

STRATEGIC PLAN 2023 – 2027

Revised September 2025

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Acronyms and Abbreviations

AAID	-	ARREST Agenda for Inclusive Development
AERI	-	Africa Electricity Regulatory Index
AfDB	-	Africa Development Bank
AFUR	-	African Forum for Utility Regulations
BoC	-	Board of Commissioners
CCRO	-	Consultative CommiWee of Regulators and Operators
CSOs	-	Civil Society Organizations
EC		Energy Commission
EIB	-	European Investment Bank
ELL	-	Electricity Law of Liberia
EPA		Environmental Protection Agency
ERERA	-	ECOWAS Regional Electricity Regulatory Authority
ERI		Electricity Regulatory Index
ESI	-	Electricity Supply Industry
EU		European Union
EWURA		Energy and Water Utilities Regulatory Authority
GoL	-	Government of Liberia
HR	-	Human Resource
ICT	-	Information and Communication Technology
IT	-	Information Technology
IPP	-	Independent Power Producer
JEP	-	Jungle Energy Power
LEC	-	Liberia Electricity Corporation
LERC	-	Liberia Electricity Regulatory Commission
LESSAP	-	Liberia Electricity Sector Strengthening and Access Project
MCA-L	-	Millennium Challenge Account-Liberia
MD		Managing Director
MDAs	-	Ministries, Departments and Agencies
MFDP	-	Ministry of Finance and Development Planning
MME	-	Ministry of Mines and Energy
NEP	-	National Energy Policy
RIMS	-	Regulatory Information Management System
ROI		Regulatory Outcome Index
RSI		Regulatory Substance Index
PAPD	-	Pro-Poor Agenda for Prosperity and Development
PURC	-	Public Utilities Regulatory Authority Research Center
RREA	-	Rural and Renewable Energy Agency
SP	-	Strategic Plan
SPIC	-	Strategic Plan Implementation CommiWee
SPM	-	Strategic Plan Manager
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TEC	-	Totota Electricity Cooperative
USG	-	United States Government
WB	-	World Bank

Executive Summary

As an emerging regulator, the Liberia Electricity Regulatory Commission (LERC) is currently addressing budgetary constraints that continue to limit its ability to expand its scope of operations, build the capacity of its staff, and effectively undertake public engagement and outreach for regulated entities, consumers, and other stakeholders.

By virtue of the 2015 Electricity Law, LERC is to be funded through a regulatory levy charged on electricity produced and consumed, which is treated as a pass-through expense to consumers. To address the current budgetary constraints and challenges, the Commission will put in place robust mechanisms to monitor and effectively collect regulatory levies from all licensees, including the Liberia Electricity Corporation (LEC).

The Commission is commiWed to ensuring that electricity rates remain affordable, stable, and predictable to enable businesses to plan effectively and grow progressively. Furthermore, the Commission is dedicated to fostering strong relationships with all stakeholders and expects mutual cooperation to achieve its mission for the beWerment of the people of Liberia.

Strategic Plan Alignment

The LERC Strategic Plan (2023-2027) has been revised and fully aligned with the Government of Liberia's national development roadmap, the ARREST Agenda for Inclusive Development (AAID). This plan contains the following three core pillars:

Strategic Pillar 1:
Regulatory Modernization:
Establish and implement modernized regulatory systems, tools, and procedures.

Strategic Pillar 2:
Operational Excellence and Compliance:
Promote and enforce the regulatory system through efficient and effective implementation of regulations and enforcement of compliance.

Strategic Pillar 3:
Organizational Development and Capacity Building:
Create a conducive working environment and build a professional workforce that will promote organizational success.

Implementation and Cost
The crucial role of the Management Team of the Commission in the successful implementation of the Strategic Plan is clearly articulated in the document. The plan has been formulated to ensure the fullest participation of both the Board of Commissioners (BoC) and the professional staff of the Commission. This participatory approach enhances transparency and accountability and allows for effective monitoring and evaluation.

The estimated cost for the implementation of the Strategic Plan over the five-year period is approximately USD 2.7 million. The implementation plan would be managed by a dedicated Strategic Plan Implementation CommiWee (SPIC) comprising members of the BoC and senior staff members of the Commission. To ensure consistency and adaptability, the implementation strategy will provide a review of the Strategic Plan's progress.

Statement from the Chairman

This document represents the First Strategic Plan (SP) prepared by the Liberia Electricity Regulatory Commission (LERC). The plan's development utilized a thorough consultative approach, involving key stakeholders, including donor partners, embassies, and relevant government ministries and agencies.

The Board of Commissioners (BoC), in developing this SP, has embraced the core strategic direction: "AWracting private sector investment and accelerating access to affordable, reliable, and stable electricity services." This strategy unequivocally demonstrates the Commission's commitment to serving the people of Liberia. The Commission views all stakeholders as indispensable partners in achieving its mandate. LERC is commiWed to continually engaging with stakeholders to meet their genuine expectations within the remit of its legal authority.

In executing its mandates, the Commission intends to modernize its regulatory processes through the use of contemporary Information Technology (IT) solutions. We will further empower consumers by deploying user-friendly Information and Communication Technology (ICT) solutions that embrace international best practices.

Recent Achievements and International Recognition:

LERC has made significant progress in regulatory governance and the development of regulatory instruments since becoming fully functional in early 2019. As a result, the LERC is now a full-fledged member of the:
> Electricity Regulatory Authority (ERERA).
> Electricity Regulatory Index (ERI) for Africa, under the auspices of the African Development Bank (AfDB).

According to the latest 2024 ERI report for Africa—the Sixth Edition—LERC has achieved a remarkable 9th place ranking out of 43 electricity regulators in Africa, an improvement from 10th place in the previous year. The ERI measures the level of development of electricity sector regulatory frameworks in African countries and the capacity of regulatory authorities to effectively carry out their functions. The ERI score is determined by three sub-indices:

1. Regulatory Governance Index (RGI)
2. Regulatory Substance Index (RSI)
3. Regulatory Outcome Index (ROI)

Furthermore, ERERA, in its Analysis of Licensing Procedures in ECOWAS Member States, has lauded LERC for the quality of its licensing framework. The report states:
“The Liberia licensing process is well-defined, complete, and publicized, and it is one of the best examples among the analyzed West African Countries.”
The ERERA analysis further concluded that:

“Liberia’s licensing process may serve as one of the model processes that could be used by other ECOWAS member states should they want to develop their process from scratch or improve it; and describes Liberia’s import license and its terms and conditions as a valued model.” This special recognition of Liberia’s licensing framework is a powerful testimony to the quality of LERC’s regulatory governance and instruments.

Human Resource Commitment:

The Commission fully recognizes that the caliber of human resources is critical to LERC's success. It is therefore the commiWed desire of the Commission to provide continuous training and upgrading of the knowledge, skills, and expertise of both the BoC and the professional staff. The Commission is further commiWed to recruiting and retaining employees with the requisite skills and expertise. Additionally, the Commission commits to fostering a collaborative work environment that encourages teamwork and the alignment of individual goals with the Commission’s mission, vision, core values, and needs.

I would like to pay tribute to the commitment and determination of our employees. Despite the considerable challenges sometimes associated with the job, they have demonstrated steadfastness, dedication to duty, flexibility, and resilience, relying on the [illegible] collective responsibility to achieve significant results. For this, I salute them.



1.0

INTRODUCTION

Introduction to the Strategic Plan

The Liberia Electricity Regulatory Commission (LERC) has developed this Strategic Plan (SP) as a major vehicle in advancing its corporate development agenda. This document represents the first comprehensive Strategic Plan since the establishment of the Commission and is intended to guide and assist LERC in the execution of its mandates in alignment with its legal and statutory requirements.

LERC Structure

LERC is comprised of a Board of Commissioners (BoC), consisting of three persons appointed by the President of Liberia with the consent of the Senatein consultation with the Legislature . The BoC, in executing its oversight and policy mandates, is assisted by a Secretariat of professional staff under the leadership of the Managing Director (MD).

Purpose and Scope

This document details how the Commission intends to fulfill its mission within the plan period by focusing its activities on maintaining a robust and responsible regulatory environment, supported by a skilled and diverse workforce. The Strategic Plan sets out the vision of the BoC, the strategic goals and objectives, as well as the relevant actions to be pursued by the Commission, spanning the period from 2023 up to 2027 (or the current official SP period).

The preparation of this Strategic Plan involved extensive consultative engagements to solicit the views and expectations of a wide range of stakeholders, including licensed operators in the electricity sector, key government agencies, embassies, the donor community, and other development partners.

2.0

SITUATION ANALYSIS

As part of the process of transforming Liberia's electricity sector, the Government of Liberia (GoL) approved a National Energy Policy (NEP) in 2009. In this policy, the GoL commiWed to increasing private sector participation in the energy sector in general and the electricity supply industry in particular. The private sector is anticipated to, not only bring essential management expertise, but more importantly, to inject the requisite capital investments for the rehabilitation and expansion of the electricity supply infrastructure. This effort is necessary to meet the GoL's overarching goal of achieving universal access to electricity by 2030.

The program toward achieving universal access to electricity by 2030 is a fundamental component of the Government of Liberia's current national development roadmap, the ARREST Agenda for Inclusive Development (AAID).

To successfully realize the objective of the universal access agenda, the private sector is expected to play a significant and collaborative role in partnership with the government. A key prerequisite for aWracting and sustaining private sector investment is the presence of a transparent, stable, and predictable regulatory landscape.

As a result, the GoL established the necessary legal framework by enacting the 2015 Electricity Law of Liberia (ELL). Among its primary objectives, the ELL provides for the creation of an independent regulatory body for the electricity sector—the Liberia Electricity Regulatory Commission (LERC).

The GoL and the World Bank signed the Liberia Electricity Sector Strengthening and Access Project (LESSAP) in 2021 . which has been providing capacity building support to the Commission. This project serves as a key mechanism for implementing and financing initiatives aligned with the universal access goal. Prior to the LESSAP project, the US Government and GOL signed a Millennium Challenge Corporation Compact Grant Agreement, which one of its goals was to address the lack of access to reliable and affordable electricity in Liberia. Capacity Building and Energy Sector Reform were key activities of the Compact's energy project, which, among others, included support for the standing up of LERC.

The European Union (EU) also provided a complementary Long-Term Technical Assistance to the Commission as part of its energy sector capacity building support under the 11th European Development Fund (EDF) Agreement with the GOL.

2.1 ESTABLISHMENT AND MANDATES OF LERC

The Electricity Law of Liberia (ELL) of 2015 has consolidated the policy goals and objectives expressed in the 2009 National Energy Policy (NEP) regarding the participation of the private sector in Liberia's Electricity Supply Industry (ESI).
Additionally, the 2015 ELL has established a regulatory regime specifically intended to aWract and sustain private sector investment into Liberia’s power sector.

Consequently, the Liberia Electricity Regulatory Commission (LERC) has been established and given the explicit mandate to regulate the electricity sector. The core mandates of LERC, as derived from the ELL, are, among others:

> **Market Entry and Licensing:** Control entry into the power sector via the licensing of operators for generation, transmission, distribution, sale, and import/export of electricity.

> **Economic Regulation (Tariffs):** Regulate electricity tariffs and pricing with a dual objective:

1. **Ensure Financial Viability:** Guarantee the long-term financial health and sustainability of licensed operators.

Consumer Protection: Safeguard consumers by ensuring that electricity tariffs are affordable, fair, and non-discriminatory to all Liberians, including the vulnerable populations, often through mechanisms like a lifeline block or targeted subsidies.

> **Technical Regulation:** Establish, monitor, and enforce technical, performance, and safety standards across the sector.

> **Dispute Resolution:** Resolve disputes between licensees and customers or among regulated entities.

The establishment of LERC as an independent regulator is a crucial step towards creating the transparent, stable, and predictable environment necessary for achieving Liberia's universal access goals.

2.2 ACHIEVEMENTS

Since its establishment, the Liberia Electricity Regulatory Commission (LERC) has prepared several critical legal instruments, including regulations and codes, to guide operations in the Electricity Supply Industry (ESI).

The Commission has made significant progress in liberalizing the sector by granting operating licenses to several operators, including:

> Liberia Electricity Corporation (LEC): The state-owned vertically integrated electricity company.

> Jungle Energy Power (JEP): A private electricity distribution company.

> Energicity Incorporated: A private off-grid company operating in Gbarpolu County.

> Libenergy Incorporated: A private electricity distribution company.

> Totota Electricity Cooperative (TEC): A private mini-grid company utilizing hybrid solar PV and diesel for generation.

The Commission has also successfully reviewed and approved new electricity tariffs for major licensees, including LEC and JEP.

Sector Reforms and Operationalization

The 2015 **Electricity Law of Liberia (ELL)** establishes and specifies the LERC's roles in implementing power sector reforms, including the liberalization of the sector to aWract private investment and eventually ensure universal access to electricity. Private capital is essential to augment Government of Liberia (GoL) funding of critical electricity infrastructure, which is necessary to reduce poverty and accelerate the socio-economic transformation of the nation.

LERC fully became operationalized in 2018 with the appointment and full constitution of the Board of Commissioners (BoC) and the recruitment of key personnel for the Secretariat.

Regulatory Instruments and Studies

Over the years, despite numerous challenges, LERC, working with stakeholders, has made significant progress in the electricity sector's reform agenda by developing the following key regulatory instruments and studies:

Instrument	Focus and Purpose
Cost of Service Studies	Assisted LERC in developing a tariff methodology principled on a cost-reflective pricing model and a marginal rate of return.
Electricity Tariff Regulations	Provides the framework for approving tariffs by elaborating the principles, methodology, and processes for approving tariffs and other terms of electricity supply.
Multi-Year Tariff Methodology (MYTM)	Provides guidelines to service providers on the processes for new tariff applications, modification of existing arrangements, and tariff adjustments, promoting long-term price stability and predictability.
Complaints and Disputes Resolution Regulations	Establishes the framework for LERC's resolution of disputes between a consumer and a service provider or between two licensees, and formal review of its own previous decisions.
Customer Service and Quality of Supply Regulations	Establishes the framework for safe, adequate, reliable, and non-discriminatory service delivery; specifies technical parameters and commercial relations; and prescribes Performance Benchmarks for electricity supply.
Electrical Wiring Regulations	Establishes the requirement, procedures, and practices for enforcing minimum standards for electrical distribution in and around all types of structures, ensuring the safety of persons, livestock, and property.
Electricity Licensing Regulations	Provides the framework for the registration and licensing of entities involved in activities within the interconnected transmission and distribution system (the grid).
Micro Utility Licensing Regulations	Provides the framework for the registration and licensing of entities engaged in the provision of micro utility services (e.g., small off-grid providers).
Solar Energy Products Technical Regulations	Specifies the essential quality and safety requirements for solar photovoltaic (PV) and solar thermal systems and their components, including requirements for labeling and conformity assessment.
Penalty Regulations	Establishes the framework for the imposition of administrative penalties for single or repetitive violations or failure to comply with regulatory requirements.

Instrument	Focus and Purpose
Certification and Licensing of Electrical Professionals & Contractors Regulations	Elaborates the qualification criteria and procedure for certifying electrical professionals and for the licensing and classification of electrical contractors.
Liberia Electricity Grid Code	Specifies the framework for connection, usage, system services, and procedures for the planning and operation of the transmission system during normal and exceptional conditions.
Electricity Mini-grid Code	Sets out the legal and technical requirements for commercial mini-grid electricity supply services, establishing procedures, practices, quality, reliability, and safety standards for development, operation, maintenance, and use.
Electricity Distribution Code	Establishes the requirements, procedures, practices, and standards that govern the development, operation, maintenance, and use of the distribution network of Liberia.
Electricity Licensing Handbook	Provides practical guidance to applicants throughout the registration and licensing process.
Liberia Electricity Wiring Code	Gives general technical guidance on how to meet the statutory requirements of the Electrical Wiring Regulations.

Tariff Milestones and Enforcement

Consistent with the Tariff regulation and Multi-year Tariff Methodology, LERC has implemented to date two tariff approvals for LEC, one tariff approval for JEP, and one Tariff approval for TEC.

Additionally, LERC's decision to approve the tariff application for Energicity represented the first cost-reflective tariff decision for a private, off-grid, solar installation in the country. This decision is crucial for aWracting decentralized private investment and increasing electricity access for citizens in rural areas like Gbarpolu County.

To enhance its oversight and enforcement capabilities, LERC has established an **Inspectorate Division.** This division is tasked with conducting inspection activities across the electricity value chain, including inspecting facilities, equipment, operations, and services of licensees to ensure compliance with the terms and conditions of licenses/permits and the technical standards adopted by the Commission. This marks a major step toward achieving the enforcement and compliance envisaged by the 2015 ELL.

Digital Transformation and Capacity Building

LERC continues to transform and digitalize its core functions—including Finance, Human Resources & Administration, and Technical, Economic, and Legal regulation—utilizing the latest available systems. This ensures improved efficiency in today's modern regulatory space.

The Commission continuously strives to meet the ISO/IEC 27001 requirements, the international standard for establishing, implementing, maintaining, and continually improving Information Security Management Systems (ISMS). This systematic and holistic approach covers various areas, including access control, information security, disaster recovery, API management, interfacing, and system administration, and serves as an internal standard that will eventually be promoted as a standard practice for licensed service providers.

Capacity Building & Collaboration

> **EU-Funded Technical Assistance:** Under the Long-Term Technical Assistance program, funded by the European Union (EU), a team of experts provided on-the-job training for LERC technical staff using the learning-by-doing method. This included study tours to established regulatory institutions such as the Public Utilities Regulatory Commission (PURC) and Energy Commission (EC) of Ghana, the Electricity Regulatory Authority (ERA) of Uganda, and the Energy and Water Utilities Regulatory Authority (EWURA) of Tanzania.

> **World Bank Support:** The LERC's Board of Commissioners participated in a tailored training program at the Public Utility Research Center (PURC) of the University of Florida, USA. This training was designed to enhance the economic, technical, policy, and leadership skills required for implementing policies and managing sustainable regulatory systems.

> **Regional Collaboration:** Regional Collaboration and Coordination under the ECOWAS framework is key to strengthening relationships with the ECOWAS Regional Electricity Regulatory Authority (ERERA) and National Regulatory Authorities (NRAs). LERC is a full-fledged member of the Consultative CommiWee of Regulators and Operators (CCRO) of ERERA and has benefited from twinning capacity-building activities in Ghana under its auspices.

Recognition and ranking in Africa

Regulatory Excellence and International Benchmarking:
The Commission continues to make significant progress in regulatory governance and the development of regulatory instruments since becoming fully functional in early 2019.

African Development Bank (AfDB) ERI Ranking:

The Electricity Regulatory Index (ERI) for Africa, an assessment conducted under the auspices of the African Development Bank (AfDB), provides strong validation of LERC's advancements.

According to the latest 2024 ERI report for Africa (the sixth edition), LERC is now ranked 9th out of 43 electricity regulators in Africa, an improvement from 10th place in the previous year. The ERI measures the level of development of electricity sector regulatory frameworks in African countries and the capacity of regulatory authorities to effectively carry out their functions and duties. The ERI is composed of three fundamental sub-indices:



Sub-regionally, the ECOWAS Regional Electricity Regulatory Authority (ERERA), in its Analysis of Licensing Procedures in ECOWAS Member States (conducted to harmonize licensing procedures in the West African Regional Electricity Market), has highly commended LERC for its licensing framework. The ERERA analysis report explicitly states:

"The Liberia licensing process is well-defined, complete, and publicized, and it is one of the best examples among the analyzed West African Countries."

The report further concludes:

"Liberia's licensing process may serve as one of the model processes that could be used by other ECOWAS member states should they want to develop their process from the scratch or improve it; and describes Liberia's import license and its terms and conditions as a valued model."

This special recognition of Liberia's licensing framework is a clear testimony to the quality and maturity of LERC's regulatory governance and instruments.

Regulatory Governance for Private Sector Participation

The Commission demonstrated proactive regulatory oversight by completing a review of the Nimba Distribution Area Amended Contract and the Bong County Distribution Contract between the Liberia Electricity Corporation (LEC) and Jungle Energy Power (JEP).

The original agreement with JEP to manage the Nimba Distribution Area was entered into by LEC in 2016, prior to the full establishment of the Regulator.

The LERC review ensured that both contracts are now in full compliance with the 2015 Electricity Law of Liberia (ELL) and the various regulations, guidelines, and policies set by the Commission. These standardized, compliant documents will now serve as regulatory templates for future agreements aimed at aWracting private sector participation in the Electricity Supply Industry.

Furthermore, LERC provided its formal endorsement of the contractual agreement entered into by LEC with Libenergy Incorporated in 2023 for the operation of the distribution network in parts of Nimba, Grand Gedeh, Rivergee, and Maryland counties. This endorsement was critical in enabling a private company, duly licensed by the Commission, to manage the power supply in those areas, thereby promoting decentralized service delivery.

2.3 THE NEED FOR AMENDMENT OF A STRATEGIC PLAN

Challenges, Stakeholder Expectations, and Strategic Response

The statute seWing out the Commission's mandates expressly directs LERC to regulate Liberia's electricity sector towards ensuring an adequate, safe, and reliable supply of electricity to all consumers, including households, businesses, and industrial and commercial entities.

In fulfilling this core mandate, LERC is highly aware that the electricity market is evolving, data-driven, and increasingly reliant on technology. This changing environment poses new challenges and issues, requiring the Commission to continually improve its capability to maintain an effective regulatory environment that resonates with stakeholder expectations.

Emerging Issues and Stakeholder Expectations

During the Commission's consultative engagements, a wide range of issues and challenges were raised by stakeholders. The emerging issues and expectations identified include:

I. Market Demand and Socio-Economic Goals

> Increased Availability: There is a strong desire to increase the availability of electricity to enable consumers to undertake social activities and conduct their businesses effectively.

> Economic Growth Driver: The Government of Liberia expects robust electricity supplies to drive national economic growth and modernization.

> Reliability and Affordability: Consumers expect electricity supplies to be more reliable and affordable.

> Financial Health: Licensed operators expect to generate sufficient revenue to assure their financial health, sustain business operations, and provide improved services.

II. Sectoral Challenges and Modernization

> Technological Sophistication: The Electricity Supply Industry (ESI) is becoming more sophisticated and innovative, driven by global technological advancements.

> Power Theft: High power theft is a major challenge that must be addressed comprehensively to sanitize the electricity sector and ensure financial sustainability.

> Market Diversity: Stakeholders expect greater diversity in the types of companies operating in the electricity supply space, offering a broader range of electricity supply products (e.g., mini-grids, solar solutions).

> Security of Supply: Security of electricity supply (resilience and continuity) is becoming an increasingly demanding priority.

> Investment Need: Significant investments are required to rehabilitate, modernize, and expand electricity supply infrastructure to increase access to safe and reliable electricity services for all Liberians.

III. Regional Integration

> Harmonization: Efforts towards regional integration under the ECOWAS framework necessitate increased harmonization of electricity supplies, regulations, and standards across the West Africa sub-region also includes market rules.

Strategic Response:

Addressing these complex and intertwined issues requires the Commission to define and establish a responsive regulatory regime that is always proactive and forward-looking. This Strategic Plan outlines LERC's approach through three core strategic shifts:

1. **Modernizing Regulatory Processes:** Systematically updating all regulatory procedures, systems, and tools.

2. **Transforming Capacity:** Investing in human resource capacity and transforming the working environment.

3. **Enhancing Enforcement:** Developing and utilizing advanced systems and tools to bring about a new paradigm in enforcement and compliance of rules and regulations.

While recognizing the significant milestones the Commission has achieved, LERC acknowledges that substantial work remains. This Strategic Plan, developed in 2023, clearly articulates the Commission's vision, goals, objectives, and the actions it intends to pursue over the plan horizon.

The Strategic Plan has been fully revised and updated to align with the Government of Liberia’s national development agenda, the ARREST Agenda for Inclusive Development (AAID).



3.0

MISSION AND VISION STATEMENTS

3.1 MISSION STATEMENT

“To maintain a conducive electricity regulatory environment, aWractive to private sector investment. To accelerate universal access to affordable, reliable, and safe electricity services for consumers in a competitive market, ensuring adequate supply of electricity for sustained economic growth and enhanced quality of life”

3.2 VISION STATEMENT

“Harnessing the best talents in the pursuit of an Excellent Regulator, driven by transparency, accountability and good governance.”

3.3 CORE VALUES

The Commission, in carrying out its functions and responsibilities, embraces the following core values:

> Consistency - We are commiWed to ensuring uniformity, predictability, and coherence

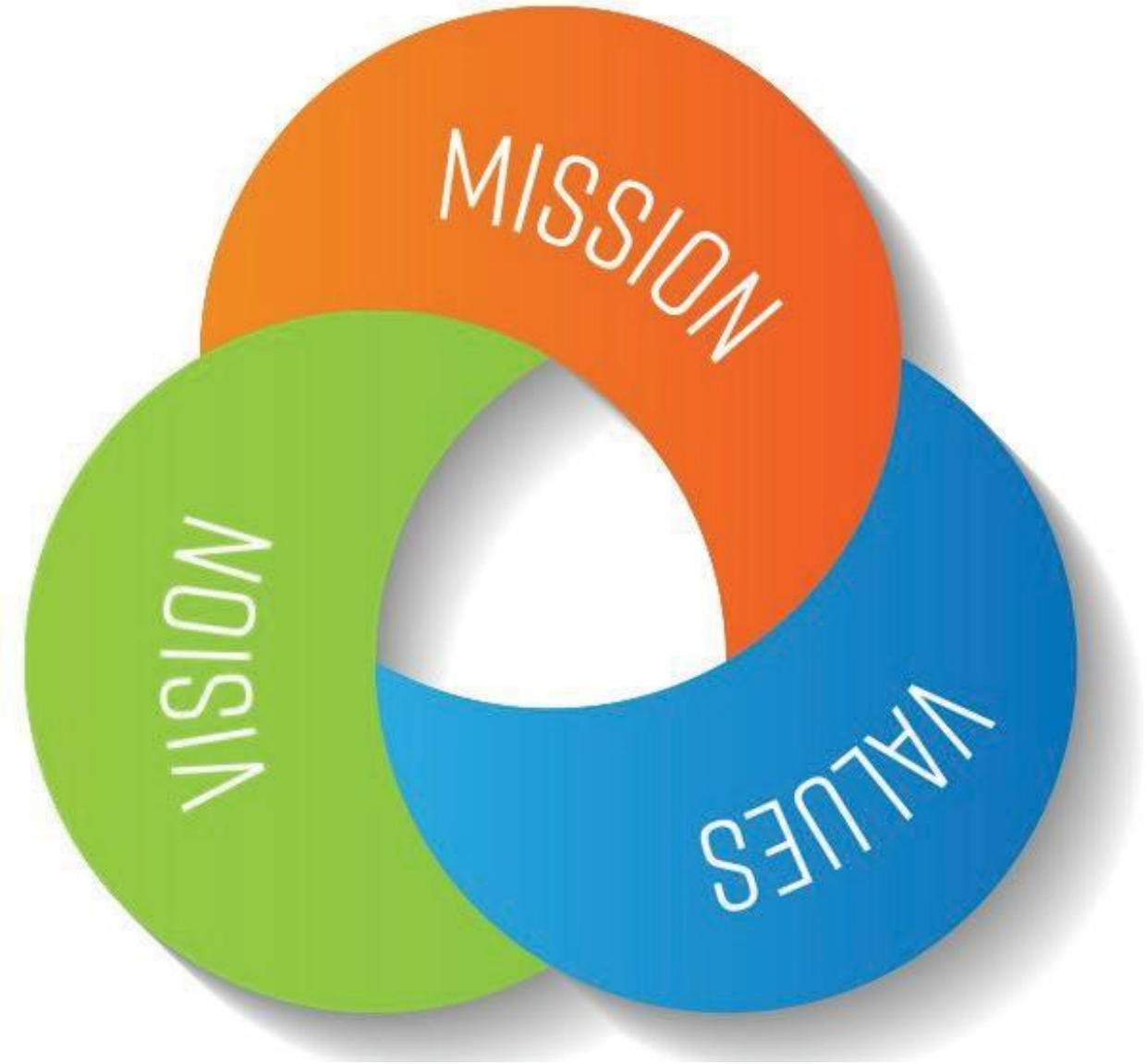
> Accountability – We commit to performing our duties in a manner that shows readiness to take full responsibility for our actions and decisions

> Proportionality – We will embrace the principles of fairness and consistency in our regulatory and enforcement decisions

> Innovation – We commit to embrace positive change and enhance creativity and innovation

> Transparency – We are commiWed to operating fairly and openly without prejudice and equally accommodate the interest of all stakeholders

> Excellence – We commit to pursue effectiveness and efficiency in the execution of our mandates to the fullest satisfaction of our stakeholders.



4.0

STRATEGIC PILLARS AND PRIORITIES

The Commission's Strategic Plan is driven by the following strategic pillars and priority actions over the plan horizon.

Strategic Pillar 1:

Modernizing Regulatory Systems, Tools, and Procedures
Objective: To establish and implement modernized regulatory systems, tools, and procedures to enhance efficiency, transparency, and data-driven decision-making.

Priority Actions:

1.1. **Regulatory Systems Review and Optimization:** Review and document the current state of critical regulatory systems, including the Docket Management System (DMS), to identify and implement immediate, interim, and long-term process improvements.

1.2. **IT and Information Management Upgrade:** Upgrade the Commission's Information Technology (IT) infrastructure to provide a streamlined, secure, and robust Regulatory Information Management System (RIMS), including a user-friendly and fully functional DMS.

1.3. **International Best Practice Integration:** Develop and deploy regulatory systems and tools that embrace contemporary international best practices, specifically those relevant to electricity sector regulation.

1.4. **Performance Management Enhancement:** Improve operational efficiency and accountability within the Commission by introducing and utilizing modern performance management tools and metrics for staff and departmental output.

Strategic Pillar 2: Ensuring Efficient and Effective Regulation and Compliance Objective:

To ensure the regulatory system is efficient and effective by rationalizing the implementation of regulations and vigorously enforcing compliance across the Liberian electricity sector.

Priority Actions:

2.1. Standardized Enforcement and Compliance: Ensure the enforcement and compliance of all regulations are in strict accordance with the Electricity Law of 2015, relevant Liberian laws, and international regulatory best practices.

2.2. Enhanced Transparency and Accountability: Design and implement a robust system of checks and balances to ensure and enhance transparency, accountability, and ethical conduct in all regulatory processes and decisions.

2.3. Stakeholder Communication and Education: Improve and implement a clear, effective, and standardized communication system to enhance licensees' and stakeholders' understanding of regulatory requirements, tariffs, and enforcement procedures.

2.4. Comprehensive Monitoring and Inspection: Develop and implement comprehensive inspection, monitoring, and compliance auditing strategies to provide a high level of confidence that licensees are operating in compliance with safety, technical, and service quality standards.

2.5. Infrastructure Resilience and Problem Solving: Utilize inspection and monitoring activities to assist operators in identifying and resolving existing and potential technical and operational problems, thereby strengthening infrastructure resilience and service reliability.

Strategic Pillar 3:

Developing a High-Performing and Conducive Organizational Environment
Objective:

To establish a supportive working environment and build a highly skilled workforce that promotes organizational success, integrity, and regulatory excellence.

Priority Actions:

3.1. Human Capital Development: Implement a strategic training and development program to build a knowledgeable, professional, and technically proficient workforce capable of meeting the complex demands of electricity sector regulation.

3.2. Conducive Working Environment: Create and maintain a safe, modern, and conducive working environment that fosters collaboration, high performance, and employee well-being.

3.3. Compensation and Retention: Develop and implement a competitive compensation and benefits package linked to performance to aWract, motivate, and retain top talent within the Commission.

3.4. Organizational Culture and Ethics: Cultivate an organizational culture defined by integrity, professionalism, and dedication to the public interest, underpinned by a clear code of conduct and ethical standards.

Priority Actions

We intend to achieve this goal by the pursuing the following actions:

> Build capacity of the BoC and staff in relevant skills and expertise required for the LERC to deliver on their responsibilities

> Ensure the LERC's human resources' practices build on and or meet industry best practices

> Identify and secure professional development opportunities that ensure all LERC staff develop and maintain their expert knowledge in a rapidly changing industry

> Optimize communications to ensure staff are well-informed and productive in achieving the LERC's mission, and strategic goals, in accordance with policies and procedures

> Develop standardized and sector specific training for all new employees to ensure a holistic on-boarding process

> Improving and implementing existing employee retention program that recognizes outstanding work performance and staff contributions to the organization.

> Upgrade our existing organogram to address current needs.

> Construct a dedicated office building for the Commission.

4.1 LERC STRUCTURE ALIGNED TO THE STRATEGIC PLAN

The Managing Director, and Heads of Directorates make up the senior management team (SMT).

For strategic outlook and corporate succession planning, each strategic pillar is a headed by a director, supported by qualified and competent professionals at managerial level.

BOC	MD	LLPA	TRD	ERD	IT	HRAM	Fin	Strategic Pillars
✓	✓	✓	✓	✓	✓		✓	Modernized regulatory system, policy, procedures
✓	✓	✓	✓	✓	✓		✓	Regulatory enforcement and compliance
✓	✓					✓	✓	Build a workforce in an improved work environment

5.0

STAKEHOLDERS

In fulfilling our mandates and responsibilities, the Commission operates with several stakeholders. The operations of the Commission directly affect, electricity producers, transporters, distribu-tors, and consumers.

The Commission also interacts, indirectly, with entities involved in policy and good governance. The donor partners , who have played significant roles in the rehabilitation of the Liberia electricity supply infrastructure after the war, constitute a key stakeholder group. The Commission, to carry out its mandates successfully, must respond to the expectations of all stakeholders as much as possible. Some of the key stakeholders of the Commission are shown in Table below:



The World Bank (WB), African Development Bank (AfDB), European Investment Bank (EIB) and others development partners have funded, and continue to support, various critical energy infrastructure projects in Liberia.

Functional Area/Category	Stakeholders
Electricity Sector Operators	• Liberia Electricity Corporation (LEC) • Jungle Energy Power (JEP) • Totota Electric Cooperative • Energicity • Libenergy • And all future licensed operators
Policy Formulation and Implementation	• Ministry of Mines and Energy (MME) • Environmental Protection Agency (EPA) • Rural Renewable Energy Agency • Other Government ministries/agencies
Good Governance Monitoring	• Civil Society Organizations • World Bank (WB) • African Development Bank (AfDB), • European Union (EU) • ECOWAS Regional Electricity Regulatory Authority (ERERA) • African Forum for Utility Regulators (AFUR) • United States Government (USG) • Other Donor Community & Development Partners • Non-Governmental Organizations • Embassies and General public

6.0

REVIEW OF SWOT OF LERC

The strengths, weaknesses within the Commission and the opportunities and threats external to the Commission are enumerated below:

Table 3: SWOT matrix

Strengths	Weaknesses	Opportunities	Threats
Independent Board of Commissioners (BoC) who are desirous of ensuring excellence, transparency, and good governance in all their actions and decisions.	Absence of knowledge sharing platform within the Commission resulting in lack of organizational learning processes and institutional memory	Strong GoL political support for the LERC by donor community, development partners and international development agencies	The LEC as a dominant vertically integrated electricity supplier has the potential to undermine the full implementation of the power sector reforms intended to attract private sector participation;
Clear and well -crafted legal mandate under th e 2015 Electricity Law of Liberia (ELL)	• Absence of a Strategic Plan to focus activities of the Commission towards a national vision. • Inadequate visibility of the Commission among the public	• Clearly mandated funding sources even though mobilization of funds may not be adequate for now, • Opportunity to attract more funding through enhanced partnership with international organizations, donor community and development partners	• Poor delivery of electricity services by operators creating bad impression among stakeholder regarding the capacity of the LERC to regulate the sector • Potential political interference regarding decisions of the Commission
Comprehensive legislations and regulations in place – the Commission has developed the key regulatory instruments	• Inadequate operational systems and tools to assist in implementing and enforcing existing rules, regulations, and codes • Lack of comprehensive internal standard operational procedures resulting in poor coordination processes	• Increased understanding of the role and responsibilities of LERC among the key stakeholders; • Available capacity-building opportunities on emerging regulatory issues exist	• Inadequate understanding of the regulatory responsibilities and role of LERC among the public diminishing the perception of public regarding the relevance of LERC; • Lack of effective sanctions regime to produce effective compliance by operators
Have employed a limited core group of professional staff with training, knowledge, and expertise in a range of disciplines including economics, engineering, legal, communications, and information technology.	• Inadequate professional staff levels across all Directorates and departments of the Commission • Do not have own office building leading to payment of h igh rent for office accommodation	• Regulation of the electricity sector is a priority for the Government of Liberia, and this has led to continuous reforms of the power sector. • LERC existence as a legally recognized entity within the statutes	• Potential reg ulatory capture of LERC because operators/licensees have better human resource capacity, expertise, and technology compared to the LERC; challenges in enforcement of standards and quality of service which may frustrate or limit execution of the Commission's mandates

7.0

REVIEW OF SWOT OF LERC

7.1 STRATEGIC OBJECTIVES

Our strategic objectives are to:

1. Expanded regulations and more efficient and effective human capacity.

7.2 STRATEGIC ACTIONS

The Commission's strategic focus is built upon a continuous assessment of its internal capabilities (Strengths and Weaknesses) and the external environment (Opportunities and Threats).

A . Leveraging Organizational Strengths

The Commission will build on its existing strengths and mandates by prioritizing the following actions:

> Multidisciplinary Teams: Deploy multidisciplinary and cross-functional teams to efficiently carry out the complex technical, legal, and economic functions of the Commission.

> Talent Retention: Implement competitive compensation packages and improved conditions of service to aWract, retain, and incentivize a skilled and competent workforce.

> Regulatory Modernization: Review and update, on a regular basis, the current electricity sector legislation, regulations, rules, and codes of practice to continually reflect changing trends in the socio-economic environment and the aspirations of the Liberian people.

B. Addressing Internal Weaknesses

The Commission will expeditiously address its internal weaknesses by undertaking the following actions:

> Knowledge Management: Establish a structured knowledge-sharing and transfer environment within the workplace to ensure institutional memory and continuous professional development.

> Technology Adoption: Exploit new and relevant regulatory technologies to enhance staff expertise, competencies, and overall organizational efficiency (e.g., data analytics tools, regulatory case management systems).

> Performance Accountability: Continually measure corporate and individual performance, implement a robust system to recognize and reward excellence, and apply sanctions for low performance to ensure accountability.

C. Exploring and Exploiting External Opportunities

The Commission will explore and take strategic advantage of the many growing opportunities offered externally:

> International Linkages: Develop and formalize collaborative linkages with world-renowned energy planning and regulatory institutions (e.g., ARREC, RERA, CERAWEEK participants) for knowledge exchange and technical assistance.

> Sector Intelligence: Proactively monitor and be abreast of new developments in regional and global energy planning, market design, and electricity regulation best practices.

> Technology Acquisition: Acquire and deploy new regulatory technologies and techniques that enhance the quality and efficiency of energy planning and electricity regulation practices, benchmarked against successful peer jurisdictions.

> Global Participation: Actively participate in international fora, conferences, and capacity-building programs on energy planning and regulation.

> Membership: Secure and maintain membership in key international and regional bodies involved in electricity regulation to strengthen partnerships and influence.

D. Dealing with External Threats

The Commission will proactively deal with identifiable external threats by implementing the following mitigating strategies:

> Public Awareness: Intensify public awareness campaigns regarding the functions, responsibilities, and key achievements of the Commission to build public trust and support.

> Policy Advocacy: Be proactive in regulatory policy research and the widespread dissemination of evidence-based policy recommendations to government and stakeholders.

> Stakeholder Dialogue: Create a robust and continual platform for dialogue with all stakeholders, including an annual Electricity Regulatory Summit/Symposium and Quarterly Press Briefings on current electricity supply and regulatory issues.

> Enhanced Visibility: Create an acceptable public image and visibility among stakeholders and the public by regularly sharing comprehensive and accessible information on developments and challenges in the electricity sector.

8.0

RESOURCES REQUIRED

For the successful implementation of the Strategic Plan, the Commission requires financial, material, human resources and conducive work environment:

- Financial Resources – adequate funding available to fully carryout all planned activities
- Human Resources including experienced, high caliber workforce across all divisions and departments of the Commission
- Technical Assistance support from Experts and Consultants
- Conducive, stable, and safe work environment by way of a Dedicated Office Building
- Well-developed regulatory systems and tools including computerized hardware and software for Regulatory Information Management



LERC Five-Year Strategic Plan Budget Expenditure

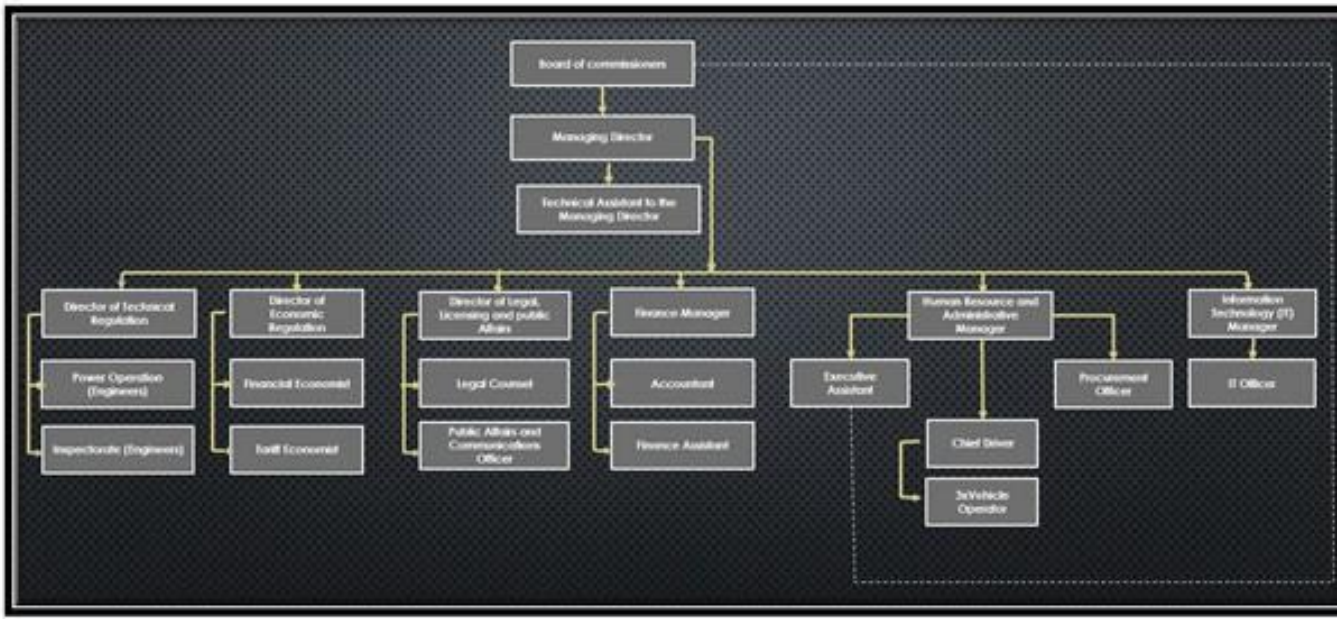
An analysis for the capabilities and systems needed to implement the five-year strategic plan was made. The table below shows the estimated expenditure required to implement the strategy.

Pillar	Activity	Outcome	Status	Inputs	Cost (US$)	Ongoing costs	Timeline	Next Action
To establish and implement modernized regulatory systems, policies, and procedures.	Revision and documentation of current state of the Docket Management System processes	Effective complaint management system	Ongoing	Hire a consultancy firm to review and document current state of the docket management system	50,000		Within one year	Engage consultancy firm (begin procurement process)
	Up-grading of the Commission's IT system to provide a streamlined Regulatory Information Management System (RIMS)	Effective Information management	Ongoing	Hire a consultancy firm to upgrade the commission's IT system (African Development Bank)	150,000		Within one year	Finalize procurement process (African Development Bank)
	Build regulatory systems and tools	Effective Governance	Ongoing	Ongoing development of regulatory instruments to ensure effective management			3 years	Periodic revision of existing regulatory instruments
To ensure the regulatory system is efficient and effective by rationalizing implementation of regulations and enforcement of compliance.	Development of a system of check and balance	Improved Efficiency, Transparency, & Compliance	Ongoing	Begin the rationalization of regulation and enforcement of compliance by adopting best practices	70,000/year		Over 2 years	Engage other regulators in the region to study their regulatory and compliance regimes
	Development of a comprehensive communication strategy	Improved internal communication & improved public understandin	Ongoing	Hire a consultancy firm to develop a comprehensive communicat	60,000/year		Over 2 years	Engage consultancy firm (begin procurement process)

9.0

ROLES AND RESPONSIBILITIES OF THE COMMISSION'S SECRETARIAT

ORGANOGRAM OF THE LERC



9.1 INTRODUCTION

This section is intended to provide guidance to the Directorates/Departments within the Commission to enable them to understand and focus their efforts on the strategic directions and actions in support of the Commission's overall goals and objectives. In that regard, clear actions that must be carried out by the staff of the various Directorates to ensure the success of the Strategic Plan have been outlined.

that, SWOT analyses specific to the respective Directorates have been conducted, particularly, to identify their critical weaknesses as well as the threats that may limit the achievements. Additionally, the roles and responsibilities of the various divisions and departments within the Directorates as they pertain to the Strategic Plan will allow the BoC to monitor progress towards achieving the vision and goals of the Commission.

9.2 ORGANIZATIONAL STRUCTURE

The BoC is assisted by a Secretariat consisting of professional staff under the leadership of the Managing Director (MD). The Secretariat, currently comprises three (3) Directorates and a total of three (3) Departments.

Directorates:

- Economic Regulation Directorate;
- Technical Regulation Directorate;
- Legal, Licensing and Public Affairs Directorate; and

Departments:

- Human Resource and Administration Department.
- Finance Department
- Information Technology and Security Department

It is the intention of the BoC to increase the number of Directorates, Divisions and Departments as the electricity industry grows and regulatory space matures.

9.3 ECONOMIC REGULATION DIRECTORATE

9.3.1 Responsibilities of the Directorate

- Develop and implement broad economic and financial policies and methods for the determination of optimal electricity pricing
- Evaluate of the prudence of the costs of operators and their financial viability

9.3.2 Divisions of the Directorate

The Economic Regulation Directorate has two (2) Divisions:

- Economic Analysis Division; and
- Tariff Regulation Division.

9.3.3 Strategic Directions

The goal of the Directorate is to enable a conducive regulatory environment using cost-reflective tariff-seWing mechanisms that allow utilities obtain a reasonable margin of return while providing affordable electricity service for the consumers.

In achieving this goal, the Directorate intends to develop and deploy cuWing-edge technology and data analysis platforms to accomplish the regulatory responsibilities and continually build the expertise and skills of its staff. In that respect, it is the desire of the Directorate to pursue the following principal objectives:

- Develop dedicated financial models for licensed operators
- Develop a fully web-based reckoner for consumers
- Develop and implement a robust Regulatory Accounting Guidelines (RAGS);
- Review and regularly update the Tariff Methodology and Tariff Regulations to account for new developments relating to electricity pricing regulation.
- Undertake regularly, research to ascertain impacts of tariffs on various classes of consumers and the national economy by updating Cost of Service studies (Willingness to Pay and Electricity Demand Studies).
- Develop and operationalize of comprehensive database on consumers.
- Assist in the development of a Power Sector Master Plan.

To achieve these principal objectives, the Directorate will pursue the following strategic actions:

- Improve techniques in data collection and analysis;
- Establish stakeholders' platforms for data gathering;
- Develop and deploy high-end human capability, expertise, and tools in electricity pricing.
- Establish a competent team within the Commission to undertake regulatory policy research and pricing analysis.
- Establish a comprehensive energy information dissemination mechanism for the major stakeholders on issues relating to electricity price regulation; and
- Assist in the preparation of a comprehensive Long-term Power Sector Development Master Plan.

9.4 TECHNICAL REGULATION DIRECTORATE

9.4.1 Responsibilities of the Directorate

Advise the Managing Director and Board of Commissioners on all regulatory issues relating to the technical performance of the electricity supply industry:

- To set performance targets for licensees
- Monitor and enforce licensee's technical and environmental compliance consistent with the 2015 ELL, regulations and licensing terms and conditions.
- To provide support to the Legal, Licensing and Public Affairs Unit in the evaluation of license applications

9.4.1 Responsibilities of the Directorate

- Power Operations Division; and
- Inspectorate Division.

9.4.3 Strategic Directions

Assist the BOC in ensuring a regulated electricity sector where quality of supply and quality of service is premium.

In accomplishing its responsibilities, the Directorate intends to deploy technology driven systems to continually improve its capability to collect and analyse data on a timely basis. In that regard, the Directorate will:

- Focus the energies of the Directorate on defining our proposed solutions to the nation's current technical problems in the power sector,

- Adopt a more robust and proactive approach to regulatory inspections whilst remaining firmly within the boundaries of our powers as defined by law;

- Develop links with other regulators in countries with strong and effective regulations on inspection and enforcement to provide mentoring and aWachment opportunities for our staff;

- Improve the quality of service of electricity delivery; and

- Monitor continually, to ensure provision of reliable and safe supply of electricity to all consumers.

To achieve these, the Directorate will pursue the following actions:

- Develop and implement a comprehensive Inspection Strategy;

- Develop and implement an effective Enforcement Strategy;

- Deploy performance-based regulatory mechanisms to ensure quality of service delivery by implementing Peer Review performance evaluation systems and processes;

- Enhance and implement technology-driven information/data acquisition systems and communication processes to monitor and collect reliable information on standards of performance indicators of energy providers;

- Develop and use high level regulatory skills and expertise of staff; and

- Publicize performance of licensees/operators via peer review score card mechanism.

Inspection and Enforcement Strategies will include the following:

- Conduct thorough study of regulatory mechanisms world-wide and implement those appropriate to Liberia;

- Design and implement Performance-based monitoring mechanisms using;

(i) Intra Operator Peer Performance Review mechanism to compare agreed performance indicators for regional jurisdictions of the operating companies; and
(ii) Inter Operator Performance Review mechanism to compare performance between Utility companies.

- Install and use modern information and data acquisition and communication systems to monitor the performance of operating companies.

9.5 LEGAL, LICENSING, AND PUBLIC AFFAIRS DIRECTORATE

9.5.1 Responsibilities of the Directorate

> Provide advice to the Managing Director and Commissioners to ensure that the licensees, and other stakeholders in the electricity supply industry operate in compliance with the provisions of the Electricity Law and other related laws and regulations

> Oversee all maWers regarding licensing and public affairs at the Commission

> Ensure that electricity regulatory functions and licensing are done in accordance with the 2015 Electricity Law of Liberia and applicable regulations.

9.5.2 Divisions of the Directorate

The Directorate has two operational Divisions:

> Enforcement and Compliance Division; and

> Public Affairs Division.

9.5.3 Strategic Directions

Assist the BOC in enabling a conducive regulatory environment through licensing and effective monitoring and enforcement of license terms and conditions and providing premier customer services for the public.

> Adopt a more robust and proactive approach to regulatory enforcement and compliance regime;

> Develop and implement a comprehensive Communication Strategy which is objective-driven public education and awareness program to enhance regulatory processes.

To achieve these the Directorate will pursue the following actions:

> Enhance website with content on processes and programs;

> Distribute pamphlets, brochures, and a monthly newsleWer to increase awareness on LERC and its functions, enhance understanding of the regulatory processes;

> Directly engage with consumers and community leaders through formal and informal speaking engagements;

> Use social media to increase awareness among stakeholders of the LERC and its functions, and enhance understanding of the regulatory processes;

> Develop and use high level regulatory skills and expertise of staff.

> Develop expertise in drafting regulations;

> Put in place appropriate Docket Management System;

> Put in place well-developed Communication Strategy;

> Have a well-developed complaints and dispute resolution system.

9.6 HUMAN RESOURCE AND ADMINISTRATION DEPARTMENT

9.6.1 Responsibilities of the Department

> Plan, direct, and coordinate human resource management activities of the Commission,

> Maximize the strategic use of human resources and maintain functions such as employee compensation, recruitment, personnel policies, and compliance with Decent Work Act and related Labor Laws, National Code of Conduct

> Operate consistently with international best practices

> Handle general administration and related activities

9.6.2 Units of the Department

The Human Resource and Administration Department have the following operational Units.

1. Human Resource Unit; and
2. General Administration Unit.

9.6.3 Strategic Directions

Human Capital Management (HCM) Strategy

The Directorate of Administration and Human Capital Management (or similar), in assisting the Board of Commissioners (BoC), is dedicated to establishing a supportive work environment that fosters organizational success towards achieving the LERC's vision, goals, and objectives as outlined in the Strategic Plan.

This strategy is focused on four core Human Capital Management goals:

I. HCM Goals and Metrics

HCM Goal	Description	Key Performance Indicator (KPI) / Target
Talent Acquisition	To recruit and onboard a diverse, qualified workforce that meets the organizational staffing and technical needs.	**Achieve full organizational staffing complement (100% of approved organogram) by the end of 2027.**
Talent Development	To provide structured development programs that enhance the technical and regulatory expertise of staff and management.	**Increase the percentage of employees accomplishing their annual development targets to 90% annually.**
Talent Retention	To implement strategies that ensure job satisfaction, reduce voluntary turnover, and maintain institutional stability.	**Maintain the employee retention rate (excluding company-initiated transitions) above 80% by the end of 2027.**
Performance Management	To design and execute compensation and performance review processes that align and maximize staff contribution with organizational goals.	**Achieve 100% completion and documentation of annual staff performance reviews by the target date.**

II. Strategic Objectives

The Department Directorate seeks to achieve the following specific objectives in alignment with the goals above:

1. Workforce Optimization: Fill all approved positions in the current organogram to meet the operational needs and technical demands of the Commission.

2. Incentives and Benefits: Review and increase incentives and benefits to be competitive, aiding in the aWraction and retention of competent professional and technical staff.

3. Performance Linkage: Institutionalize a system where performance management outcomes are directly linked to compensation, career advancement, and targeted training.

III. Implementation Actions

To meet these objectives and goals, the Directorate will pursue the following specific actions:

> Job Analysis and Standardization: Conduct a comprehensive analysis of all current regulatory and administrative roles and craft standardized, up-to-date job descriptions in accordance with the needs of the Strategic Plan.

> Targeted Training and Re-training: Conduct continuous training and specialized re-training programs to ensure the workforce possesses the required skills and expertise, specifically in specialized professional regulatory fields (e.g., tariff modeling, economic regulation, technical compliance).

> Skills Transfer Programs: Outline and implement formal skills-transfer and mentorship programs to build internal capacity and ensure knowledge continuity across all technical divisions, as mandated by the Strategic Plan.

> Internal Communication Refinement: Fine-tune the Commission's internal communication channels to ensure timely, transparent, and consistent information flow to all employees.

> Institutional Learning and Leadership: Introduce initiatives to improve institutional learning mechanisms and enhance supervisory skills among managers to foster effective team leadership and performance coaching.

> Employee Engagement and Inclusivity: Introduce structured ways to increase employee engagement and involvement in all aspects of the Commission's work to ensure inclusiveness and internal buy-in for regulatory processes.

9.7 INFORMATION TECHNOLOGY AND SECURITY DEPARTMENT

9.7.1 Responsibilities of the Department

- Manage the implementation of an IT Infrastructure, computer network and related computing environment including computer hardware, systems software, and applications software, and develop a team to support and extend the system.
- Oversee the implementation of a business application system to support the operations of the Commission, and
- Serve as technical lead in the formulation and implementation of LERC's management information system (MIS),
- Develop policy and strategy to ensure a secured and stable information technology network and systems for the Commission, and
- Work closely with the Public Relations and Communication Officer to maintain and keep the website (www.lerc.gov.lr) up to date with information.

9.7.2 Key Focus Pillars

• Successfully have setup and maintained core services required for the necessary functions of an office including:

• Set up servers' systems, access controls, interoffice communications, conferencing, disaster recovery systems for vital services and end user data, etc.

• Established a formal policy regarding the usage, controls, and expectations of IT services.

• Established and expected levels of performance of unique services or software required by various departments and maintained adequate or above levels or efficiency, availability, and accessibility of those systems.

9.8 FINANCE DEPARTMENT

9.8.1 Responsibilities of the Department

• Oversee financial management of the Commission,

• Manage the day-to-day financial operations such as payroll, invoicing, budgeting, and accounting policies and compliance and other finance related transactions,

9.8.2 Units of the Department

The Finance Department has two (2) operational Units under the leadership of the Finance Manager.

9.8.3 Strategic Directions

Strengthen mobilization of funds to support the activities of the Commission.

Priority Actions:

• Develop a Financial Strategy in alignment with the requirements of the Strategic Plan;

• Outline programs for skills transfer in accordance with the Strategic Plan.

• Introduce and enforce ways to increase supervisory skills

• Introduce ways to increase engagement with licensed operators regarding prompt payment of regulatory fees

• Intensify efforts at seeking funding support from donors and development partners

• Seek partnership with private sector to co-finance Commission's infrastructure needs such as a dedicated office building.

10.0

IMPLEMENTATION PLAN

10.1 IMPLEMENTATION STRATEGY

Strategic Plan Implementation and Governance

The Commission's Strategic Plan will be implemented over three distinct phases, utilizing a 3-Year Rolling Plan period to allow for necessary reviews and adjustments based on performance and changes in the regulatory environment.

I. Implementation Structure and Oversight

To ensure the successful and accountable implementation of the Plan, the following governance structure and mechanisms will be established:

- **Strategic Plan Implementation CommiWee (SPIC):** A Strategic Plan Implementation CommiWee (SPIC) will be formally constituted and chaired by a designated member of the Board of Commissioners (BoC). The CommiWee membership will include:

  - **The Managing Director/CEO**
  - **Director(s) of key regulatory functions (e.g., Tariffs, Legal, Technical)**
  - **The Head of Finance**
  - **The Head of Information Technology (IT)**

- **Strategic Plan Manager (SPM):** A dedicated Strategic Plan Manager (SPM) will be formally assigned to serve as the Convener and Secretary of the SPIC. The Head of Human Capital Management/HR will serve as the SPM to ensure seamless integration between strategic goals and human capital development.

- **Accountability:** All staff members, from the BoC to the operational level, will be formally held accountable for the successful implementation of the Strategic Plan, with specific responsibilities integrated into their annual Key Performance Indicators (KPIs).

II. Performance Management and Enablement

The Commission will put in place the following mechanisms to drive performance and successful outcomes:

- **Incentive and Reward Package:** A formal incentive and reward package will be established to recognize and compensate individuals and teams demonstrating exceptional performance and tangible progress toward achieving the goals and objectives of the Strategic Plan.

- **Training and Capacity Building:** The Commission will implement a structured "Coach for Achievement" program, involving targeted training and workshops for all staff on key aspects of the Strategic Plan, regulatory best practices, and project management. External experts and consultants will be engaged as necessary to provide specialized instruction.

- **Empowerment and Teamwork:** Managers at all levels will be empowered with the necessary authority and resources to foster a culture of "teamwork," collaboration, and mutual support among their staff to ensure synchronized effort across all Directorates.

III. Implementation Timeline (3-Year Rolling Phases)

The Plan will be structured into three rolling phases, allowing for adaptation and goal refinement:

Phase	Duration	Focus Area	Key Review Point
Phase I: Foundation & Institutional Setup	Year 1 – Year 3	Establishing core regulatory systems (RIMS, DMS), Staffing up critical posts, Finalizing key regulations (Tariff, Licensing).	End of Year 3 SPIC Review
Phase II: Stabilization & Optimization	Year 4 – Year 6	Optimizing operational efficiency, Full implementation of Performance Management, Infrastructure Resilience Monitoring, Sector compliance stabilization.	End of Year 6 SPIC Review
Phase III: Regulatory Excellence & Expansion	Year 7 – Year 9	Achieving regional influence, Adapting to energy transition (e.g., Renewable Energy Integration), Continuous regulatory reform and stakeholder engagement.	Final Strategic Plan Review

10.2 REVIEW PROCESS

Monitoring, Evaluation, and Review Framework
To ensure the Strategic Plan remains relevant and its goals are achieved, the Commission will implement a rigorous monitoring, evaluation, and review framework incorporating both continuous internal assessment and external stakeholder feedback.

I. Continuous Monitoring and Review

The following internal monitoring and evaluation activities will be conducted:

- **Quarterly Strategy Review:** The Strategic Plan Implementation CommiWee (SPIC) will hold formal quarterly strategy meetings. These meetings are essential to review progress, assess the achievement of planned deliverables outlined in both the Strategic Plan and the corresponding Annual Work Plans, and address any immediate challenges.

- **Annual Performance Retreat:** The Commission will hold an annual retreat, scheduled for the second week of December every year. This retreat will serve as a comprehensive forum to assess the overall progress of implementation against the goals, objectives, and targets of the Strategic Plan over the preceding year.

II. External Engagement and Adaptation

The Commission will actively seek external feedback to inform its ongoing planning:

- **Annual Stakeholder Consultation:** The Commission will carry out a structured Stakeholder Consultation Exercise (often referred to as a "sounding exercise") at least once per year. This process will formally solicit feedback from all relevant parties on developments in the electricity sector in general, and the performance and impact of the LERC's regulatory decisions in particular.

- **Rolling Plan Revision:** Based on the outcomes of the Annual Performance Retreat, the Stakeholder Consultation Exercise, and the overall sector performance, the Commission will formally revise the goals, objectives, and priority actions for the ensuing Phase of the 3-Year Rolling Stra-