



## **Liberia Electricity Regulatory Commission**

### **Follow-Up Assessment of Customer Service Inspection Report of the Liberia Electricity Corporation (LEC) Distribution Service Area (Bomi – Grand Cape Mount – Margibi Counties) Customer Service**

*Submitted by:*

**The Technical Regulations Directorate (TRD)**

**March 2026**

### Customer Service Follow Up Inspection Report

<b>Liberia Electricity Corporation Technical Inspection Report</b>		<b>Signature</b>	<b>Date</b>
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## Acronyms

<b>LERC</b>	Means the Liberia Electricity Regulation Commission
<b>LEC</b>	Means Liberia Electricity Corporation
<b>KPI</b>	Means Key Performance Indicators
<b>CSQOS</b>	Customer Service and Quality of Supply Regulations
<b>REG</b>	Means <b>Regulation</b> . This indicates that the document is part of the regulatory framework established by LERC.
<b>ELL</b>	Means the 2015 Electricity Law of Liberia
<b>BOC</b>	Means the Board of Commissioners
<b>EDCL</b>	Means Electricity Distribution Code of Liberia

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## Executive Summary

The Liberia Electricity Regulatory Commission (LERC), through its Technical Regulations Directorate (TRD), conducted a follow-up assessment of the Liberia Electricity Corporation (LEC) across Bomi, Grand Cape Mount, and Margibi Counties. This assessment builds on the initial regulatory inspection conducted in March 2025, which identified significant service delivery gaps and compliance deficiencies across the three counties.

The objectives of the follow-up assessment were to evaluate LEC's level of compliance with its action plan submitted to LERC, which includes corrective actions and timelines for curing the Punch List of Defects issued after the initial inspection.

The follow-up findings indicate limited and uneven progress. While minor improvements were observed in Bomi and Margibi Counties, particularly in complaint responsiveness, vending access, and vegetation management, critical deficiencies identified during the initial inspection remain largely unresolved.

In Grand Cape Mount County, significant non-compliance was observed. Key outstanding issues include the absence of a structured customer complaint-handling system and a dedicated hotline, no presence of vending stations in nearby areas, and leaving customers to travel long distances in other counties to purchase Tokens. Continued prevalence of illegal connections and meter theft, inactive and unutilized installed meters, ineffective outage communication mechanisms, and unconnected households within energized network areas.

Based on the updated Regulatory Compliance Scorecard:

- **Bomi and Margibi Counties** are at Low Compliance (Medium Risk)
- **Grand Cape Mount County** is Significantly Non-Compliant (High Risk)

These deficiencies constitute violations under the LERC Penalties Regulations (2025 – Reg. 009). Consequently, the Directorate recommends an action of fines in accordance with the applicable regulatory provisions.

## 1.0 Introduction

This report presents the follow-up assessment conducted by the Liberia Electricity Regulatory Commission (LERC) on the customer service and operational performance of the Liberia Electricity Corporation (LEC) within her Bomi, Grand Cape Mount, and Margibi Counties distribution service areas.

The assessment forms part of the Commission's statutory mandate to monitor and enforce compliance with regulatory requirements in the electricity sector. It is a continuation of the initial inspection conducted in March 2025, which resulted in the issuance of an inspection report outlining key findings, including a Punch List of Defects, required corrective actions, and implementation timelines. LEC subsequently reviewed and adjusted the timelines for corrective actions and committed to addressing the identified deficiencies accordingly.

The purpose of this follow-up assessment is to:

- Verify the implementation status of the LEC-agreed Corrective Actions Plan
- Assess LEC's level of compliance with required service standards
- Evaluate performance across defined inspection indices and compliance indicators

The assessment applies to the Regulatory Compliance Scorecard outlined in Table 1.0 and Table 2.0, which provides the framework for evaluating compliance with regulatory service standards.

## **2.0 Legal and Regulatory Basis**

The follow-up inspection was guided by the following regulatory instruments:

- Electricity Law of Liberia (2015)
- Customer Service and Quality of Supply Regulations (CSQSR, 2021)
- Electricity Distribution Code of Liberia (EDCL)
- Punch List of Defects, Actions Required, and Timelines issued by LERC to LEC following the previous inspection (2025)
- Key Performance Indicators (KPIs) submitted monthly by LEC
- LERC’s Regulatory Compliance Scorecard (High, Medium, Low Compliance, Non-Compliance, and Significant Non-Compliance)
- LERC Penalties Regulations (2025 – Regulation 009) governing enforcement actions for regulatory violations.

## **3.0 Objectives of the Follow-Up Inspection**

The follow-up inspection aimed at:

- Verify the implementation status of corrective measures issued following the previous regulatory inspection.
- Confirm the activation and proper functionality of previously installed inactive meters.
- Assess improvements in electricity vending accessibility and customer recharge services.
- Evaluate the establishment and effectiveness of customer complaint handling mechanisms.
- Review the implementation of revenue protection initiatives addressing meter theft and illegal connections.
- Assess customer awareness and communication initiatives regarding electricity services.
- Evaluate improvements in vegetation management and network maintenance.
- Reassess the overall regulatory compliance performance of LEC using the Regulatory Compliance Scorecard.

**Table 1.0: Regulatory Compliance Score Card**

No.	Compliance Status	Grading (%)	Rating	Risk level	Description	Action
1	Compliance (High)	95-100	1	Insignificant	Still operable.	<b>No Action-</b> capture that the asset is still in excellent working condition
2	Compliance (Medium)	85-94	2	Low	Still operable with reduced performance.	<b>Noteworthy-</b> capture in the next inspection cycle and adjust ranking as needed.
3	Compliance (Low)	75-84	3	Medium	Still operable with degraded performance.	<b>Caution-</b> important action required to address identified issues.
4	Non-compliance	60-74	4	High	Almost inoperable, poor performance.	<b>Urgent-</b> Action required
5	Significantly non-compliant	0-59	5	Very high/ Already failed	Inoperable.	<b>Critical-</b> immediate action required.

**Table 2.0: Inspection Index**

<b>No.</b>	<b>Inspection Index</b>
1.	Notification to customers in advance of Planned outages
2.	Customers' Timely accessibility to service Provider customer service Platforms
3.	Billing Computation and Accuracy
4.	Complaints Resolution and Responsiveness
5.	Revenue Protection Initiative
6.	Access to Vending Platform
7.	New Customers connection rate
8.	Postpaid Meter reading and Bill delivery

## 4.0 Methodology

The follow-up inspection adopted a structured verification approach comprising:

- Review of previous inspection findings, Punch List of Defects, and compliance timelines
- Field verification across previously inspected service corridors
- Physical inspection of customer service centers and infrastructure
- Stakeholder engagement through interviews with customers and community representatives
- Technical assessment of distribution networks, metering systems, and vegetation conditions
- Verification of vending platform accessibility and functionality
- Application of the Regulatory Compliance Scorecard to assess performance levels

## **5.0 Updated Regulatory Compliance Scorecard**

This section presents the updated Regulatory Compliance Scorecards for LEC's distribution operations in Bomi, Grand Cape Mount, and Margibi Counties. The scorecards reflect the current compliance status based on the Commission's follow-up assessment.

The assessment is based on Inspection indices, and each county's performance is rated in accordance with the LERC Regulatory Compliance Scorecard.

## 5.1 Bomi County Follow Up Assessment Score

**Table 3.0:** Summary of Bomi Corridors Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Awareness			✓		
2	Complaints Resolution and Responsiveness			✓		
3	Access to Vending Platform		✓			
4	Metering Installation and Activation			✓		
5	Customer Accessibility to Service Platforms Hotline					✓
6	Revenue Protection Initiatives					✓
7	LEC Customer Service Outlets		✓			

**Table 4.0:** Overall Regulatory Compliance Score for Bomi County

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	<b>Overall Compliance</b>			✓		

The overall Compliance status of LEC for the Bomi County distribution service area is Compliance (Low), has a Medium risk level, and is still operable with degraded performance.

## 5.2. Cape Mount County Fellow Up Assessment Score

**Table 5.0:** Summary of Grand Cape Mount County Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Awareness					✓
2	Complaints Resolution and Responsiveness					✓
3	Access to Vending Platform					✓
4	Metering Installation and Activation					✓
5	Customer Accessibility to Service Platforms / Hotline					✓
6	Revenue Protection Initiatives					✓
7	LEC Customer Service Outlets					✓

**Table 6.0:** Overall Regulatory Compliance Score for Cape Mount County

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	<b>Overall Compliance</b>					✓

The overall Compliance status of LEC for the Grand Cape Mount County distribution service area is Significantly Non-Compliant, has a Very High risk level, and is inoperable.

### 5.3 Margibi County Follow Up Assessment Score

**Table 7.0:** Summary of Margibi County Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Awareness			✓		
2	Complaints Resolution and Responsiveness			✓		
3	Access to Vending Platform		✓			
4	Metering Installation and Activation			✓		
5	Customer Accessibility to Service Platforms / Hotline				✓	
6	Revenue Protection Initiatives					✓
7	LEC Customer Service Outlets		✓			

**Table 8.0:** Overall Regulatory Compliance Score for Margibi County

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	<b>Overall Compliance</b>			✓		

The overall Compliance status of LEC for the Margibi County distribution service area is Compliance (Low), has a Medium risk level, and is still operable with degraded performance.

#### 5.4. Tubmanburg Customer Service Center – Bomi County

**Table 9.0:** Summary of Tubmanburg Customer Service Outlet Regulatory Compliance Score Card

No.	Customer Service Center Inspection Index	Compliance Status				
		1	2	3	4	5
1	Information education communication (IEC) materials, including Customer Charter, CCD Policy & Service Brochures					✓
2	Washroom Facilities (Staff & Customers)		✓			
3	Customer Seating / Waiting Area				✓	
4	Working Conditions (Furniture, Lighting, AC, Workspace Ergonomics)			✓		
5	Signage / Visibility of Outlet		✓			
6	Staffing (Single Staff, Weekday Only Operations)		✓			

**Table 10.0:** Overall Regulatory Compliance Score for Tubmanburg Customer Service Outlet

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	<b>Overall Compliance</b>			✓		

The overall Compliance status of LEC for the Tubmanburg Customer Service Outlet distribution service area is Compliance (Low), has a Medium risk level, and is still operable with degraded performance.

## 5.5. Kakata Customer Service Center – Margibi County

**Table 11.0:** Summary of Kakata Customer Service Outlet Regulatory Compliance Score Card

No.	Customer Service Center Inspection Index	Compliance Status				
		1	2	3	4	5
1	Information education communication (IEC) materials, including Customer Charter, CCD Policy & Service Brochures					✓
2	Washroom Facilities (Staff & Customers)		✓			
3	Customer Seating / Waiting Area				✓	
4	Working Conditions (Furniture, Lighting, AC, Workspace Ergonomics)					✓
5	Signage / Visibility of Outlet		✓			
6	Staffing (Single Staff, Weekday Only Operations)		✓			

**Table 12.0:** Overall Regulatory Compliance Score for Kakata Customer Service Outlet

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	<b>Overall Compliance</b>			✓		

The overall Compliance status of LEC for the Kakata Customer Service Outlet distribution service area is Compliance (Low), has a Medium risk level, and is still operable with degraded performance.

## 5.6. Robertsport Customer Service Center – Cape Mount

**Table 13.0:** Summary of Cape Mount Customer Service Outlet Regulatory Compliance Score Card

No.	Customer Service Center Inspection Index	Compliance Status				
		1	2	3	4	5
1	Information education communication (IEC) materials, including Customer Charter, CCD Policy & Service Brochures					✓
2	Washroom Facilities (Staff & Customers)					✓
3	Customer Seating / Waiting Area					✓
4	Working Conditions (Furniture, Lighting, AC, Workspace Ergonomics)					✓
5	Signage / Visibility of Outlet					✓
6	Staffing (Single Staff, Weekday Only Operations)					✓

**Table 12.0:** Overall Regulatory Compliance Score for Cape Mount Customer Service Outlet

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	<b>Overall Compliance</b>					✓

The overall compliance status of LEC in Grand Cape Mount County is Significantly Non-Compliant, with a Very High risk level, as there is currently no operational customer service center and technicians in the area, rendering customer service and operational performance functions inoperable.

## 6.0 Enforcement Action and Recommendations

### Enforcement Action

The follow-up assessment confirms that several previously identified deficiencies remain unresolved, indicating continued non-compliance with the Commission's directives and required service standards.

These deficiencies constitute violations under the LERC Penalties Regulations (2025 – Reg. 009), which establish the framework for imposing administrative penalties for failure to comply with regulatory requirements.

Based on the assessment, the violations fall within the category:

- Customer Service Violations (Class B)  
Arising from the failure to provide adequate customer service mechanisms, including accessible complaint handling systems, customer service platforms, and effective communication channels.
- Class B Violations:
  - ✓ USD 200
  - ✓ Additional USD 5 per day for each day the violation continues

These penalties are legally enforceable and are applied for violations and, where applicable, on a continuing daily basis until compliance is achieved.

## 7.0 APPENDIX A

### BOMI COUNTY PUNCH LIST OF DEFECTS, ACTIONS REQUIRED, AND TIMELINE FOR CURING DEFECTS

No.	Location	Defect	Action Required	Completion Date	Status
1	Bomi County	Limited vending access	Establish more vending sites and introduce mobile vending	August 2025	Compliant
2	Bomi County	Lack of dedicated customer service	Implement a hotline for complaint handling.	July 2025	Non-Compliant
3	Tubmanburg	Illegal connections & Frequent meter theft	Initiate inspections, raise awareness, secure enclosures with seals, and implement a tracking system for stolen meter deactivation.	November 2025	Non-Compliant
4	Bomi,	Low tariff awareness	Public campaigns and distribution guides.	June 2025	Non-Compliant
5	Bomi,	Poor outage communication or notification	Implement SMS alerts, radio, and improve the use of social media.	April 2025	Non-Compliant
6	Complaint Resolution and Effectiveness	Poor complaint resolution system	Establish a responsive complaint handling system and deploy a technical response team	September 2025	Compliant

## 8.0 APPENDIX B

### MARGIBI COUNTY PUNCH LIST OF DEFECTS, ACTIONS REQUIRED, AND TIMELINE FOR CURING DEFECTS

No.	Location	Defect	Action Required	Completion Date	Status
1	Margibi.	Limited vending access & High mobile money fees.	Establish more vending sites, introduce mobile vending, and negotiate lower fees with service providers.	August 2025	Compliant
2	Margibi Corridors.	Lack of dedicated customer service	Implement a hotline for complaint handling	July 2025	Non-Compliant
3	Kakata	Excluded households from connections & Inequitable meter installations	Conduct a field reassessment of installed meters to find excluded households and survey those not included in the World Bank meter installation.	October 2025	Non-Compliant
4	Kakata.	Illegal connections & Frequent meter theft	Initiate inspections, raise awareness, secure enclosures with seals, and implement a tracking system for stolen meter deactivation.	November 2025	Non-Compliant
5	Kakata	Low tariff awareness	Public campaigns, and distribution guides.	June 2025	Non-Compliant
6	Kakata	Poor outage communication or notification	Implement SMS alerts, and radio and improve the use of social media.	April 2025	Non-Compliant

7	Katata	Poor Complaint Resolution and Effectiveness	Establish a responsive complaint handling system and deploy a technical response team	July 2025	Complaint
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## 9.0 APPENDIX C

### CAPE MOUNT COUNTY PUNCH LIST OF DEFECTS, ACTIONS REQUIRED, AND TIMELINE FOR CURING DEFECTS

No.	Location	Defect	Action Required	Completion Date	Status
1	Kanghkangh, Wangekor, Kpenegi, Nyiela, Tienii, Nagbena, Gohnzodua, Weilor, and Bo-Waterside, and Tienii,	Limited vending access	Establish more vending sites and introduce mobile vending	August 2025	Non-Compliant
2	Cape Mount	Lack of dedicated customer service	Implement a hotline for complaint handling	July 2025	Non-Compliant
3	Gohnzodua, Tienii-Estate, Wangekor, Kpenegi, Nyiela, Kanghkangh, Nagbena, Bo-Waterside, Wangekor, and Sinje.	Excluded households from connections & Inequitable meter installations	Conduct a field reassessment of installed meters to find excluded households and survey those not included in the World Bank meter installation.	October 2025	Non-Compliant
4	Sinje, Gohnzodua, and Wangekor,	Inactive meters	Activate meters, inform customers	May 2025	Non-Compliant
5	Weilor, Sinje, Gohnzodua, Tienii, Nagbena, Wangekor, Kpenegi, Nyiela, Kanghkangh, Bo-Waterside,	Illegal connections & Frequent meter theft	Initiate inspections, raise awareness, secure enclosures with seals, and implement a tracking system for stolen meter deactivation.	November 2025	Non-Compliant
6	Kanghkangh, Kpenegi, and Nagbena	Non-functional / damaged streetlights	Audit, repair, and maintain the maintenance schedule for streetlights	December 2025	Non-Compliant

7	Cape Mount County	Low tariff awareness	Public campaigns and distribution guides.	June 2025	Non-Compliant
8	Cape Mount.	Poor outage communication or notification	Implement SMS alerts, radio, and improve the use of social media.	April 2025	Non-Compliant
9	Cape Mount	Poor complaint resolution system	Establish a responsive complaint handling system and deploy a technical response team	November 2025	Non-Compliant

## From the field (Exhibit)

