality and cost efficiency.	Y1Q4 - Ongoing	Tool purchase, hosting and annual renewal	Recommendation – Development of Data Analytics templates in Microsoft 365 apps for access and utilization by members Development cost $5000.00
	Determine feasibility and capacity to establish a professional certification approach for individual members of regulatory agencies.	Y2Q1 – Y3Q4	None Required (NR) Inhouse – ED/Training and Development Committee	
	Form specialized technical working groups (e.g., energy efficiency, water regulation, digital utilities) that bring together members to explore challenges and develop solutions in their areas of expertise.	Y1Q2 – Ongoing	None Required (NR) Inhouse – ED/ExCo	
	Develop a regulatory sandbox program to allow members to test new regulatory approaches in controlled environments before wide-scale implementation.	Y2Q1 – Ongoing	Consultant required	
• Expand collaboration with regional & international partners. ➢	With CARICOM develop a “Regulatory Technology Hub” to offer tools such as automated compliance monitoring systems, data management	(Y2Q1 – Y2Q4) - Ongoing	Consultant required Technology acquisition costs	

Objectives	Initiatives	Start / End (Q/Y)	External Resources Required	Estimated Budget (Resources – People, products/services& technology) US$
	platforms, and tariff modeling software through a subsidized subscription.			
• Develop strategic relationships with institutions of influence	Conduct a stakeholder mapping exercise to understand the needs, influence, and interests of potential stakeholders/partners and generate a database.	Q1 Annually - Ongoing	None Required (NR) Inhouse – ED/Communications Committee	
	Identify institutions of influence		None Required (NR) Inhouse - ED	
	Develop & implement annual engagement plan		None Required (NR) Inhouse – ED/Communications Committee	
• Improve coordination of member services	Develop and implement tailored communication plans for each stakeholder category to ensure targeted, relevant engagement.	Ongoing	None Required (NR) Inhouse – ED/Communications Committee	
• Improve provision of direct assistance & access to expertise	Structure and communicate direct assistance services to membership	Y2Q1 – Ongoing	None Required (NR) Inhouse – ED/AA	
	Provide materials and / or contact information to members based on requests		None Required (NR) Inhouse – ED/AA	
• Strengthen HR Capacity ➢	Recruit Administrative Support	(Q4 2024/25) – Q2 2025.	None Required (NR) Inhouse – ED/ExCo	US$18,000/annum
	Periodic evaluation HR needs to implement the strategy	Ongoing	None Required (NR) Inhouse – ED/ExCo	
• Improve training for executive members and members of OOCUR's various	Pursuant to Article 7 of OOCUR Resolutions and under the Caribbean Regulatory Research Centre launch certification programs or continuous professional education credits towards membership	For Discussion	None Required (NR) Inhouse – ED/ Training and Development Committee/ Conference and Activities Committee with external assistance	(may be used to generate revenue)

Objectives	Initiatives	Start / End (Q/Y)	External Resources Required	Estimated Budget (Resources – People, products/services& technology) US$
executive and utility sector sub-committees ➢	status goals for members to achieve best practices and to increase professional development opportunities.			
	Collaborate with academic institutions to offer fellowships or executive programs in general management, leadership and utility regulation for senior staff.	Y2Q3 – Y3Q4	None Required (NR) Inhouse – ED/ Training and Development Committee Source external funding	Cost will depend on what programs are developed with the academic institutions. Participants should cover the majority of the program costs.
	Develop e-learning platforms with access to webinars, recorded workshops, and regulatory case studies for continuous learning.	Y2Q1 – Ongoing	Knowledge management/IT Consultant required	Recommendation – Moodle https://moodle.org Consulting support estimated at $2000.00
	Establish a peer-to-peer mentorship program that pairs experienced regulators with newer members for guidance on regulatory practices.	Y1Q4 – Y2Q4	None Required (NR) Inhouse – ED/ Training and Development Committee	
• Increase research focus	Develop partnerships with research institutions and think tanks to facilitate the Caribbean Regulatory Research Centre.	For Discussion	None Required (NR) Inhouse – ED/ Training and Development Committee	
	Establish OOCUR working groups to produce technical guidance papers and reports that can be shared across the membership.	Y1Q2 – Ongoing	None Required (NR) Inhouse – ED/ Training and Development Committee	
	Identify possible areas for post graduate research and collaboration.	Y2Q3 – Y3Q4	None Required (NR) Inhouse – ED/ Training and Development Committee	
• Improve the use of technology in service delivery	Implement tools to track and analyze the impact of communication initiatives across different channels to membership.	Y1Q4 – Ongoing	Consultant required	Recommendation – utilization of social media analytical tools Consulting setup of analytical tool $2000.00 License of the tool $500.00 per annum

Objectives	Initiatives	Start / End (Q/Y)	External Resources Required	Estimated Budget (Resources – People, products/services& technology) US$
	Introduce webinars for learning, information sharing and exchange of ideas.	Annually	None Required (NR) Inhouse – ED/ Training and Development Committee Guest Speakers Fees	Can be estimated based on prior expenditure

2024

STRATEGIC PLAN

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