



# **Regulated Service Provider Liberia Electricity Corporation (LEC)**

## **First Quarter Customer Service Performance Report**

**January to March -2025**

## Contents

<b>Acronyms .....</b>	<b>3</b>
<b>1. Background .....</b>	<b>4</b>
<b>2. Objective .....</b>	<b>4</b>
<b>3. Reporting Period.....</b>	<b>4</b>
<b>4. Methodology .....</b>	<b>5</b>
<b>5. Customer Service Key Performance Indicator .....</b>	<b>6</b>
<b>6. Score Card.....</b>	<b>6</b>
<b>7. Key Findings.....</b>	<b>7</b>
<b>8. Scorecard Graph .....</b>	<b>8</b>
<b>9 Conclusion .....</b>	<b>11</b>
<b>10. Appendix 1.....</b>	<b>12</b>

## Acronyms

LERC	Means the Liberia Electricity Regulatory Commission
ELL	Means Electricity Law of Liberia -2015
CSQSR	Means Customer Service and Quality of Supply Regulations - 2021
TRD	Means Technical Regulations Directorate
LEC	Means Liberia Electricity Corporation
KPI	Means Key Performance Indicator
BOC	Means Board of Commissioners

## **1. Background**

The 2015 Electricity Law of Liberia (ELL) establishes a regulatory framework for the electricity sector aimed at promoting safe, reliable, and sustainable electricity services. ELL section 3.3 (A)(5) mandates the Liberia Electricity Regulatory Commission to oversee the sector, ensuring that service providers adhere to technical and performance standards. Key objectives include enhancing access to electricity, fostering competition, and protecting consumer and service providers' rights. Pursuant to this mandate, in August 2021, the LERC approved the Customer Service and Quality of Supply Regulations (CSQSR 2021), which set forth performance benchmarks for electricity service providers.

These regulations aim to ensure that customers receive safe, adequate, and reliable electricity services. The CSQSR outlines specific standards for service delivery, including timely notification of outages, accuracy in billing, and responsiveness to customer complaints. Compliance with the ELL and CSQSR is crucial for maintaining high service quality and ensuring customer satisfaction. Adhering to established standards helps.

Following the BOC's approval of the CSQSR 2021, the Technical Regulations Directorate engaged the electricity distribution service providers to provide understanding of the Regulations, implement the provisions of the Regulations, and monitor compliance with the minimum and guaranteed service levels.

## **2. Objective**

The objectives of this report are:

- To assess the Liberia Electricity Corporation (LEC) compliance level with the 2015 ELL and the CSQSR 2021.
- To highlight issues that have the propensity to adversely impact LEC system reliability, supply adequacy, safety, and quality of service.
- Provide recommendations for improvement where required and recommend measures to sustain the gains where performance is satisfactory.

## **3. Reporting Period**

This report covers the performance of the LEC for the first quarter of the fiscal year 2025, specifically from January 1 to March 31, 2025. The assessment focuses on the customer service performance indicators as stipulated in the Customer Service and Quality of Supply Regulations. The quarterly analysis provides insights into compliance levels, service delivery, and operational efficiency during this period.

## 4. Methodology

The assessment of customer service performance for the LEC was conducted in alignment with the standards set forth in the Customer Service and Quality of Supply Regulations (CSQSR 2021). The following steps were undertaken to ensure a comprehensive evaluation:

**Definition of Key Performance Indicators:** A total of 33 customer service indicators were identified from Schedule 2 of the CSQSR 2021, which outlines the Minimum Service Levels for electricity distribution. These indicators serve as benchmarks for assessing performance.

**Data Collection:** Monthly performance data was collected from LEC's reports submitted to LERC. These data encompassed indicators related to customer service and operational effectiveness.

**Data Analysis:** The monthly scores for eight KPIs were averaged over the three months of the reporting period (January, February, and March 2025) to derive quarterly performance results. This quantitative analysis provided a clear overview of LEC's adherence to the established service standards.

**Performance Reporting:** The selected KPIs were summarized into a more concise set of eight indicators (see table 1), facilitating easier interpretation of the results. These indicators reflect crucial aspects of customer service, including notification of planned outages, complaint resolution, and billing accuracy.

**Compliance Assessment:** The performance data was then evaluated against the compliance rating system established by the LERC, categorizing results into five compliance statuses ranging from "Compliant (HIGH)" to "Significantly Non-compliant." This systematic approach allowed for a clear understanding of LEC's performance relative to regulatory expectations.

This methodology ensures a robust and transparent evaluation of LEC's customer service performance, providing actionable insights for improvement.

## 5. Customer Service Key Performance Indicator

Table 1.0

No.	Customer Service -KPI
1	Notification to customers in advance of Planned outages
2	Customers timely access to service provider's customer service platform
3	Billing Computation and Accuracy
4	Complaints resolution and responsiveness
5	Postpaid meter reading and bill delivery
6	Revenue protection initiative
7	Access to vending platform
8	New customers connection rate

## 6. Score Card

The compliance rating is based on the card below:

Table 2.0

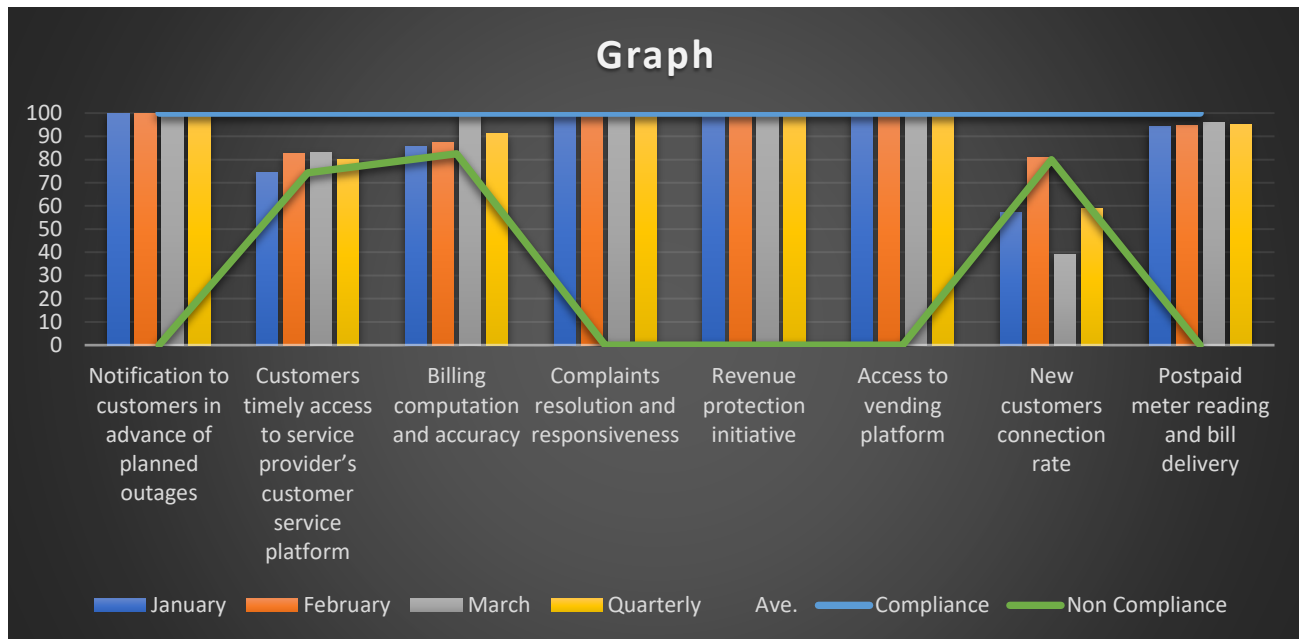
No.	Compliance Status	Grading (%)	Rating	Description of compliance
1	Compliant (HIGH)	95-100	1	Compliant with no further action required to maintain compliance
2	Compliant (MEDIUM)	85-94	2	Compliant apart from minor or Immaterial action required to maintain compliance
3	Compliant (LOW)	75-84	3	Compliant with major or materials recommendations to improve the strength of internal controls to maintain compliance
4	Non-compliant	60-74	4	Does not meet minimum requirements.
5	Significantly non- compliant	0-59	5	Significant weakness and/or serious action required.

## 7. Key Findings

Table 3

No.	Customer Service KPI	SCORE CARD				
		January 2025 (%)	February 2025 (%)	March 2025 (%)	Quarterly Ave. (%)	Compliance status
1	Notification to customers in advance of planned outages	100	100	100	100	1
2	Customers timely access to service provider's customer service platform	74.34	82.50	82.84	79.89	3
3	Billing computation and accuracy	85.71	87.5	100	91.07	2
4	Complaints resolution and responsiveness	99.91	99.64	99.25	99.6	1
5	Revenue protection initiative	100	100	100	100	1
6	Access to vending platform	100	100	100	100	1
7	New customers connection rate	57.15	80.66	39.23	59.01	5
8	Postpaid meter reading and bill delivery	94.44	94.59	95.88	94.97	1
COMPLIANCE IS (MEDIUM) APART FROM MINOR OR IMMATERIAL ACTION REQUIRED TO MAINTAIN COMPLIANCE						2

## 8. Scorecard Graph



The graph shows a detailed interpretation of the Liberia Electricity Corporation's (LEC) customer service performance for the first quarter of 2025. It illustrates monthly compliance levels for January, February, and March across all key performance indicators (KPIs), along with the overall quarterly average. The graph also highlights areas of regulatory non-compliance.

In January, February, and March 2025, LEC achieved a MEDIUM compliance rating of 88.94%, 89.65%, and 93.11%, respectively, indicating strong adherence with regulatory standards across the evaluated KPIs. This reflects effective operational execution and responsiveness to service delivery obligations during this period. Although these values fall within acceptable thresholds, they suggest marginal deviations from optimal performance and indicate areas requiring operational strengthening.

The green trend line on the graph denotes the non-compliance rate across the reporting period. Notable fluctuations are observed in each month, corresponding to specific areas where LEC did not meet the minimum service level requirements. These include:

- Delays in customers' timely access to the service provider's customer service platform (within 30 seconds),
- Delays in billing computation and Accuracy
- Delays in connecting new customers based on the submitted applications.

These performance gaps point to the need for enhanced internal monitoring, process optimization, and timely corrective actions. Prioritizing improvement in these areas will be critical to achieving consistent regulatory compliance and maintaining customer satisfaction.



As reflected in **Table 3**, the overall customer service and regulatory compliance status for Q1 2025 is rated as MEDIUM- a description indicating compliance apart from minor or immaterial action required to maintain compliance.

The key issues identified during the performance monitoring process are summarized below:

### **Customers' Access to Customer Service Platform:**

**Goal:** Improve the accessibility and responsiveness of LEC's customer service platform to ensure prompt and seamless customer engagement within 30 seconds.

**Analysis:** In Q4 2024, LEC recorded a low compliance rate of 58.57% for timely access to its customer service platform. Although some improvement was observed in Q1 2025 with a rise to 74.34%, the figure remains significantly below the regulatory target of 95%. This persistent underperformance indicates systemic issues such as slow response time, limited digital engagement tools, inadequate staff coverage, and a potentially inefficient customer interface.

**Target:** Achieve 95% compliance in customer access responsiveness by the end of Q2 2025 (June 2025).

#### **Actions:**

##### **Staff Capacity Enhancement**

- Conduct a gap assessment of staff workload vs. customer demand (May 2025).
- Increase staffing or reassign shifts during peak hours (May–June 2025).
- Organize mandatory staff training on response efficiency and professional engagement (Mid-May 2025).

#### **Recommendation:**

Short-term success can be measured by reaching 85% compliance by May 2025 and scaling to 95% by June 2025.

### **Billing Accuracy:**

**Goal:** Strengthen the accuracy of billing computation and timely resolution of billing disputes to enhance customer trust, regulatory compliance, and overall service quality within five business days.

**Analysis:** Accurate billing is central to customer satisfaction and regulatory adherence. In Q4 2024, LEC recorded a low compliance rate of 62.23%, signaling a challenge in accurate and timely response to billing queries. Although performance improved to 91.04% in Q1 2025, it still falls short of the 95% regulatory target. The issue of the delay in resolving billing disputes within five business days is affecting credibility and increasing customer dissatisfaction.

**Target:** Achieve 95% compliance in billing accuracy and dispute resolution by the end of Q2 2025 (June 2025).

## **New Customer Connection Rate:**

**Goal:** Streamline the process for connecting new customers.

### **Analysis:**

- **January 2025:** 1,111 applications → **635 connections** (~57%)
- **February 2025:** 1,117 applications → **901 connections** (~81%)
- **March 2025:** 2,439 applications → **957 connections** (~39%)

Across Q1 2025, a total of 4,667 new applications were received, but only 2,493 connections were made, leaving 2,174 applications pending. While there was a notable improvement in February, March saw a sharp decline in performance, likely due to capacity overload, shortage of meters, or inadequate coordination between field and commercial teams. This performance indicates a significant shortfall in meeting the Commission's target of at least a new 95% customer connection rate, particularly by the end of Q1 2025.

**Target:** Increase the new customer connection rate to at least 95% by the 2nd quarter of 2025.

### **Recommendations:**

To address the growing backlog of unconnected new customers and meet the regulatory target of at least a 95% connection rate, the LERC must convene a meeting with LEC to review its operational coordination and resource allocation. This includes ensuring the consistent availability of meters and increasing the number of dedicated meter installation teams, particularly during periods of high application volumes. The Service Order System should be rigorously used and monitored to track connection statuses in real time, allowing for early identification of delays and faster resolution through better coordination between the Commercial and Project Engineering Major Connections (PEMC) units. Unresolved cases in the Service Order System beyond the expected timeframe are automatically flagged and visually highlighted in red to prompt immediate action. The consistent utilization of the Service Order system will mitigate the meter installation delays, enhance progress monitoring, flag the need for deployment of additional teams and ensure backlog clearance, and improve compliance by the end of Q2 2025.

## 9 Conclusion

Notable performance improvement of LEC in Q4 2024 over Q1 2025 is summarized below:

Table 4

No.	Customer service key performance indicators	4th Quarter 2024 %	1st Quarter 2025 %	Percentage Change 2025 %	Comment
1	Notification to customers in advance of planned outages	100	100	0	No change
2	Customers timely access to service provider's customer service platform	58.57	60.78	3.77	Increase
3	Billing computation and accuracy	62.23	57.14	8.17	Decrease
4	Complaints resolution and responsiveness	99.67	98.68	0.99	Decrease
5	Revenue protection initiative	100	100	0	No change
6	Access to vending platform	100	100	0	No change
7	New customers connection rate	57.22	68.10	19.01	Increase
8	Postpaid meter reading and bill delivery	96.45	97.04	0.61	Increase

## 10. Appendix 1

### Minimum Service Levels-Distribution

No	Service measure	Standard	
1	Notification of customer in advance of a planned interruption	At least 3 business days written notice ahead of the interruption specifying expected date, time and duration of interruption.	95% of the time
2	Telephone services	24 hrs. fault receiving and emergency service Seven days a week	100%
3	Time to respond to telephone calls	85% within 30 seconds	95% of the time
4	Time to respond to written enquiries	95% within 5 business days	95% of the time
5	customer bill contestation complaint	(a) Response within 5 business days (b) Resolution within 5 business days.	100%
6	Time to respond to voltage complaint	1. LV reply within 12hrs 2. MV reply within 12hrs	1. 90% 2. 95%
7	Timeliness of rectification of faults and restoration of supply following voltage complaints	Within 24 hrs.	90%
8	Timeliness of appointment to visit customer premises	No later than 60 minutes of agreed time	95% of the time
9	Response to customer initial request for connection application (Provision of guidelines for application)	Within 24 hrs.	100% of the time

10	Timeliness of provision of new connection estimates to customer	<b><u>Description of service</u></b> <i>Meter installation and supply only</i> 1 day (urban) 1 week (rural) <b><i>Service Connection on existing LV network</i></b> 1 week(urban) <b>2 weeks(rural) Connection requiring LV works</b> 2 weeks(urban) <b>3 weeks(rural) Connection requiring MV works</b> 4 weeks(urban) 6 weeks (rural)	95% of the time
11	Timeliness of connection and activation of new service after payment	<b><u>Description of service</u></b> <i>Meter installation and supply only</i> 1 week (urban) 3 weeks (rural) <b><i>Service Connection on existing LV network</i></b> 2 weeks (urban) 4 weeks (rural) <b>Connection requiring LV works</b> 6 weeks(urban) 8 weeks(rural) <b>Connection requiring MV work</b> 3 months(urban) 6 months(rural)	95% of the time
12	Maximum period allowed for estimated billing used for customer	Not more than 6 months  <i>(NB: Estimate based on historical consumption)</i>	100%
13	Disconnection for meter tampering or illegal connection (Power Theft)	Immediately following detection	100%
14	Timeliness of resolving	Within 48 hours	95%
	vending faults reported		
15	Timeliness for repositioning customer service line/meter request.	(a) Within 5 business days to submit assessments/charges (b) within 5 business days to rectify upon payment of charges.	90%

16	Timeliness for the replacement of active operational meters over 20 yrs. old.	Not more than a year	90%
17	Credit Meter reading cycle	Once every month.	100%
		Once in 3 months (guaranteed)	100%
18	Timing of Credit meter	Time from billing to due date: 14 days	95%
	Billing and bill delivery	Billing cycle: once per month	100%
19	Bill payment	Within 14 days after the due date (within which bill should have been delivered)	95%
20	Notice of disconnection due to non-payment	1. Notice of warning: 14 days after the due date for payment. 2. Notice of disconnection - Disconnection effected after 7 days. 3. Disconnection not to be carried out: - after 2hrs before normal closing time of pay-point; and - over the weekend - day before public holidays	80%
21	Timeline for response to meter accuracy check service request	Within 15 days after receipt of payment of related charges for service	95%
22	Notice of Meter inspection by utility	The Licensee reserves the right to conduct spot checks as deemed expedient where tampering or theft is detected.	100%
23	Customer Meter Installation location	Customer meter must be enclosed and located at a designated area readily accessible for reading and maintenance by the Licensee and readily accessible for reading and security by the customer.	100%

24	Availability of prepayment meter credit vending facility	At least: (a) Within 2-5 Km radius of prepayment meter customer or (b) Sufficient to reduce queuing time to less than 10 minutes (c) Minimum of 8 hrs. daily for six days each week	90%
25	Timeliness of reconnection of disconnected service due to <b>non-payment</b>	Within a maximum of: 6hrs (City/Industrial) 12hrs (urban) 18hrs(rural) after settlement of bill (plus any charges)	<b>(i)70%: <math>\leq</math> 60km radius distance</b> <b>ii) 50%: &gt; 60km radius distance from district or regional office</b>
26	Timeliness of reconnection of disconnected service due to tampering or illegal connection (Power Theft)	Not later than 2 days following regularization of connection and settlement of penalties/charges.	80%
27	Timeliness of response to account query request	Within 5 working days following the request.	90%
28	Timeliness of response to a faulty meter complaint	(i) Within 48 hours maximum where customer has not lost supply to premises.	95%
		(ii) Within 24 hoursmaximum where customer has lost supply to the premises	
29	Timeliness of response to a faulty meter complaint	(i) Within 48 hoursmaximum where customer has not lost supply to premises. (ii) Within 24 hours the maximum where customer has lost supply to the premises	95%

30	Timeliness of replacement of defective meter following establishment of a Faulty meter complaint	Within 48 hours	75% /year
31	Time to respond and resolve	General complaints received: a) by telephone, internet or in person – should be handled without referral within 3 days. b) in writing – respond within 3 days and resolve in 5 days	90% /year
32	Time to respond to enquiries	Enquiries for information/advice received: a) by telephone, internet or in person – should be handled without referral within 1 day. b) and requiring investigative work – respond within 3 weeks	90% /year
33	Load shedding period	(a) triggered by <b>Distribution transformer</b> overload shall not exceed 10 days (b) Triggered by forced outage of generating units shall not affect a customer or category of customers for more than 15days	75% /year