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## REGULATED SERVICE PROVIDER CUSTOMER SERVICE PERFORMANCE REPORT

Liberia Electricity Corporation Second Quarter Customer Service Performance  
Report: April to June -2025

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## 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 level of compliance of the Liberia Electricity Corporation (LEC) 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 second quarter of the fiscal year 2025, specifically from April 1, 2025, to June 30, 2025. The assessment focuses on the customer service performance indicators as stipulated in the Customer Service and Quality of Supply Regulations. The quarterly analysis aims to provide 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 (April, May, and June 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

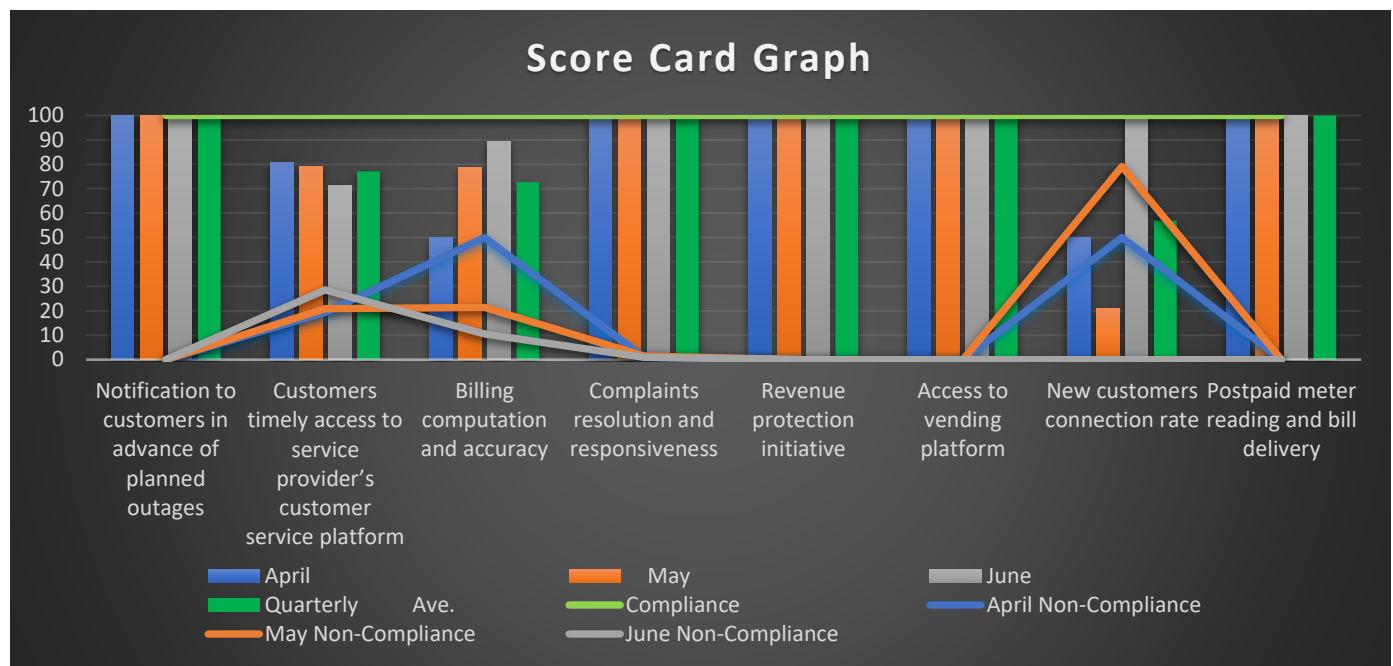
No.	Compliance Status	Grading (%)	Rating	Description of compliance
1	Compliant (HIGH)	95-100	1	Compliant with no further action required to maintain compliance
2	Compliant (MEDIUM)	85-94	2	Compliant apart from minor or Immaterial action required to maintain compliance
3	Compliant (LOW)	75-84	3	Compliant 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				
		April 2025 (%)	May 2025 (%)	June 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	80.74	79.12	71.45	77.10	3
3	Billing computation and accuracy	50	78.57	89.47	72.68	3
4	Complaints resolution and responsiveness	99.38	99.26	99.56	99.4	1
5	Revenue protection initiative	100	100	85.65	95.21	1
6	Access to vending platform	100	100	100	100	1
7	New customers connection rate	49.96	20.89	100	56.95	5
8	Postpaid meter reading and bill delivery	96	98.48	96.24	96.90	1
COMPLIANCE IS (MEDIUM) APART FROM MINOR OR IMMATERIAL ACTION REQUIRED TO MAINTAIN COMPLIANCE						2

## 8. Scorecard Graph



The graph illustrates the overview of Liberia Electricity Corporation's (LEC) customer service and operational performance for the second quarter of 2025. It shows line and bar segments representing monthly compliance and non-compliance for April, May, and June.

The bar segments illustrate LEC compliance scores, showing how closely their performance aligns with regulatory standards, while the line segments highlight non-compliance levels, indicating the degree to which they fall short of full compliance (100%), represented by the green compliance line.

In April and May 2025, LEC recorded compliant (LOW) ratings of 84.51% and 84.54%, respectively, reflecting compliance with major or material recommendations to improve the strength of internal controls to maintain compliance. In June, performance improved to a compliant (MEDIUM) rating of 92.79%, indicating compliance apart from minor or Immaterial action required to maintain compliance.

The quarterly average reflects overall performance across the three months. The green compliance trend highlights areas where LEC met or closely aligned with regulatory benchmarks, while the red non-compliance trend points to persistent challenges in new customer connections, billing accuracy, and customer access to service platforms.

These gaps emphasize the need for stronger internal monitoring, timely meter installation and activation, accurate billing, customer access to the service platform, and prompt corrective actions. Addressing these issues will be vital to achieving sustained regulatory compliance and improving customer satisfaction.

As reflected in **Table 3**, the overall customer service and regulatory compliance status for Q2 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 customer engagement within **30 seconds**

**Analysis:** During the review period (April–June 2025), a total of **98,545** customer calls were received through the LEC Customer Service platform. The monthly performance is summarized below:

Month	Total Calls Received	Calls Answered Within 30 Secs	Calls Answered Beyond 30 Secs	Compliance Rate (%)
April	33,404	26,943	6,461	80.65
May	31,443	24,807	6,636	78.89
June	33,698	24,024	9,674	71.29
<b>Total / Average</b>	<b>98,545</b>	<b>75,774</b>	<b>22,771</b>	<b>76.89</b>

The overall compliance score for the three months stands at 76.94%, indicating that just over three-quarters of customer calls were answered within the targeted 30 seconds. However, the downward trend from 80.65% in April to 71.29% in June demonstrates a progressive decline in performance, reflecting noncompliance with the minimum service levels.

This deviation suggests underlying operational and systemic challenges, including:

- Slow call response time and frequent delays in answering customer calls.
- High call volumes without matching staff capacity or coverage.
- Inefficient shift management, resulting in understaffing during peak periods.
- Low customer call wait time and limited call management systems, leading to routing delays

**Target:** Achieve 95% compliance in customer access responsiveness by the end of Q3 2025.

### Recommendations:

1. Strengthen Staffing and Shift Optimization:
  - Increase the number of call agents or redeploy existing staff during high-demand hours.
2. Upgrade Call Management Systems
  - Enhance the Presence system calls wait time and response time to better manage calls and prevent service delay.
3. Capacity Building and Incentive Mechanisms
  - Provide continuous training for agents on effective communication, multitasking, and efficiency.
  - Introduce performance-based incentives for agents who consistently meet or exceed response targets.
4. Expand and Integrate Customer Contact Channels
  - Incorporate additional engagement platforms such as WhatsApp, social media, and email.
  - Integrate all channels into a centralized Customer Relationship Management (CRM) system to ensure consistency and quick resolution.
5. Implement Feedback and Continuous Improvement Systems
  - Regularly collect customer feedback on service quality and response times.
  - Use insights to inform operational adjustments and technology improvements

## Billing Accuracy:

### Goal:

Strengthen the accuracy of billing computation and ensure the timely resolution of billing disputes to enhance customer trust, regulatory compliance, and overall service quality within **five (5) business days**.

**Analysis:** During the period under review (April–June 2025), a total of 43 customer billing complaints were received by LEC. The resolution timelines and performance details are as follows:

Month	Complaints Received	Resolved Within 5 Business Days	Resolved Beyond 5 Business Days	Compliance Rate (%)
April	17	4	13	23.53
May	7	3	4	42.86
June	19	15	4	78.95
<b>Total / Average</b>	<b>43</b>	<b>22</b>	<b>21</b>	<b>51.78</b>

In April, 17 billing dispute complaints were received, of which 4 (23.53%) were resolved within the stipulated five business days, while 13 were delayed.

In May, 7 complaints were received, with 3 (42.86%) resolved within the standard timeframe and 4 beyond. LEC informed the Commission that the delays in the resolution were due to an internal mini-investigation process aimed at validating customer billing data before resolution.

In June, performance significantly improved, with 19 complaints received, 15 (78.95%) resolved within the five-day period, and 4 resolved beyond.

Although all billing complaints were ultimately resolved, the overall compliance rate of 51.78% indicates that nearly half of the complaints were addressed beyond the regulatory timeframe, reflecting partial noncompliance.

Key contributing factors include:

- Prolonged internal verification processes for disputed bills.
- Lack of a structured escalation and monitoring system for tracking complaint resolution timelines.

### Recommendations:

1. Streamline the Billing Dispute Resolution Process
  - Establish a standardized workflow for bill verification and approval to minimize internal delays.
  - Introduce an automated complaint tracking system that flags pending cases nearing the five-business-day limit.

## New Customer Connection Rate:

### Goal:

Streamline the process for connecting new customers to ensure timely service delivery, customer satisfaction, and compliance with minimum service standards.

**Analysis:** During the period under review (April–June 2025), a total of **3,983 applications for new customer connections** were received by LEC. The connection performance details are presented below:

Month	Applications Received	Connections Completed	Connections Pending / Not Done	Compliance Rate (%)
April	1,355	678	677	50.04
May	1,005	210	795	20.90
June	1,623	2,237	0	137.92

Note: The unusually high number of connections completed in June includes **backlogged or rolled-over applications** from previous months.

In April, out of 1,355 applications, 678 (50.04%) were successfully connected, while 677 remained pending. In May, 1,005 applications were received, but only 210 (20.90%) were connected, leaving 795 pending. In June, 1,623 new applications were received, and 2,237 connections were completed. Excess reflects the clearance of pending applications from prior months.

Although the June performance suggests an improvement in service delivery, it also underscores systemic delays in previous months, leading to backlogs, customer dissatisfaction, and noncompliance with regulatory timelines for new connections.

The delays are indicative of the following challenges:

- Delay in meter installation or connection processing due to inadequate logistics.
- Inventory and material shortages, particularly of meters and connection materials.
- Inefficient coordination between commercial, technical, and customer service departments.
- Lack of proactive monitoring to track pending applications and ensure timely installation.

### Recommendations:

1. Enhance Meter and Material Availability
  - Strengthen procurement planning and inventory management to ensure adequate stock of meters and materials.
  - Create a buffer stock mechanism to handle unexpected demand surges.
2. Optimize Departmental Coordination and Workflows
  - Improve collaboration between commercial, metering, and technical departments to shorten the connection cycle.
3. Increase Workforce Capacity
  - Deploy additional field teams for meter installation.
  - Consider outsourcing specific connection tasks under LEC supervision to meet demand efficiently.
4. Implement Monitoring and Performance Evaluation
  - Conduct monthly progress reviews to identify bottlenecks and enforce compliance with service standards.

## 9 Conclusion

Notable performance of LEC in Q1 2025 over Q2 2025 is summarized below:

Table 4

No.	Customer service key performance indicators	1st Quarter 2025 %	2nd 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	60.78	77.10	26.85	Increase
3	Billing computation and accuracy	57.14	72.68	27.19	Increase
4	Complaints resolution and responsiveness	98.68	99.4	0.72	Increase
5	Revenue protection initiative	100	95.21	4.79	Decrease
6	Access to vending platform	100	100	0	No change
7	New customers connection rate	68.10	56.95	16.37	Decrease
8	Postpaid meter reading and bill delivery	97.04	96.90	0.14	Decrease

The second quarter (Q2 2025) performed better overall than the first quarter.

This improvement is evident in key customer service areas such as timely access to the customer service platform, billing accuracy, and complaint resolution, all of which showed noticeable progress. Although there were slight declines in revenue protection, new customer connections, and postpaid meter reading, the overall gains in billing efficiency, and service responsiveness indicated stronger performance in the second quarter compared to the first.

## 10. Appendix 1

### Minimum Service Levels-Distribution

Item 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>Description of service</b> <i>Meter installation and supply only</i> 1 day (urban) 1 week (rural) <b>Service Connection on existing LV network</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>Description of service</b> <i>Meter installation and supply only</i> 1 week (urban) 3 weeks (rural) <b>Service Connection on existing LV network</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 hours maximum 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