



STRATEGIC BUSINESS PLAN 2020 - 2024

FAIR TRADING COMMISSION

Promoting competitive markets

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1. Introduction

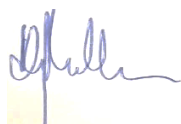
Executive Director's Message

As Jamaica's competition authority with the primary responsibility to promote competition and competitive markets for the benefit and consumers and businesses, and ultimately for improved productivity and economic growth, the Fair Trading Commission (FTC) is critical to Jamaica's economic growth. The FTC must have the tools to properly enforce the Fair Competition Act (FCA) and eliminate anticompetitive conduct so that the business environment may function effectively. The work of the FTC supports and enables Vision 2030 National Goal #3: - Jamaica's economy is prosperous; National Outcome #8, an enabling business environment; and National Outcome #12, internationally competitive industry structures.

The FTC's work encompasses several focal areas that, when brought together, facilitates the building of competition culture and behavioral change, which leads to economic growth through increased consumer welfare. It has been established that building a competition culture and behavioral change are ongoing processes that require constant attention. They are impacted by factors such as the evolution of business practices driven by technological changes and efficiency needs, and the effect of globalization on markets.

The FTC, therefore, uses Enforcement mechanisms that are prescribed by the FCA, as well as tools such as Market Studies, Advocacy, and Public Education to achieve its objectives. Over time the FTC has recognized that there are several sectors or markets that impact Jamaica's economy and, by extension, consumers significantly. Activity in these markets has been robust and requires oversight. These markets include the fast-changing technology-driven information, communication, and telecommunications sector, as well as the finance, energy, and retail sectors, which disruptive technologies and other technical developments are driving more and more.

Competition advocacy, or informing government policy, continues to be a focal area as well as public education. Jamaica being the largest member state of CARICOM and the most experienced in Competition Law and Policy, sees the FTC playing its part in developing regional policy in the areas of competition, trade, and consumer protection. This is crucial, as the region gets closer to functioning as a single economic market.



Executive Director

March 20, 2020

Mission

To provide for the maintenance and encouragement of competition in the conduct of trade, business, and in the supply of services in Jamaica with a view to providing consumers with competitive prices and product choices.

Executive Summary

This Strategic Plan covers the FTC's core activities, such as those relating to the receiving and investigation of complaints, the undertaking of advocacy initiatives, inclusive of market studies, and public education activities. Support areas such as finance and administration, information, communication and technology, human resources, monitoring of internal processes and systems, and strategic planning serve to ensure that the core activities are undertaken efficiently and effectively.

Internal systems are monitored closely to ensure that the FTC consistently provides services that meet customers' and stakeholders' needs as well as applicable statutory and regulatory requirements. The monitoring mechanism includes periodic reviews of procedures and processes so that areas of improvement may be quickly identified and conformity to requirements are maintained.

The FTC serves the general public and interfaces with several stakeholder groups such as Government Ministries, Departments and Agencies, the business community, academia, and CARICOM member states. Products and services are both general in nature as well as specific to issues. The FTC's Environmental Scan was developed in a manner that addresses stakeholders; and describes the many strengths of the FTC as well as weaknesses, opportunities, and threats. Staff's experience, professionalism, and competence, the organization's sound processes, procedures, and data management systems, and recognition as the leading Competition Authority in the region, are among the strengths. Developing and implementing methods to handle weaknesses and threats are first and foremost within the responsibilities of the managers, who at all times remain mindful of the need to make the best use of opportunities.

Public education and competition advocacy take a range of forms. The general public is reached through the FTC's website and mainstream, electronic, and social media. Confidential matters are discussed in one-on-one meetings and through letters. Workshops, conferences, and training courses are used to share information and facilitate discussion on specific areas of competition law and policy.

The FTC has set three primary objectives for the medium term. They are (a) improving consumer welfare and facilitating growth in the business environment; (b) building a competition culture; (c)

promoting pro-competitive policies. Performance indicators and targets have been developed over time. They are based on historical performance and consider changes in market conditions and firms' behavior. The Staff uses several monitoring mechanisms which are reviewed periodically.

With globalization comes a need for efficiency gains and increased effectiveness; and with this comes consolidations through mergers, acquisitions, and joint ventures (M&A). The FTC has seen an increased number of consolidations in several markets in the last six years and is becoming more proactive in its analysis. Identification and examination of M&As have become a significant part of the Staff's work plan and will continue to be so in the medium term. It is, therefore, necessary that work on creating the formal Merger Review Framework that has been approved by Cabinet continues at a brisk pace and that the required provisions are included in the FCA in short order.

In the upcoming years, the Staff complement will be increased marginally, to include another Legal Officer and another Competition Analyst. These increases will be necessary as it is anticipated that there will be an increase in the M&A and market assessments.

The process of amending the FCA will continue in the medium term. Amendments to address weaknesses and gaps in the FCA, amendments to address the 'merger' of the FTC with the Consumer Affairs Commission (CAC), and amendments to include a formal pre-notification merger review regime, are on the table.

In 2017, the FTC began receiving capacity building support from the World Bank through its Foundations for Competitiveness and Growth Project. As of March 2020, one of three activities were completed, and the other two will continue over the upcoming two Financial Years. The FTC manages these activities under supervision from JAMPRO and monitoring from the Planning Institute of Jamaica.

Concerning financial requirements, the FTC will continue to receive only a Recurrent Budget, and year to year, the Budget is projected to increase by approximately 3½ percent. Notably, after 25 years located at 52-60 Grenada Crescent, Kingston 5, the FTC was given notice to vacate premises; and in November 2019, work commenced on modifying office space in a new location. Accordingly, the 2019/2020 and 2020/2021 Financial Years includes an amount of \$16 million to cover the relocation of offices. The FTC will be located in the New Kingston Business Centre by May 2020.

Governance

The FTC, a portfolio agency of the Ministry of Industry, Commerce, Agriculture & Fisheries, is governed by a maximum of five Commissioners, who are appointed by the Minister. The Executive Director is an ex-officio Commissioner who is appointed by the Commissioners. As of April 1, 2020, the Commissioners are Dr. Derrick McKoy, Chairman, Mr. Stuart Andrade, Mr. Robert Collie, and Ms. Dorothy Lightbourne. Mr. David Miller, who was appointed Executive Director in November 2009, is an ex-officio Commissioner.

Key management responsibilities are as follows:

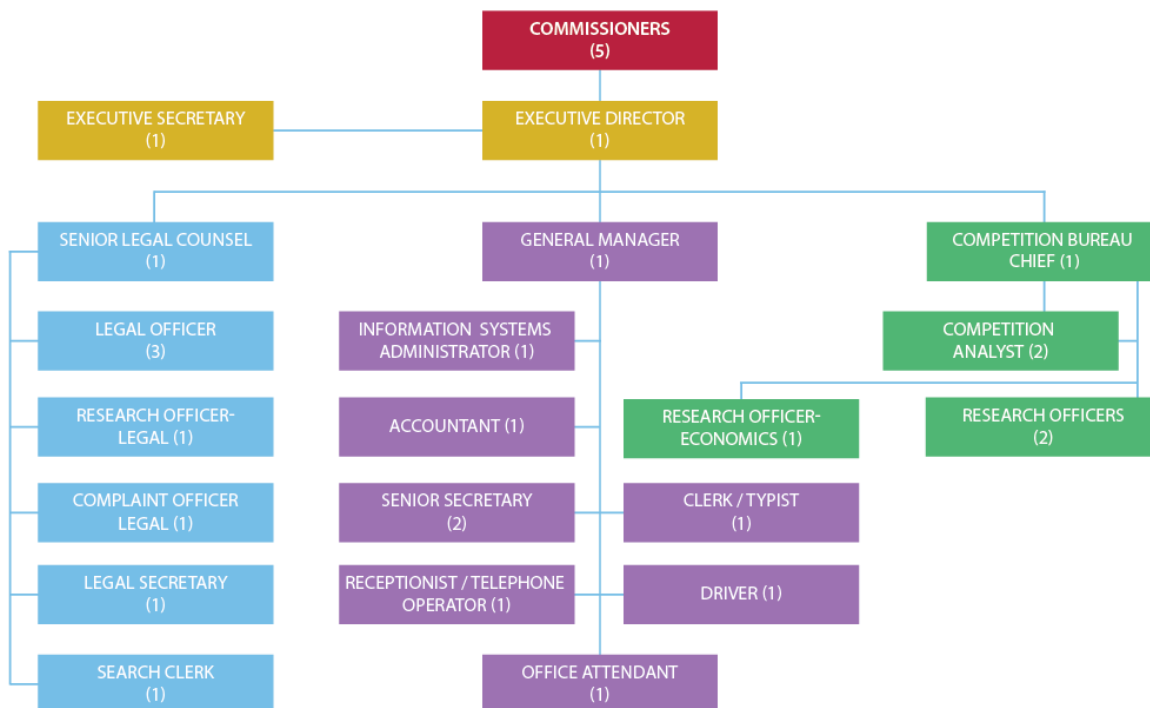
Executive Director: Responsible for the daily operation of the FTC. This includes the investigation and evaluation of evidence regarding anticompetitive business practices and making appropriate recommendations to the Commissioners and the portfolio Minister. Primary responsibility is for the enforcement of the FCA, which includes investigative, rule-making, and compliance functions.

General Manager: Responsibilities include budget and financial management, public relations, human resources management, and the development and maintenance of general administrative systems.

Senior Legal Counsel: Supervises the work of the Legal Department, which undertakes litigation and legal strategies and provides legal advice.

Competition Bureau Chief: Provides the Government and key stakeholders with economic analyses of markets as they relate to antitrust, consumer protection, and regulation.

Organizational Chart



Roles & Responsibilities

The Fair Trading Commission (FTC) was established in 1993 to administer the Fair Competition Act (FCA). The FCA provides for the maintenance and encouragement of competition in the conduct of trade and business and the provision of services in Jamaica, with a view to ensuring that markets are competitive and that consumers are provided with competitive prices and product choices.

Functions of the FTC

The functions of the FTC as set out in section 5 of the FCA are to:

- Carry out, on its own initiative or at the request of the Minister or any other person, investigations in relation to the conduct of business in Jamaica in connection with matters falling within the provisions of the FCA;
- Advise the Minister on matters relating to the operation of the FCA;
- Make available to businesses and consumers, general information with respect to their rights and obligations under the FCA;
- Cooperate with and assist any association in developing and promoting the observance of standards of conduct for the purpose of ensuring compliance with the FCA; and

- Undertake studies and publicize reports and information regarding matters affecting the interests of consumers.

The FCA contains two broad categories of prohibitions, those dealing with anticompetitive behavior and those dealing with consumer protection. Regarding anticompetitive conduct, the FCA addresses abuse of a dominant position, agreements that substantially lessen competition, exclusive dealing, market restriction, resale price maintenance, tied selling, price-fixing, and bid-rigging. Regarding consumer protection, the FCA addresses misleading advertising, sale above advertised price, double ticketing, and the unavailability of goods advertised at a bargain price.

The FTC provides products and services which benefit both businesses and consumers. Businesses and consumers are protected by the FTC, exposing and remedying anticompetitive practices which are examined extensively by the Legal Department. The Competition Bureau provides the economic analyses necessary for the enforcement of the FCA, thereby ensuring that businesses compete based on efficiency, innovation, and product choice, ensuring that consumer welfare is improved. The extent of effective competition in the Jamaican marketplace is monitored with a view to:

- removing artificial barriers to entry in markets;
- preventing dominant firms from using anticompetitive practices to oust their competitors from a market;
- preventing the creation or the strengthening of dominant firms through mergers and acquisitions; and
- increasing the proportion of consumers making well-informed choices.

2. Environmental Scan

Table 1: Strengths Weaknesses Opportunities Threats (SWOT)

Strengths	<ol style="list-style-type: none"> 1. Jamaica’s Competition Authority – enforces the FCA. 2. The FCA includes consumer protection provisions. 3. Knowledgeable and competent Staff. 4. Low Staff Turnover. 5. Sound data and information management system. 6. Documented & structured internal procedures & processes. 7. Established training courses for various levels of competition policy. 8. Experience in undertaking Consultancy arrangements as well as in procurement processes for Consultants. 9. We are recognized as the most experienced and leading Competition Authority among CARICOM member states. 10. Provides support to CARICOM Secretariat & other member states.
Weaknesses	<ol style="list-style-type: none"> 1. Limitations in the FCA. 2. Financial and human resources are insufficient to cover the scope of work that is seen as necessary. 3. Limited Advocacy, Public Education & Communication capabilities. 4. Need for improved branding and image strengthening.
Opportunities	<ol style="list-style-type: none"> 1. Amending the FCA promptly to address limitations and include Merger Review Framework. 2. Strengthen Jamaica’s competition culture through increased Public Education activities and strengthening the FTC image and brand. 3. Recognition by Ministries, Departments & Agencies of the need for considering competition issues in the development of legislation and policies.
Threats	<ol style="list-style-type: none"> 1. Delay in completing amendments to the FCA in a timely manner. 2. Unavailability of data and information needed to complete investigations, market studies, and assessments in a shorter time frame. 3. Training of new Staff given the “steep learning curve.”

Stakeholder Analysis

The FTC interacts primarily with the business community and ensures that key stakeholders recognize its responsibilities. Based on stakeholders’ needs as well as their potential effect on the ability of the FTC to consistently carry out its core activities and to meet its statutory and regulatory requirements, the FTC has determined that several parties are relevant to its functionalities. They are categorized as follows:

Table 2: Stakeholders & Interested Parties

Category	Group
<i>Internal Interested Parties</i>	<ol style="list-style-type: none"> 1. Commissioners 2. Management 3. Staff
<i>Key Internal Stakeholder</i>	<ol style="list-style-type: none"> 1. Ministry of Industry Commerce Agricultural and Fisheries (portfolio ministry)
<i>Key External Stakeholders</i>	<ol style="list-style-type: none"> 1. Other Government Ministries, Departments, and Agencies 2. Business community, law firms 3. Consumers 4. Academia 5. CARICOM Secretariat & Member States

Table 3: Needs and expectations of Stakeholders

Stakeholder	Input	Needs/Expectations	Frequency
Portfolio Ministry	Funding & Policy Guidance	Competition Policy expertise	Monthly
Ministries Department & Agencies	Information & Data	Competition Policy expertise	As requested/ necessary
Business Community	Information & Data	Competition Policy expertise	As requested/ necessary
Consumers	Information & Data	Information	As necessary
CARICOM Secretariat & Member States	Information & Data	Competition Policy expertise	As requested/ necessary

Table 4: Requirements of Interested Parties

Interested Party	Input	Frequency
Commissioners	Policy Directives	Monthly
Management	Corporate Strategy & oversight	Daily
Staff	Implementation	Daily

Conclusion of the Scan

Integral to the internal control system is the management of risks. Risks are defined, documented, and categorized according to their level of seriousness, and preventive and protective measures are implemented. Risks are monitored within the existing constraints so that the desired output or results are achieved as best as possible.

Several risks are present in the organization. These risks manifest themselves during operations and in the discharge of responsibilities. The output may be affected, and therefore Management remains mindful of the risks and designs plans to mitigate these risks.

The FTC remains aware of the threats identified in the SWOT. Work plans are created with these threats in mind as the FTC has little or no control over the factors that cause these threats. Therefore, the FTC collaborates with the relevant external stakeholders to limit the impact on output.

There exist several implementation risks or risks that may arise in the discharge of responsibilities or from the execution of Staff's activities. These risks are described in the Risk Management Plan, which is attached in Appendix A.

3. Products & Services

The FTC's products are in the form of reports, information, research papers, and opinions created by the Commissioners and the Staff or in the form of Court Judgements or Consent Agreements with firms.

The FTC also offers services to the public and, in particular, to the aforementioned key stakeholders. Services are provided in accordance with the FCA and other statutory and regulatory requirements such as the Financial Administration & Audit Act, the Access to Information Act, and the GOJ's Corporate Governance Framework. Accordingly, the FTC's leadership makes decisions appropriately in accordance with the designated scope of its authority.

The work of the FTC is highly specialized, and significant focus is placed on developing the technical knowledge of the Staff. Over time, the FTC has determined the knowledge and skills that are necessary to manage the operations and to carry out the duties and functions that are mandated by the FCA. Products and services are based on experience and expertise in Competition Law and Policy, the proper application of the FCA, lessons learned, international best practices, knowledge transfer mechanisms as well as documented procedures, guidelines, and processes.

In addition to the technical knowledge required to provide products and services, the FTC engages and professionally communicates with its stakeholders with openness and transparency. The FTC guarantees that all work output is planned, controlled, and supervised to ensure that all deliverables are of the highest quality and are provided within required timelines. Completed documents must be approved by either the Chairman or the Executive Director before submission to 'customers.' Electronic and hard copies are stored, and where appropriate and necessary, products are disseminated through regular updates of the FTC's website and newsletters.

Consistency, objectivity, and transparency are critical ingredients in the FTC's products and services, and analyses are based on established best practices. The Management and Staff are committed to adhere to the approved policies and to perform their work following the prescribed procedures and processes.

More detailed Service Standards are described in the FTC's Citizens Charter.

4. Marketing Strategy

Work products are disseminated to the public and shared with stakeholders through a range of means or methods. Products requested by specific stakeholders are generally shared confidentially either through letters and one-on-one meetings.

The table which follows describes the methods of dissemination with the respective types of information.

Table 5: Information Dissemination

Means or Method	Type of Information
1. Website 2. Social media: Facebook, Twitter, Instagram	1. General information on the FTC, the FCA & Competition Law 2. Reports & opinions pursuant to investigations & market studies
3. Press Releases & Advisories 4. Public Lectures 5. Radio & television interviews 6. FTCNewslines, quarterly electronic newsletter 7. Email	1. General information on the FTC, the FCA & Competition Law 2. Specific areas of Competition Law 3. Interface with other laws, policies 4. Reports & opinions pursuant to investigations & market studies
8. Compete, annual newsletter	1. General information on the FTC, the FCA & Competition Law. 2. Specific areas of Competition Law 3. Reports & opinions pursuant to investigations & market studies 4. News articles 5. Articles from Staff, stakeholders, and international contributors
9. Workshops, conferences, training courses	1. Reports & opinions pursuant to investigations & market studies 2. Specific areas of Competition Law 3. Interface with other laws, policies
10. One-on-one meetings 11. Letter to specific parties	1. Reports & opinions pursuant to investigations & market studies 2. Particular areas of Competition Law 3. Interface with other laws, policies

5. Human Resources Capacity Plan

The Executive Director is responsible for the day to day operations and is supported by the Administrative Department, Legal Department, and Competition Bureau, which are headed by the General Manager, Senior Legal Counsel, and Competition Bureau Chief, respectively. These departments comprise the following:

- *Administrative:* Executive Secretary, Accountant, Clerk/Typist, Receptionist/Telephone Operator, Office Attendant, and Driver.
- *Legal:* two Legal Officers.
- *Competition Bureau:* two Competition Analysts, two Research Officers, and Senior Secretary.

Table 6: Human Resources Capacity Plan

Departments	Staff Complement	Planned 2020/2021	Planned 2021/2022	Planned 2022/2023	Planned 2023/2024
Administrative Department	8	8	8	8	8
Legal Department	3	4	5	5	5
Competition Bureau	6	6	7	7	7

6. Current Organizational Performance

Table 7: Current Performance

Priority/ Objective	Programme/Project Budget No.	Performance Indicators	Target 2019/2020	Actual 2019/2020	Target 2020/2021	Expected Result 2020/2021
<p>Ensure Consumer Protection</p> <p>National Goal #3: Jamaica's economy is prosperous</p> <p>National Outcome #8: An Enabling Business Environment</p> <p>National Outcome #12: internationally competitive industry structures</p>	<p>4.1.1 Consumer & Public Protection</p> <p>Protection of Competition</p> <p>1. Vision 2030 National Goal #3: Jamaica's economy is prosperous.</p> <p>Improve consumer welfare & facilitate growth in the business environment. Enforce the provisions of the FCA.</p>	Case resolution rate	75%	76%	75%	75%
		Number of allegations of anticompetitive conduct in the economy	196	151	186	166
	2. Build a competition culture by demonstrating the benefits of competitive markets.	Number of information dissemination activities	17	17	17	17
		Number of market studies & competition advocacy activities	26	26	26	26
		\$ benefit accrued from markets investigated (\$ billion)	\$3,830,000	\$6,319,000	\$3,830,000	\$4,230,000
	3. Promote pro-competitive policies by assessing legislation & government policies to determine whether they restrict competition & retard economic growth.	Number of legislation or policy-related activities	10	18	12	12
		% of breaches of the FCA.	1.8%	1.13%	1.8%	1.8%

7. Legislation

The Fair Competition Act (FCA) was enacted in 1993 and was last amended in 2001. Since 2010 amendments to address weaknesses and gaps in several provisions are being pursued. Since 2017 a draft Bill has been with the Attorney General's Chambers for comments.

Merger of the Fair Trading Commission and the Consumer Affairs Commission

Cabinet Decision No. 49/09 dated November 02, 2009, documented the decision of the Cabinet to rationalize the public sector. To facilitate this process, the Public Sector Transformation Unit (PSTU) was established to, among other things, enable the restructuring interventions. By way of Cabinet Decision No. 20/18 dated June 4, 2018, the Consumer Affairs Commission (CAC) and the Fair Trading Commission (FTC) were identified for merger and for the creation of a single public body to execute the functions of consumer protection and competition law enforcement.

Since 2019, the PSTU has been working closely with the FTC and the CAC primarily through a Steering Committee, which also includes MICAF, to create the new entity. As of March 2020, much work has been done to bring the new entity into being. The Steering Committee is managing the process from all angles giving due consideration to:

- Legislation - legislative and underlying governance issues must be addressed through legislation. Work includes the creation of new legislation as well as amending both the FCA and the Consumer Protection Act (CPA). This work is of significance to the functioning of the new entity as both the FTC and the CAC are separate statutory bodies that enforce statutes. The FTC enforces the FCA, and the CAC enforces the CPA.
- Human resource issues - specifically, the transition of Staff from existing entities to the new entity.
- Financial issues - each entity maintains its own financial and accounting records and internal controls.
- Information, Communication & Technology needs - both entities generally have similar needs, but there are differences with respect to data management.
- Change Management - managing the Staff's concerns, needs, and expectations in their present situation and assisting them as they move into the new entity.

Merger Review Framework

Cabinet Decision No. 2/15 dated January 2015, established a Ministerial Subcommittee to oversee the creation of the appropriate framework for a mergers and acquisition regime. The decision taken by the Cabinet underscores the urgency for a review of the FCA regarding the creation of a merger review regime for Jamaica. The World Bank Foundation for Competitiveness and Growth (FCG)

Project engaged a Consultant, and a framework with provisions was drafted. The draft Cabinet Submission describing the purpose of the regime and summarizing the framework was approved by the Ministry of Finance & the Public Service in 2018 but is awaiting the review and approval of the Attorney General's Chambers.

The creation of the new entity, that is, the merged FTC/CAC, is being treated as a priority over the amendments to the FCA and the creation of the merger review regime. Accordingly, work on the last two items is awaiting the completion of the legislation for the new entity.

8. External Funding Support

The Government of Jamaica (GOJ), under a loan agreement with the World Bank, is presently financing a project entitled Foundations for Competitiveness and Growth (FCG). The GOJ has stated that “the overall objective of the project is to promote broad-based private sector-led growth, improve the investment climate, strengthen infrastructure and logistics, and enhance entrepreneurship and competitive industries. The initiatives under the project are expected to strengthen the enabling environment for private sector competitiveness to help Jamaica unleash its potential for productivity and growth.”

The FTC is benefiting from the FCG Project for capacity building initiatives aimed at strengthening the institutional framework for competition. Initiatives must be consistent with the FCG Project purpose, which states, inter alia, “for the process of private sector growth to lead to sustained productivity upgrading in the economy, a framework must be in place to ensure competition between firms.” Three initiatives or activities are earmarked for the FTC:

Table 8: Technical Capacity Strengthening Activities

Activity	Objectives
<p>1. Creation of a framework for a merger review regime for Jamaica, together with draft legislative provisions.</p> <p><i>Cabinet Submission is awaiting the Attorney General’s approval since April 2018.</i></p>	<ol style="list-style-type: none"> 1. Provide the FTC with technical assistance in the drafting of new provisions to be included in the FCA, while ensuring that the law speaks directly to the operation of a merger review regime that is appropriate for Jamaica. 2. Ensure the efficiency of a merger review policy so that investment is facilitated in Jamaica, while harmful concentrations are prevented. 3. Train FTC staff and conduct sensitization sessions with key stakeholders to support the implementation of the proposed regulations and guidelines.
<p>2. Creation of a framework for more effective Competition Advocacy.</p> <p><i>Completed in 2019.</i></p>	<ol style="list-style-type: none"> 1. Conduct an assessment of the effectiveness of FTC’s advocacy interventions. 2. Increase the effectiveness of competition advocacy in Jamaica by proposing well-sequenced and gradual recommendations to increase the likelihood that opinions and other interventions are accepted/implemented. 3. Build capacity within the FTC on the relevant competition advocacy tools to support the implementation of the recommendations.
<p>3. Procurement of an Enterprise Content Management System</p> <p><i>To be undertaken in 2020.</i></p>	<ol style="list-style-type: none"> 1. Assist in the document capture and imaging and provide advanced indexing and search capabilities. 2. Enhance the ability of the FTC to identify trends. 3. Assist in setting service benchmarks 4. Assist in quality control. 5. Improve existing workflows and procedures 6. Improve report generation and broaden the range of reports.

9. Financial Model

Medium Term Expenditure

The FTC receives income solely from the Consolidated Fund through monthly subvention from MICAF. It does not charge fees for its products or services. It may receive costs upon completion of Court matters or Consent Agreements.

Table 9: Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3	Year 4
	Estimates of Expenditure (2019/2020)	Projections (2020/2021)	Projections (2021/2022)	Projections (2022/2023)
Recurrent	120,276,058	121,850,394	126,197,696	130,725,238
Capital A	000	000	000	000
Capital B	000	000	000	000
Appropriations in Aid	000	000	000	000
Total Funding Requirement	120,276,058	121,850,394	126,197,696	130,725,238

The FTC has a single programme, that is, 4.1.1 Consumer & Public Protection through Protection of Competition. This is listed under Vision 2030's National Goal #3: Jamaica's economy is prosperous; National Outcome #8: An Enabling Business Environment; and National Outcome #12: internationally competitive industry structures.

The entire budget is recurrent and is for the single programme. There are no sub-programmes, projects, or policy initiatives that are designated separately for budget purposes.

Appendix A: Risk Management Plan

Programme :	Consumer & Public Protection								
Sub-Programme:	Protection of Consumer Rights								
Sub-Programme Objective:	To promote and protect economic interests of consumers								
Name of Division/Agency/Project:	Fair Trading Commission								
Risk Description	Opportunity or threat	Risk Indicator/ Trigger	Likelihood/Consequence			Management Controls	Response Category	Response	Risk Owner
			Likelihood (P)	Impact (I)	Risk Score (P x I)				
Enforcement through the Court system	Threat	Delays caused by the Court system.	3	3	9	Close management of the court process.	Acceptance	Take necessary steps immediately, at all stages of the case management process	Senior Legal Counsel (FTC Legal Dept.)
Amending the legislation	Threat	Delays caused by approving entities.	3	4	12	Collaboration with approving entities.	Acceptance	Frequent dialogue with key stakeholders in MDAs	Executive Director (FTC) & Senior Legal Officer (MICAf)
Obtaining market data & information	Threat	Identifying data sources	4	2	8	Establishing data sources for all sectors.	Reduction	Action Plan that includes viable options/alternatives	Competition Bureau Chief (FTC)
Obtaining information on policies before they are implemented	Threat	Limited knowledge of policies being developed.	3	3	9	Collaboration with other MDAs.	Sharing	Frequent dialogue with key stakeholders in MDAs	Executive Director (FTC) & Director of Commerce (MICAf)
Recommendations are implemented in a timely manner	Threat	Delays in implementing recommendations.	3	3	9	Collaboration with other MDAs.	Sharing	Frequent dialogue with key stakeholders in MDAs	Executive Director (FTC) & Director of Commerce (MICAf)