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## REGULATED SERVICE PROVIDER CUSTOMER SERVICE PERFORMANCE REPORT

Liberia Electricity Corporation Third Quarter Customer Service Performance  
Report: July to September -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 third quarter of the fiscal year 2025, specifically from July 1, 2025, to September 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 (July, August, and September 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

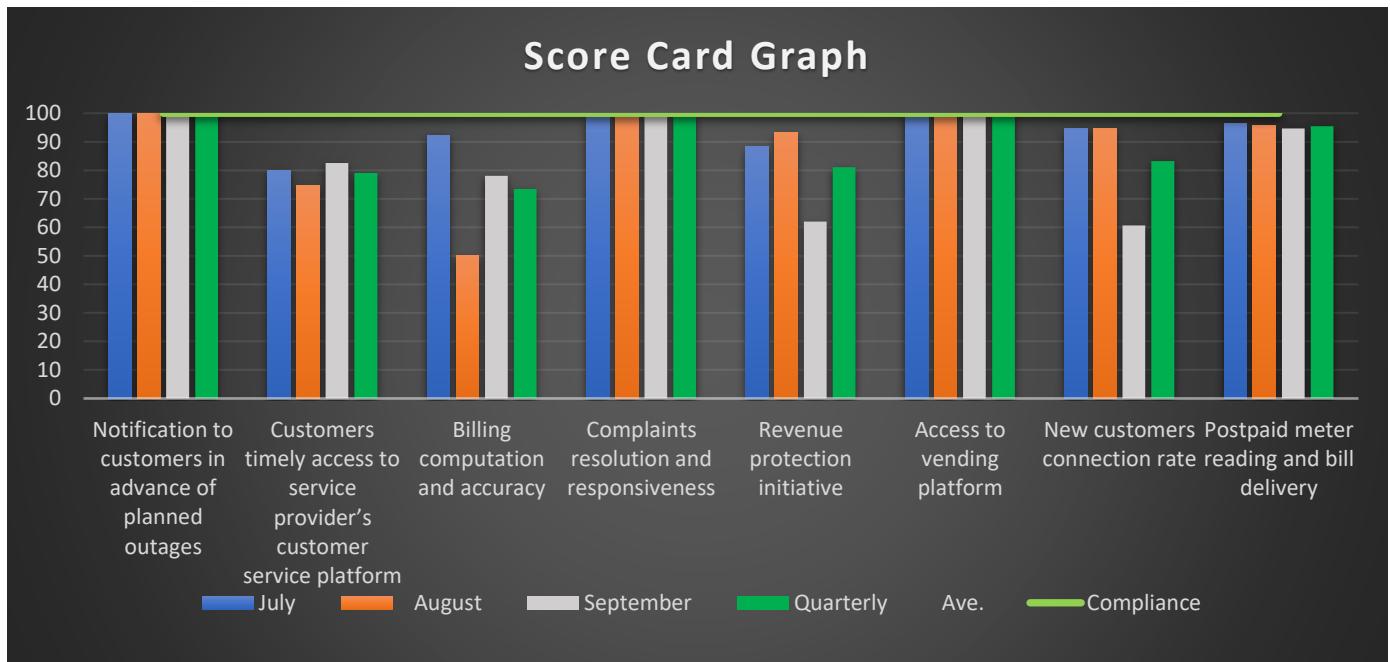
No.	Compliance Status	Grading (%)	Rating	Description of compliance
1	Compliant (HIGH)	95-100	1	Compliant with no further action required to maintain compliance
2	Compliant (MEDIUM)	85-94	2	Compliant apart from minor or immaterial action required to maintain compliance
3	Compliant (LOW)	75-84	3	Compliant 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				
		July 2025 (%)	August 2025 (%)	September 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	79.99	74.64	82.54	79.05	3
3	Billing computation and accuracy	92.30	50	78.12	73.47	3
4	Complaints resolution and responsiveness	99.35	99.65	99.66	99.55	1
5	Revenue protection initiative	88.30	93.19	61.97	81.15	1
6	Access to vending platform	100	100	100	100	1
7	New customers connection rate	94.54	94.54	60.70	83.26	3
8	Postpaid meter reading and bill delivery	96.29	95.55	94.65	95.49	1
COMPLIANCE IS (MEDIUM) APART FROM MINOR OR IMMATERIAL ACTION REQUIRED TO MAINTAIN COMPLIANCE						2

## 8. Scorecard Graph



The graph illustrates an overview of the Liberia Electricity Corporation's (LEC) customer service and operational performance for the third quarter of 2025. It presents bar segments representing performance scores for July, August, and September, which constitute the third quarter report across key performance indicators, alongside a quarterly average and a benchmark compliance line set at 100%.

The bar segments reflect LEC's level of compliance with regulatory standards, including planned outage notification, customer access to service platforms, billing accuracy, complaints resolution and responsiveness, revenue protection initiatives, access to vending platforms, new customer connection rates, and postpaid meter reading and bill delivery.

### July 2025:

Performance across this month was generally strong, with compliance recorded in areas such as notification to customers in advance of planned outages, complaints resolution and responsiveness, access to vending platforms, new customer connection rates, and postpaid meter reading and bill delivery. However, a low score was observed in customers' timely access to the service provider's customer service platform, and a medium score was recorded in revenue protection initiatives. Based on the overall performance trend, July 2025 is rated Compliant (MEDIUM), falling within 94% range, indicating compliance apart from minor or immaterial actions required to maintain compliance.

## **August 2025:**

August showed mixed performance. While compliance was maintained in planned outage notification, access to vending platforms, new customer connection rates, and postpaid billing, a significant decline was recorded in billing computation and accuracy, alongside continued weaknesses in customers' access to the service platform. Based on the overall performance pattern, August 2025 is rated Compliant (MEDIUM), within the 88% range, reflecting Compliant apart from minor or Immaterial action required to maintain compliance.

## **September 2025:**

Performance in September reflected partial improvement in some areas, with compliance sustained in planned outage notification, complaints resolution, and access to vending platforms. However, notable weaknesses persisted in billing computation and accuracy, revenue protection initiatives, and new customer connection rates. Consequently, September 2025 is rated Compliant (LOW), falling within the 84% range, indicating Compliant with major or materials recommendations to improve the strength of internal controls to maintain compliance.

## **Quarterly Assessment (Q3 2025):**

The quarterly average demonstrates that LEC aligned regulatory benchmarks across several indicators during Q3 2025. Strong and consistent performance was recorded in outage notification, complaints resolution, and postpaid meter reading and bill delivery. Nonetheless, recurring gaps were observed in customers' access to the service platform, billing computation and accuracy, revenue protection initiatives, and new customer connection rates.

These gaps underscore the need for enhanced internal monitoring, improved billing system controls, strengthened revenue protection measures, timely meter installation and activation, and improved customer access to service channels. Prompt and targeted corrective actions in these areas are essential to sustaining compliance and improving customer satisfaction.

## **Overall Compliance Rating:**

As reflected in the quarterly trend, the overall customer service and regulatory compliance status for Q3 2025 is rated as Compliant (MEDIUM). This rating indicates that LEC is Compliant apart from minor or Immaterial action required to maintain compliance.

## Billing Estimation (July–September)

Month	Within 2–6 Months	Beyond 6 Months	Compliance Status
July	2 cases	3 cases	Partial compliance; some violations
August	0 cases	11 cases	Non-compliant (all beyond 6 months)
September	11 cases	0 cases	Within allowable limit, monitor closely

**Analysis:** The table presents the monthly distribution of billing estimations within the 2–6-month range and those extending beyond six months, along with the compliance status for each month. In July, LEC recorded 2 cases of billing estimations within the acceptable 2–6-month period but also had 3 cases that exceeded six months. This shows partial compliance, as some estimates were properly managed while others violated the CSQSR requirement. In August, the performance worsened significantly, with all 11 cases falling beyond the six-month limit, resulting in full non-compliance for the month and indicating serious lapses in meter reading and billing follow-up. By September, performance improved, with 11 cases recorded within the 2–6-month window and no cases extending beyond six months. Although September meets the CSQSR requirement, the high number of ageing estimates still requires close monitoring to ensure they do not cross into non-compliance. Overall, the table highlights fluctuations in performance, a severe compliance breach in August, and the need for consistent monthly monitoring to prevent future violations.

## Meter Inspection and Customer Disconnection

Month	Meters Issued for Inspection	Meters Inspected	Meters Not Inspected	Disconnections: Meter Tampering / Power Theft	Disconnections: No Payment	Disconnections: Direct Connection without Meter
July	663	513	150	620	610	10
August	593	509	84	642	17	625
September	593	509	84	610	12	598
Quarter Total	1,849	1,531	318	1,872	639	1,233

### Analysis:

#### 1. Meter Inspection:

- A total of 1,849 meters were issued for inspection during the quarter.
- 1,531 meters (83%) were successfully inspected, while 318 meters (17%) were not inspected.
- The month of July had the highest number of uninspected meters (150), highlighting a backlog that requires attention.

#### 2. Disconnections:

- Meter Tampering / Power Theft: A total of 1,872 disconnections were executed, indicating ongoing challenges with illegal connections.
- No Payment of Bills: A total of 639 disconnections occurred for non-payment, reflecting customer billing compliance issues.
- Direct Connection without Meters: There were 1,233 disconnections, suggesting a significant number of unmetered connections in the system.

#### 3. Monthly Observations:

- August recorded the highest number of disconnections for meter tampering (642) and direct connections without meters (625).
- July had the lowest number of direct connection disconnections (10), indicating either fewer cases identified or reporting issues.

## **Recommendations**

### **1. Accelerate Meter Inspections:**

- Reduce the backlog of uninspected meters by deploying additional inspection teams and ensuring timely follow-up.

### **2. Targeted Anti-Theft Measures:**

- Strengthen monitoring and enforcement to reduce meter tampering and illegal connections.
- Introduce smart metering where feasible to detect theft in real time.

### **3. Billing Compliance:**

- Implement customer awareness programs on timely payment obligations.
- Consider structured payment plans for delinquent customers to minimize disconnections.

### **4. Address Unmetered Connections:**

- Prioritize the installation of meters for direct connections to improve revenue collection and system monitoring.

## 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 (July–September 2025), a total of 99,824 customer calls were received through the LEC Customer Service platform. LEC's performance in responding to customer complaints within the prescribed 30-second service standard is summarized below:

Month	Total Calls Received	Calls Answered Within 30 Secs	Calls Answered Beyond 30 Secs	Compliance Rate (%)
July	35,674	28,504	7,170	79.87
August	28,456	21,196	7,260	74.49
September	35,694	29,432	6,262	82.45
Total / Average	<b>99,824</b>	<b>79,132</b>	<b>20,692</b>	<b>79.27</b>

The data shows that LEC maintained compliance (low) with the 30-second call-answering standard during the review period, with an average rate of 79.27%. Performance declined in August, reflecting increased response delays, but improved significantly in September, indicating better call-handling efficiency and staffing responsiveness. While the majority of customer calls were answered within the required timeframe, the volume of calls answered beyond 30 seconds remains material and warrants continued monitoring and operational improvement to enhance customer experience.

## Recommendations for Improving Customer Timely Accessibility

1. Enhance Call Center Capacity
  - o Increase the number of trained call agents during peak hours to reduce the volume of calls waiting beyond 30 seconds.
  - o Implement dynamic staffing schedules based on historical call volume patterns.
2. Monitor and Enforce Performance Targets
  - o Set a monthly compliance target of  $\geq 85\%$  calls answered within 30 seconds and track adherence.
3. Training and Capacity Building
  - o Conduct refresher training for customer service staff focusing on efficient call handling, complaint resolution, and adherence to service standards.
  - o Provide performance-based incentives for agents meeting or exceeding response targets.
4. Integrate Multi-Channel Customer Support
  - o Expand alternative service platforms such as email, WhatsApp, and online chat, to reduce dependency on voice calls and improve accessibility.
  - o Publicize these channels to customers to encourage use and reduce call congestion.
5. Data-Driven Continuous Improvement
  - o Analyze monthly call data to identify patterns in peak call times, common complaint types, and service bottlenecks.
  - o Use insights to optimize staffing, training, and system improvements.
6. Customer Awareness and Education
  - o Educate customers on peak hours, alternative service channels, and expected response times to manage expectations and improve satisfaction.

Outcome Expected:

Implementing these recommendations should result in:

- Higher call-answering compliance rate (target  $\geq 85\%$ )
- Shorter waiting times for customers
- Reduced backlog of complaints
- Improved overall customer satisfaction
- Enhanced regulatory compliance for LEC under LERC standards

## 9 Conclusion

Notable performance of LEC in Q2 2025 over Q3 2025 is summarized below:

Table 4

No.	Customer service key performance indicators	2nd Quarter 2025 %	3rd 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	77.10	79.05	2.52	Increase
3	Billing computation and accuracy	72.68	73.47	1.66	Increase
4	Complaints resolution and responsiveness	99.4	99.55	0.15	Increase
5	Revenue protection initiative	95.21	81.15	14.76	Decrease
6	Access to vending platform	100	100	0	No change
7	New customers connection rate	56.95	83.26	46.19	Increase
8	Postpaid meter reading and bill delivery	96.90	95.49	1.45	Decrease

Overall, Q3 2025 was the better-performing quarter.

This is evidenced by improvements in most customer service indicators, particularly customer access to service platforms, billing accuracy, complaints resolution, and a significant increase in new customer connections. Although there were declines in revenue protection and postpaid meter reading, the overall service delivery and customer engagement outcomes were stronger in Q3 than in Q2.

## 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	Within 24 hrs.	90%

	voltage complaints		
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	<u>Description of service</u> <i>Meter installation and supply only</i> 1 day (urban) 1 week (rural) <i>Service Connection on existing LV network</i> Timeliness of provision of new connection estimates to customer	<i>Connection requiring LV works</i> 1 week(urban) 2 weeks(rural) <i>Connection requiring MV works</i> 2 weeks(urban) 3 weeks(rural) 4 weeks(urban) 6 weeks (rural)	95% of the time

11	<p>Timeliness of connection and activation of new service after payment</p>	<p><b><u>Description of service</u></b></p> <p><b><i>Meter installation and supply only</i></b></p> <p>1 week (urban) 3 weeks (rural)</p> <p><b><i>Service Connection on existing LV network</i></b></p> <p>2 weeks (urban) 4 weeks (rural) <b><i>Connection requiring LV works</i></b> 6 weeks(urban) 8 weeks(rural) <b><i>Connection requiring MV work</i></b> 3 months(urban) 6 months(rural)</p>	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-	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:	80%

	payment	<ul style="list-style-type: none"> <li>- after 2hrs before normal closing time of pay-point; and</li> <li>- over the weekend</li> <li>- day before public holidays</li> </ul>	
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	<p>At least:</p> <p>(a) Within 2-5 Km radius of prepayment meter customer or</p> <p>(b) Sufficient to reduce queuing time to less than 10 minutes</p> <p>(c) Minimum of 8 hrs. daily for six days each week</p>	90%
25	Timeliness of reconnection of disconnected service due to <b>non-payment</b>	<p>Within a maximum of:</p> <p>6hrs (City/Industrial)</p> <p>12hrs (urban)</p> <p>18hrs(rural)</p> <p>after settlement of bill (plus any charges)</p>	<p><b>(i) 70%: <math>\leq</math> 60km radius</b></p> <p><b>distance</b></p> <p><b>ii) 50%: <math>&gt;</math> 60km radius</b></p> <p><b>distance</b></p> <p><b>from</b></p> <p><b>district or</b></p> <p><b>regional</b></p> <p><b>office</b></p>
26	Timeliness of reconnection of disconnected service due to tampering or illegal connection (Power Theft)	<p>Not later than 2 days following regularization of connection and settlement of penalties/charges.</p>	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 hours maximum 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.	90% /year

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