



Liberia Electricity Regulatory Commission

Liberia Electricity Corporation Distribution Service Areas (Paynesville-Gardnerville-Stockton Creek- Bushrod-Kru Town- Capitol-Congo Town-Virginia-Mount Coffee) Customer Service Inspection Report

Submitted by:

The Technical Regulations Directorate (TRD)

August 2025

Acronyms

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

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Executive Summary

This report summarizes the findings of the Customer Service inspections carried out by the Liberia Electricity Regulatory Commission (LERC) across the Liberia Electricity Corporation's (LEC) nine distribution corridors: Paynesville, Gardnerville, Stockton Creek, Bushrod, Kru Town, Capitol, Congo Town, Virginia, and Mount Coffee. The Inspection, which was conducted from May to July 2025, assessed the LEC's quality of customer service delivery and operational performance against established service levels as dictated in the 2015 Electricity Law of Liberia and the 2021 Customer Service and Quality of Supply Regulations.

Findings revealed that all nine corridors are in a state of non-compliance, with high-risk levels, poor performance, and require urgent actions. Despite confirmations of improvement in power supply availability and stability, the Inspections identified key issues such as the reduced performances of customer service staff on account of challenged working conditions, limited access to vending facilities and call service centers, , unresolved and delayed customer complaints, meters shortage, customers enrollment difficulties, high rates of power theft, absence of information education communication(IEC) materials, and unethical conduct by LEC field staff.

To address these gaps, the report outlines recommendations for upgrading outlet infrastructure, improving complaint tracking and resolution, enhancing community engagement and information dissemination, and implementing of improved revenue protection plan. LEC is required to submit a comprehensive action plan within ten days of receiving this report for implementation across the corridors inspected.

1.0 Introduction

The Liberia Electricity Regulatory Commission (LERC) conducted inspections of the Liberia Electricity Corporation's (LEC) customer service outlets and operational activities. This Inspection exercise evaluates customer satisfaction with the electricity supply, identifies service delivery challenges, and provides actionable recommendations to improve the quality of service. The inspections took place across nine of LEC's operational areas in Montserrado: Paynesville (May 9–16), Gardnerville (May 19–21), Stockton Creek (May 22–23), Bushrod (May 26–30), Kru Town (June 19-24), Capitol (June 25-30), Congo Town (July 8-11), Virginia (July 14-18), and Mount Coffee (July 21-25).

The inspection complies with the 2015 Electricity Law of Liberia, sections 3.3A (5, 6, 8 & 10) and 3.3B (1&3) that mandate the LERC to monitor, enforce compliance, and take appropriate steps in case of non-compliance. Additionally, as set forth in August 2021, LERC approved the Customer Service and Quality of Supply Regulations (CSQSR 2021). The inspections are meant to verify the monthly KPIs received from the service provider to ascertain compliance with minimum and guaranteed service levels, which are crucial for maintaining high service quality and ensuring customer satisfaction.

The Inspection is based on the identified indices and Regulatory Compliance Score Card outlined in Table 1.0 and Table 2.0.

1.1 Objectives of the Inspection

The inspection exercise involved evaluation of the Liberia Electricity Corporation's customer service outlets and operational performance, with a focus on assessing customer satisfaction with the electricity supply.

The inspection aimed at:

- Assessing LEC's compliance with the 2015 Electricity Law and Customer Service and Quality of Supply Regulations (CSQSR 2021).
- Identifying service delivery gaps affecting reliability, adequacy, and safety.
- Verifying Key Performance Indicators (KPIs) against actual customer experiences.
- Evaluating metering services, including installation and activation.
- Reviewing revenue protection measures to reduce power theft and aggregate commercial and technical losses.
- Assessing LEC's complaint resolution mechanisms for improvement.
- Recommending corrective actions to improve service delivery and compliance.

Table 1.0: Regulatory Compliance Score Card

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

Table 2.0: Inspection Index

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

2.0 Methodology

The inspection was participatory and collaboratively conducted by representatives from the LERC and LEC. Below is the detailed methodology for the inspection exercise.

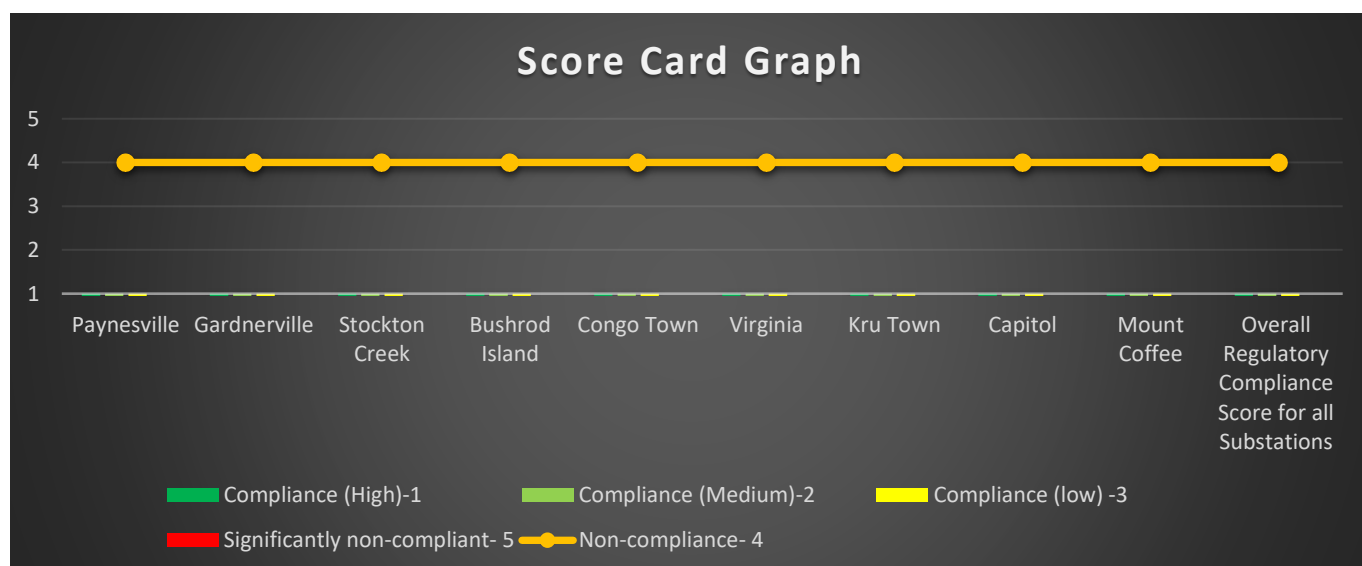
- **Opening Meeting:** The inspection commenced with an opening meeting between LERC and LEC teams held at Bushrod Island, May 1, 2025.
- **Customer Service Outlet Inspection Template:** A structured assessment template was used to evaluate LEC customer service outlets.
- **Field Inspections & Customer Interviews:** Door-to-door interviews were conducted with diverse community members to assess service experiences.
- **Regulatory Compliance Score Card:** Findings were categorized based on compliance ratings (High, Medium, Low, Non-compliance, and Significantly Non-compliance).

3.0 Summary of Regulatory Compliance Score for Inspection Conducted.

Table 3 summarizes the Regulatory Compliance Scores for inspections conducted from May to June 2025 in the inspected areas of the LEC distribution service in Montserrado County. It also presents the overall regulatory compliance score for these areas, as illustrated in **Graph 1** for the review period.

No.	Inspection Areas	Compliance (High)-1	Compliance (Medium)-2	Compliance (Low)-3	Non-compliance-4	Significantly non-compliant- 5
1.	Paynesville				✓	
2.	Gardnerville				✓	
3.	Stockton Creek				✓	
4.	Bushrod Island				✓	
5.	Kru Town				✓	
6.	Capitol				✓	
7.	Congo Town				✓	
8.	Virginia				✓	
9.	Mount Coffee				✓	
Overall Regulatory Compliance Score for all Substations		✓				

Graph 1: Summary graph of Regulatory Compliance Score for Inspections Conducted



The graph illustrates the compliance status of LEC across all inspected distribution service areas. The orange dotted line across all service areas remains at score 4, indicating NON-COMPLIANCE across all inspected areas, which is interpreted as a high-risk level and reflects significantly poor performance, rendering it almost inoperable. This implies that Regulatory Compliance is not being adequately met, which is negatively impacting revenue generation, safety, quality of service delivery, customer service,

and operational efficiency. The uniformity of non-compliance across all service areas suggests a system gap within LEC's operations.

4.0 Inspection Findings

This report presents findings from the team's Inspections of Liberia Electricity Corporation's Customer Service Outlets and feedback from door-to-door interviews conducted in various communities within the selected areas, covering the inspections. The inspection exercise revealed that the electricity supply availability in these areas has improved significantly recently, with customers consistently reporting stable power. Most customers noted that outages now rarely exceed five hours. Despite confirmations of improvement in power supply availability and stability, the Inspections identified key issues such as the reduced performances of customer service staff on account of challenged working conditions, limited access to vending facilities and call service centers, , unresolved and delayed customer complaints, meters shortage, customers enrollment difficulties, high rates of power theft, absence of information education communication(IEC) materials, and unethical conduct by LEC field staff.

Detailed below are observations made during the team's inspection tour of selected LEC customer service centers and interactions with customers:

4.1.1 Rehab Customer Service Outlet

The Rehab Customer Service Outlet is open to customers only during weekdays, Monday through Friday, as the center is manned by a single staff. The predominant activity of this center is the sale of vouchers or electricity tokens. Customer Complaints are received through customer walk-in. The following observations were made:

- the outlet does not have a washroom for either staff or customers,
- Absence of seats for customers
- The outlet lacks essential customer service and policy documents, including the LEC Customer Service Charter, the LEC Customer Contribution to Development Policy, and other service brochures. The absence of these materials impedes effective communication and contributes to non-compliance with regulatory expectations for customer engagement and information dissemination.
- The outlet has been unable to sell electricity tokens for approximately two months due to an unresolved issue between LEC and Libango. This situation has caused significant inconvenience for customers who depend on the outlet to purchase their electricity tokens, negatively affecting service delivery and customer satisfaction in the area.

- The outlet lacks a dedicated hotline or contact number. This limited accessibility delays response times, particularly for customers who are unable to visit the center in person.
- Common complaints received at the outlet include:
 - Stolen meters
 - Meters showing negative balances
 - Meters in relay mode
 - Faulty meters
 - Token clearance issues
 - Requests for new service connections
- All complaints are logged into the Customer Management System (CMS) and require authorization and the creation of a Service Order Sheet (SOS) for resolution by the PEMC. Unfortunately, the outlet has reported extreme delays in connecting new customers after meter application approval.
- Lastly, the outlet office, due to its limited space and seating arrangement for personnel on duty, is observed as very uncomfortable.

4.1.2 New Hope Jacob Town Customer Service Outlet

The New Hope Jacob Town Customer Service Outlet is open to customers only during weekdays, Monday through Friday. The predominant activity of this center is the sale of vouchers or electricity tokens. Customer Complaints are received through customer walk-in. The following observations were made at the New Hope Jacob Town Customer Service Outlet:

- Due to the current issues existing between Libango and LEC, the outlet has suspended the sales of the voucher. Customers in the surrounding area frequently visit the outlet because the nearby Libango vendor is often unavailable, leading to considerable inconvenience and dissatisfaction.
- The outlet lacks essential facilities, including a restroom for both staff and customers, as well as a seating area for customers waiting.
- The outlet received multiple complaints from customers through customers' walk-in visits, which are submitted to the Customer Service office in Waterside through the Customer Management System (CMS) for resolution. However, there have been ongoing delays in addressing these complaints after they are logged into the CMS.
- While the outlet has LEC Service Brochures posted on its bulletin, it currently lacks the following other important documents:
 - Customer Contribution to Development Policy
 - LEC Customer Charter
 - Other Information, Education, and Communication (IEC) materials are absent. This impedes effective communication and contributes to non-compliance with regulatory expectations for customer engagement and information dissemination.

4.1.2 Chocolate City Customer Service Outlet

The Chocolate City Customer Service Outlet is open to customers only during weekdays, Monday through Friday. Customer Complaints are received through customer walk-in. The following observations were made at the Chocolate City Customer Service Outlet:

- The outlet lacks essential facilities, including a restroom for both staff and customers, as well as a seating area for customers waiting.
- The outlet received multiple complaints from customers through customers' walk-in visits, which are submitted to the Customer Service office in Waterside through the Customer Management System (CMS) for resolution. However, there have been ongoing delays in addressing these complaints after they are logged into the CMS.
- While the outlet has LEC Service Brochures posted on its bulletin, it currently lacks the following important documents:
 - Customer Contribution to Development Policy
 - LEC Customer Charter
 - Other Information, Education and Communication (IEC) materials are absent. This impedes effective communication and contributes to non-compliance with regulatory expectations for customer engagement and information dissemination.
- Since its establishment, the outlet has yet to be sanitized, particularly concerning the recent monkeypox outbreak.
- The outlet does not sell electricity tokens or vouchers, resulting in inconveniences to customers in the surrounding areas who have to travel to the LEC head office to purchase tokens.

4.1.3 Tweh Farm Customer Service Outlet

The Tweh Farm is operational only on weekdays. Customers in the surrounding areas come to the outlet to register complaints or acquire information as may be needed. The observations below were made during the inspections:

- The working conditions at the outlet are poor. The manager operates from a damaged chair and table, under poor lighting caused by a spoiled lightbulb, and in an uncomfortable environment due to a faulty air conditioner. These conditions significantly hinder productivity and service delivery.
- The outlet lacks essential facilities such as a washroom and a designated seating area for waiting customers.
- Another major concern is that the outlet does not sell electricity tokens, which presents a serious inconvenience to customers.
- Although LEC service brochures are available at the outlet, they lack other important documents, including:
 - The Customer Contribution to Development Policy
 - The LEC Customer Charter

4.1.4 LEC Main Office- Customer Service Center

The LEC Customer Service Center Call Center is staffed by a total of 45 personnel, with 28 employees scheduled on weekdays and 17 on weekends. Operations are divided into five shifts, including the first, second, and third weekday shifts, as well as dedicated Saturday and Sunday shifts. The Call Center utilizes the Presence System to track and record all inbound calls, including those that are missed or abandoned while in the queue. These calls are redirected to the Outbound Team, which is tasked with returning calls and following up on customer complaints, resolutions, and updates. These outbound activities are archived in the Pentaho system, with a total of 12,630 follow-up calls conducted over the last two months.

Call volumes vary by day, with 3,000 to 4,000 calls on weekdays, 1,000 to 1,600 on Saturdays, and 500 to 1,000 on Sundays.

Despite the improvements in call handling, the Call Center faces significant spatial constraints. The current office space is too small to effectively accommodate the full team. Additionally, staff workstations are cramped, with no legroom under desks, negatively impacting seated customer agent comfort. A notable safety concern is the unstable glass partition panel and partitions in the dropped glass film strip of the customer service center, which are at risk of collapsing.

The Customer Service Center lacks critical operational documents, including the LEC Customer Charter, the New Connection Policy, and the Customer Contribution to Development Document. The unavailability of these documents do not only affect internal staff reference and service alignment but also limits customers' access to essential information, undermines effective communication, transparency, service accountability, and access to information.

The Call Center operates using two dedicated phone lines: 4500, the general customer service line, and 4600, initially assigned for power theft reporting. However, the 4600 line is no longer in use for that purpose, as all power theft complaints are now redirected to the Duport Road Anti-Power Theft Center. Customer complaints are grouped into three major categories listed below:

- First are Technical Token Complaints, including clear tampering alerts, token rejections, and relay issues, etc.
- The second are Technical Emergency Complaints, which cover serious infrastructure faults such as burning poles, transformer failures, and fallen cables.
- Third are General Technical Complaints, including faulty meters, meter burnouts, stolen meters, and meter replacement requests.

The average turnaround time for the new meter installation following a request is approximately two weeks. All meter-related payments are made after installation. For prepaid meters, customers pay a \$22 connection fee upon their first vending transaction. For postpaid meters, payment is made at the LEC Head Office.

There are multiple brands of meters in use, including Itron, Ningbo Sanxing, Conlog, Huawei, S.Kelin Electric, Inhemeter, Iskreamaco, Moma S-Hexing, Holley Technology, Shenzhen-Clou, Donsun, Wasion, and Inhegrid. Among these, from available records, the wireless meter brands are the most

prone to faults, with recurring issues such as token rejection, open relays, low voltage problems, and error 77.

Lastly, it was observed that safety training activities are rarely conducted in coordination with the Customer Service and Call Center teams. This lack of collaboration poses a risk to safety assurance during an emergency.

5.2.0 Challenges Identified Through Door-to-Door Interviews Affecting Reliable Electricity Service Delivery.

5.2.1 Paynesville Corridors

- ***Notification to Customers in Advance of Planned Outages:*** More Customers consistently reported not receiving notifications regarding planned outages, resulting in unpreparedness and unexpected service interruptions to households and businesses.
- ***Timely Customer Access to Service Platforms:*** There is limited public awareness of the designated LEC hotline numbers (4500 and 4600) for reporting faults or service complaints.
- ***Billing Computation and Accuracy:*** There is an alarming, very high rate of tampered and bypassed meters in communities.
- ***Complaints Resolution and Responsiveness:*** Customers reported significant delays in LEC addressing customer complaints and service requests. Poor and untimely responsiveness from LEC technical teams, particularly the technical field team, is leading customers to seek the services of unauthorized private technicians.
- ***Ethical Concerns:*** It was reported that LEC technical field staff request unofficial payments before addressing complaints, raising ethical concerns, and questioning the LEC staff handbook regarding staff behavior and penalties for unethical conduct.
- ***Tampering and Theft:*** It was observed that there was a lack of tamper-proof seals on many meters, which increases vulnerability to meter tampering. High rates of stolen meters from poles, households, and businesses, with significant delays in replacement after theft reports were made to LEC, were also reported.
- ***Unauthorized Relocation:*** It was observed that customers relocated meters without LEC's approval.
- ***Additional Metering Needs:*** Need for additional metering for residences with several households or family heads to mitigate confusions that arise on token purchase and dissatisfaction with energy usage amongst households.
- ***Customer Interface Units:*** It was reported that there are malfunctioning Customer Interface Units (CIUs) due to failed pairing, unresolved faultiness, leaving customers (Meters without a keypad) without access to electricity.
- ***Service Disruptions:*** Frequent breaker tripping, arching at distribution transformer stations, and poles burning are causing repeated service disruptions.
- ***Voltage Issues:*** Frequent low voltage and loss of phase prevent electricity from powering all household appliances.
- ***Enhanced Accountability:*** Paying customers request a regular presence of the LEC power theft team to prevent nonpaying or illegal customers from using free electricity while others

pay for their consumption, along with implementing severe penalties and prosecution for illegal users.

- ***Challenges in Accessing Electricity Tokens in Underserved Communities:*** Customers in underserved communities are encountering significant difficulties when trying to purchase electricity tokens. This is largely due to the limited number of vending stations or mobile agents' unavailability. As a result of the consistent absence of these vendors, customers endure the inconvenience of travelling long distances to purchase an electricity token.
- ***New Customer Connection Delay:*** It was reported that consistent delays in the connection of new customers following meter-approved applications are contributing factors to illegal or direct connections.
- ***Impersonation of LEC Staff by Unauthorized Electricians:*** Impersonation of LEC staff by unauthorized electricians has been reported. Customers cannot easily distinguish an authorized employee from a Quack technician. These individuals often climb poles, tamper with breakers, and demand payments for restoring power. Customers are unaware of the proper identification protocols that all LEC workers should follow before accessing poles, transformers, or power lines for maintenance or repairs. This lack of awareness among customers regarding the identification protocol is enabling impersonation and unauthorized work, which can lead to issues such as low voltage or power outages.
- ***Material unavailability for Field Service Support:*** Due to the reported unavailability of electrical materials at LEC, customers often purchase faulty electrical components, such as connectors and breakers, for replacements at their own expense, which increases the risk of substandard materials being used in the network.

5.2.2 Gardnerville Corridors

- ***Unreported Damaged Meters:*** Numerous damaged meters have been removed by customers but not reported to the LEC.
- ***Transformer Issues:*** It was reported that multiple instances of fire outbreaks at distribution transformers and tripping of outgoing low-voltage feeder breakers.
- ***Delayed Complaint Resolution:*** Significant delays in addressing and resolving customer complaints were reported.
- ***Customer Expenses on Breaker Replacement:*** Customers reported that they are replacing burned or undersized breakers at their own expense using unauthorized people instead of LEC staff.
- ***Fixed Charges and Maintenance Fees:*** Customers questioned the need for fixed charges and maintenance fees (DST) when they are still required to replace breakers, poles, and other equipment.
- ***Stolen Meter Discrepancies:*** Meters reported stolen to LEC customer service are later found in the possession of other customers, who allege that LEC staff sold them.
- ***Lack of Awareness about Hotline:*** Most customers are unaware of the LEC hotline codes for reporting issues.
- ***High Incidence of Stolen Meters:*** A notable rate of stolen meters in communities was reported.
- ***Power Theft:*** A high occurrence of power theft in communities was observed.
- ***Use of Private Technicians:*** high risks of Customers preferring to hire private technicians for power issues, posing a high risk to the network, were reported.
- ***Unofficial Payments for Service:*** Reports of LEC staff requesting unofficial payments to resolve customer complaints promptly.
- ***Duport Road's Anti-Power Theft:*** Customers reported that the team is receiving bribes and returning customers' cables after allegedly identifying the customers' connections as illegal.
- ***Lack of Notification to Planned Power Outage and Voltage Fluctuation:*** *The Gardnerville-Industrial Park Feeder* is new and well-maintained. However, most customers complained about not being informed through text messages whenever LEC is about to shut down the system due to maintenance work. Additionally, they mentioned a voltage fluctuation before the system goes off (sometimes it goes low gradually before it goes off, or the voltage rises high before shutting down). A customer (Liberia Paper & Carton Factory Inc) mentioned the damaged the voltage fluctuation has damaged his system or equipment.

5.2.3 Operational Capacity Constraints Related to Material Availability and Field Service Support for Gardnerville Corridors

- **Defective Technical Vehicles:** Technical teams lack reliable vehicles, leading to delays in emergency response.
- **Lack of Vegetation Management:** Poor vegetation trimming along the lines due to the absence of a bucket truck was reported.
- **Lack of Hand Tools for Field Crews:** Observed that inadequate and insufficient hand tools for field crews are hindering emergency response.
- **Lack of Climbing Gear for Linemen:** Linemen lack climbing sets, which poses safety risks and reduces efficiency during emergencies.
- **Lack of Digger Truck for Pole Installation:** Poles are installed manually due to the lack of digger trucks.
- **Lack of a Dedicated Metering Technician Section within the Metering Lab:** Observed faulty meters remain unrepaired, which prevents recycling and delays meter replacement.
- **Lack of Technician Performance Evaluation:** No evaluation of technicians' effectiveness since ESBI's departure in 2015, affecting the technical crew's motivation, and the increment of salary was reported.
- **Absence of Anti-Theft Enforcement Teams at substations:** Lack of anti-theft enforcement at substations worsens power theft and losses.

5.2.4 Stockton Creek Corridors

- **Safety Hazards:** LEC cables running across rooftops or zinc sheets expose residents to electric shock risks, despite repeated reports being made to LEC.
 - **Metering Challenges:** Many households remain unmetered or have had meters stolen.
 - **Ethical Concerns:** Allegations of LEC staff requesting unofficial payments before addressing complaints.
 - **Power Theft:** Widespread power theft continues in communities without a consistent parade of the power theft team.
 - **Transformer Issues:** Frequent transformer sparking and burning, causing repeated supply interruptions.
 - **Public Awareness Deficit:** Many customers are unaware of the LEC hotline and fault-reporting procedures.
 - **Customer Service Deficiencies:** Complaints of unprofessional behavior, abrupt call drops, and unresolved issues from the customer service team.
- Voltage Fluctuations:** Persistent low voltage is preventing the proper functioning of household appliances.
- **High Incidence of Stolen Meters:** There are rising cases of meter theft in various communities.
- Service Interruptions:** Frequent breaker tripping results in recurring outages.
- Duport Road Anti-Power Theft Concerns:** Reports indicate that anti-theft teams accept bribes and reconnect illegal customers.

- ***Lack of Notification to Planned Power Outages:*** Customers reported especially the big customers (customers with HSM and CT meters), complained of not receiving notification for planned outages. As a result, these customers experience service or production disruption that often damage equipment.

5.2.5 Bushrod Corridors

- ***Metering Challenges:*** Lack of meters in households and those affected by meter theft.
- ***Issues with Powercom Meters:*** Customers reported poor service, long delays in issue resolution, and difficulties recharging or purchasing electricity tokens.
- ***Low Awareness of LEC Hotline:*** Many customers are unaware of the hotline code for reporting issues.
- ***Lack of Notification to Planned Power Outages:*** Customers reported not receiving notification of planned outage via radio station or SMS in a timely manner.
- ***Power Theft:*** Widespread theft or high rates of unauthorized connections in communities.
- ***Stolen Meters:*** Communities report high incidences of meter theft.
- ***Delays in Customer New Connections:*** Long months of waiting times for new customers, even after meter approval.
- ***Accessibility Challenges in Token Purchases:*** Customers travel long distances to buy electricity tokens
- ***Unsafe Meter Installation:*** Cases such as Luxmi Trading show installation practices where the energy meter is installed under transformers, requiring ladders for recharges due to a faulty CIU that is yet to be replaced despite a report to LEC.
- ***Improper Meter Installation:*** Meters installed without proper seals.
- ***Internal Involvement in Power Theft:*** Reports on LEC staff enabling illegal connections.
- ***Corruption in Anti-Theft Team (Duport Road):*** Anti-theft teams allegedly take bribes and return confiscated cables after identifying illegal connections.

5.2.6 Kru Town Corridors

- ***Lack of Awareness of Meter Application Process:*** Many potential customers do not understand the process of applying for meters or new connections.
- ***Key Account Management Gaps:*** Major customers are unaware of LEC's Key Account team.
- ***Unresolved Power Theft Complaints (M2 Store Case):*** M2 Store continues to face theft from its meter despite reporting and arrests; LEC staff allegedly demand unofficial payments before addressing M2 power complaints.
- ***Powercom Token & Service Issues:*** Customers face rejected tokens, repeated vending system errors, poor customer service, and long delays in issue resolution.
- Powercom is not replacing or repairing faulty CIUs.
- Smart meters often fail to recharge due to DCU issues.
- Powercom is not accepting new connection requests despite demand.
- ***Metering & Pricing Concerns:*** Potential Customers are advised by the LEC Head Office staff to visit the Duport Road Anti-Power Theft Center, where meters cost USD 150 compared to USD 22 at LEC Head office even though their request are not theft related.
- Customers reported significant concerns about the connection fee discrepancies between LEC and the Duport Road Anti-Power Theft Center.
- ***Planned Outage Notification Failures:*** Customers are often unaware of planned outages.
- ***Unmetered Households and Businesses:*** A large number of customers remain unmetered.
- ***Corruption in Anti-Theft Enforcement:*** Power theft teams reportedly take bribes and reconnect illegal users. It was also reported that the Duport Road Anti-Theft team allegedly sells confiscated energy meters to other customers.
- ***Low Awareness of Hotline:*** Customers are unaware of the LEC hotline
- ***Delayed Resolution of Complaints:*** Complaints, including emergencies (e.g., pole burning, transformer faults, dangerous hanging wires), take too long to resolve.
- ***Unreported Damaged Meters:*** Many damaged meters remain in households without being reported to LEC.
- ***Insufficient Meter Availability:*** Growing communities demand more meters but were informed to wait due to the unavailability of meters at LEC.
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5.2.7 Capitol Corridors

- **Low Voltage Supply:** Electricity supply at times is too weak to power all household appliances.
- **Unfulfilled Meter Installation (God Bless You Community):** Residents were asked to pay USD 30 each for energy meters by an LEC staff member and the community chairman. Five months now, no meters have been installed, and no refunds issued.
- **Institutional Supply Challenges: LISGIS:** Reported delays in recharging energy meters using cheques, forcing reliance on generators; also faces persistent phase drops.
- **National Housing Authority (NHA):** Reported with Frequent breaker tripping.
- **International Aluminum (IAF):** Reported Breaker tripping that interrupts production and remains unresolved.
- **Customer Service & Technical Delays:** Customers reported frequent Error 77 on CIUs, with delays in receiving clear-tempered numbers from LEC.
- Customers reported delays in complaint resolution after contacting LEC customer service.
- **Lack of Hotline Awareness:** Many customers remain unaware of the LEC hotline numbers.
- **Unethical Practices by Field Staff:** Customers are asked to pay unofficial fees before LEC technicians resolve issues.
- **Widespread Power Theft:** High rates of electricity theft across different communities.
- **Metering Gaps:** There is a persistent need for additional meters in many communities.
- **Infrastructure Safety Hazards:** High incidence of broken and laying poles, and unsafe line hanging and laying on the ground.

5.2.8 Congo Town Corridors

- ***Unbalanced Phase Connections:*** Many customers are connected to a single phase due to damage to other phases.
- ***Meter Bypassing Due to Inherited Debts:*** Customers bypass meters to avoid paying debts left by previous tenants.
- ***Unauthorized Meter Relocation:*** Cooperative Development Agency relocated a three-phase meter without LEC's approval, resulting in partial supply from only one phase.
- ***Transformer burnout and Breaker Trips:*** Frequent transformer burnouts and breaker trips in communities.
- ***Delayed Response to Transformer Fires:*** Reported that transformer fire incidents are not addressed quickly upon complaints to LEC customer service.
- ***Misconception About Meter Removing:*** Observed that customers believe that removing a meter temporarily exempts them from charges when reconnected.
- ***Delayed Meter Installation:*** It was observed that customers with approved applications remain on direct lines due to prolonged delays in meter installation.
- ***Non-Upgraded Meters:*** Some installed meters lack upgrades, preventing customers from recharging their electricity token.
- ***Single Meter Feeding Multiple Households:*** One household meter is often used by multiple households.
- ***Delays in Resolving Customer Complaints:*** Customer complaints are not addressed in a timely manner.
- ***Limited Access to Vending Points:*** Customers in underserved areas travel long distances and spend additional money (LRD 100–200) to buy tokens.
- ***High Incidence of Power Theft:*** Electricity theft is widespread within communities.
- ***Frequent Meter Theft:*** Meter theft cases are increasing in communities.
- ***Lack of Hotline Awareness:*** Many customers are unaware of the LEC hotline.
- ***Low Voltage Supply:*** Customers reported consistently receiving low voltage that cannot power essential household appliances.

5.2.9 Virginia

- ***Power Theft Prevention:*** Widespread electricity in communities.
- ***Inconvenient Vending Locations:*** Customers struggle to access Libango electricity token vendors, as existing vending points are too far from many communities.
- ***Low Voltage Supply:*** Low voltage levels prevent appliances from functioning properly.
- ***Additional Metering:*** Many communities lack a meter at every household, and in some cases, there are no meters at all in some communities.
- ***High Incidence of Meter Theft:*** Frequent theft of electricity meters is reported.
- ***Meter Sharing (Mangoes Town Case):*** In Mangoes Town, only one household has a meter and distributes electricity informally to multiple other households.
- ***Unauthorized Charges by Libango Vendors:*** Vendors impose an extra fee of 100 LRD on every USD 5 token.
- ***Delays in Meter Installation:*** Customers experience long delays in receiving meter installations, even after their applications are approved.

5.2.10 Mount Coffee

- ***Delay in Meter Distribution at Harrisburg Raymond Camp:*** It was reported that *since* 2024, LEC has collected customer information for meter distribution, but has not installed meters till now. Households and businesses consume free electricity.
- ***Lack of Awareness on Meter Recharging at Unification Camp:*** Customers are unaware that their installed energy meters will require regular recharging to maintain a continuous supply.
- ***Damaged Streetlights:*** Many streetlights in the inspected areas are damaged.
- ***Urgent Need for Energy Meter Installation:*** Several areas continue to consume electricity without meters.
- ***Planned Outage Notification Failures:*** Customers are often unaware of planned outages.

5.3.1

Table 4.0: Summary of Paynesville Corridors Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Notification to customers in advance of Planned outages				✓	
2	Customers' Timely accessibility to service Provider customer service Platforms		✓			
3	Billing Computation and Accuracy				✓	
4	Complaints Resolution and Responsiveness					✓
5	Revenue Protection Initiative					✓
6	Access to Vending Platform		✓			
7	New Customers connection rate				✓	
8	Postpaid Meter reading and Bill delivery		✓			
9	Operational Capacity Constraints Related to Material Availability and Field Service Support				✓	

Table 5.0: Overall Regulatory Compliance Score for Paynesville Corridors

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for the Paynesville Corridor distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance.

5.3.2

Table 6.0: Summary of Gardnerville Corridors Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Notification to customers in advance of Planned outages				✓	
2	Customers' Timely accessibility to service Provider customer service Platforms		✓			
3	Billing Computation and Accuracy				✓	
4	Complaints Resolution and Responsiveness					✓
5	Revenue Protection Initiative					✓
6	Access to Vending Platform			✓		
7	New Customers connection rate					✓
8	Postpaid Meter reading and Bill delivery		✓			
9	Operational Capacity Constraints Related to Material Availability and Field Service Support				✓	

Table 7.0: Overall Regulatory Compliance Score for Gardnerville

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for the Gardnerville Corridors distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance.

5.3.3

Table 8.0: Summary of Stockton Creek Regulatory Compliance Score Card

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

Table 9.0: Overall Regulatory Compliance Score for Stockton Creek

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for the Stockton Creek Corridors distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance.

5.3.4

Table 10: Summary of Bushrod Island Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Notification to customers in advance of Planned outages				✓	
2	Customers' Timely accessibility to service Provider customer service Platforms		✓			
3	Billing Computation and Accuracy					✓
4	Complaints Resolution and Responsiveness				✓	
5	Revenue Protection Initiative				✓	
6	Access to Vending Platform				✓	
7	New Customers connection rate				✓	
8	Postpaid Meter reading and Bill delivery		✓			
9	Operational Capacity Constraints Related to Material Availability and Field Service Support					✓

Table 11: Overall Regulatory Compliance Score for Bushrod Island

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for Bushrod Island Corridors' distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance.

5.3.5

Table 12: Summary of Kru Town Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Notification to customers in advance of Planned outages				✓	
2	Customers' Timely accessibility to service Provider customer service Platforms		✓			
3	Billing Computation and Accuracy					✓
4	Complaints Resolution and Responsiveness					✓
5	Revenue Protection Initiative				✓	
6	Access to Vending Platform				✓	
7	New Customers connection rate					✓
8	Postpaid Meter reading and Bill delivery		✓			
9	Operational Capacity Constraints Related to Material Availability and Field Service Support					✓

Table 13: Overall Regulatory Compliance Score for Kru Town

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for the Kru Town Corridors distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance

5.3.6

Table 14: Summary of Capitol Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Notification to customers in advance of Planned outages			✓		
2	Customers' Timely accessibility to service Provider customer service Platforms		✓			
3	Billing Computation and Accuracy				✓	
4	Complaints Resolution and Responsiveness					✓
5	Revenue Protection Initiative					✓
6	Access to Vending Platform				✓	
7	New Customers connection rate				✓	
8	Postpaid Meter reading and Bill delivery		✓			
9	Operational Capacity Constraints Related to Material Availability and Field Service Support					✓

Table 15: Overall Regulatory Compliance Score for Capitol

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for the Capitol Corridors distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance

5.3.7

Table 16: Summary of Virginia Regulatory Compliance Score Card

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

Table 17: Overall Regulatory Compliance Score for Virginia

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for the Virginia distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance.

5.3.8

Table 18: Summary of Mount Coffee Regulatory Compliance Score Card

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Notification to customers in advance of Planned outages					✓
2	Customers' Timely accessibility to service Provider customer service Platforms					✓
3	Billing Computation and Accuracy					✓
4	Complaints Resolution and Responsiveness				✓	
5	Revenue Protection Initiative					✓
6	Access to Vending Platform					✓
7	New Customers connection rate					✓

Table 19: Overall Regulatory Compliance Score for Mount Coffee

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for the Mount Coffee distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance.

5.3.9

Table 20: Summary of Congo Town Regulatory Compliance Score Card

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

Table 21: Overall Regulatory Compliance Score for Congo Town

No.	Inspection Index	Compliance Status				
		1	2	3	4	5
1	Overall Compliance				✓	

The compliance status of LEC for the Congo Town distribution service area is NON-COMPLIANT, has a high-risk level, and is almost inoperable due to poor performance.

4.0 Recommendations

It is expected that LEC will work to achieve the attainment of full regulatory compliance at all of its customer service centers and corridors inspected. It is therefore recommended that LEC shall submit a comprehensive action plan within ten days of receipt of this report to address the issues outlined in the punch lists attached as an appendix to this report.

5.0 Conclusion

The Liberia Electricity Corporation (LEC) has exhibited continued non-compliance within all the corridors. While recent improvements in power supply stability are acknowledged, significant service delivery gaps persist in the following key areas:

- Notification to customers in advance of Planned outages
- Customers' Timely accessibility to the service provider's customer service Platforms
- Revenue Protection Initiative
- Access to Vending Platform
- New Customers connection rate
- Complaints Resolution and Responsiveness
- Customer outreach and engagement

These gaps undermine regulatory standards and erode customer trust.

APPENDICES:

APPENDIX A

PUNCH LIST OF DEFECTS, ACTIONS REQUIRED, AND TIMELINE FOR CURING DEFECTS

No.	Location	Defect	Action Required	Completion Date
1	Rehab, New Hope, Jacob Town, Chocolate City, Tweh Farm Customer Service Centers, and LEC Customer Service Center.	Lack of Customer Information Materials.	Ensure the availability of key documents, the LEC Customer Charter, the Customer Contribution to Development Policy, and LEC brochures, at all outlets.	August 2025
2	Rehab, New Hope, Jacob Town, Chocolate City, Tweh Farm Customer Service Centers, and LEC Customer Service Center.	Deplorable working conditions.	Provide minimal seating (2–3 plastic chairs) for waiting customers and washrooms to enhance outlets. Replace or adjust the desk to ensure comfort for the outlet. Schedule quarterly cleanings by the LEC sanitation team to maintain hygiene standards at each outlet	October 2025
3	All Corridors	Inadequate notification of planned outages	Initiate a bulk messaging to inform customers of planned power outages during scheduled maintenance.	November 2025

4	Paynesville, Gardnerville, Stockton Creek, Bushrod, and Virginia, Mount Coffee.	Absence of vending stations in underserved areas	Set up additional vending locations in underserved communities to reduce travel distances. Deploy mobile vending agents or kiosks in high-demand zones. Partner with local businesses (e.g., pharmacies, retail shops) as token vendors.	December 2025
5	Duala Market-St Mary, Tweh Farm, Island Clinic, New Kru Town, Popo Beach, New Kru Town Redemption, Duala Market, Soul Clinic, Big Belly Junction, Zayzay Community, Out Land Community, Duport Road Water Side, Car Wash, Duport Road, Butt Naked, Isreal Community, Cooper Farm, Quelu Farm, Fendell Turning Point, Wokie Farm, Philip Farm, Sara Junction, Zubab Town, Weaver Street, Vokar Mission, YMCA, GSA Road,	Inadequate Metering and Inconsistent availability of meters at LEC	Maintain an adequate supply of meters to address new connections to households and businesses and replace stolen meters without delay. Secure meters in standardized, lockable enclosures to prevent tampering.	December 2025

	Rehap Cooper Farm, AB Torbert Road, Two Side Field, Bardnesville, Shoe Factory, Frog Island, Pepper Wulu Town, Johnsonville, Pipeline Wein Town, Johnsonville Kpelleh, Lorma Quarter, Amagashie, Chicken Farm, 72th Kpelleh Town, LPRC Block Factory, MTA Community, Doe Community, Stephen Tolbert, Moses' Farm, Kpelleh Town Weinzone, FDA, Parker Paint, Diamond Creek, Moses Balah, Nezoe Chinese Cold Story, Green Land, Palm Wine Station, Ma- Barclay, Thesevilie, Dried Rice Market, New Georgia, J.J.Y Community, Lewisiyana, White Plane, Harrisburg, Lajoy Community, Compound Junction-Thump Ups, New Redemption, Country Man Avenue, Sugar Hill, Bad Road			
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	Community, Samukai Town, Mount Coffee, Bushrod, and Virginia.			
6	All Corridors	Excessive and Unreasonable delays in complaint resolution and responsiveness	Ensure that all complaints that are tracked using the CMS should be resolved, following the guidelines set out in the CSQSR. Designate a weekly follow- up schedule with PEMC to track unresolved Service Order Sheets and reduce delays. Consider monthly escalation reports to management on unresolved customer issues.	October 2025
7	Paynesville, Gardnerville, Stockton Creek, Bushrod, Mount Coffee.	Deficient and Limited Equipment for operation	Provide the tools needed for linemen, including climbing sets, to ensure timely delivery service for repair and maintenance. Procure Bucket trucks for elevated work areas that are difficult to reach with ladders or scaffolding.	December 2025

8	All Corridors	Unfair charges due to non-waiver of replacement fees for stolen and damaged meters.	Remove charges for the replacement of stolen or damaged meters after verification.	October 2025
9	All Corridors	Inadequate public awareness measures regarding legitimate LEC staff	Run quarterly public awareness campaigns among customers on identifying legitimate staff and reporting impersonation or illegal activities.	October 2025
10	All Corridors	Failure to decentralize anti-power theft operations	Decentralize the Anti Power-Theft Teams across all substations. Set up trained Anti-Theft Teams at each substation, equip them with resources, security, and vehicles to combat the high rate of power theft in Montserrado.	December 2025
11	All Corridors	Failure to apply estimated billing during delayed meter installations, as required by the CSQSR	Implement estimated billing (in line with CSQSR) for customers awaiting meter installation to prevent revenue loss and curb unauthorized consumption.	December 2025
12	Unification Camp	Lack of customer awareness on	Raise awareness among the	August 2025

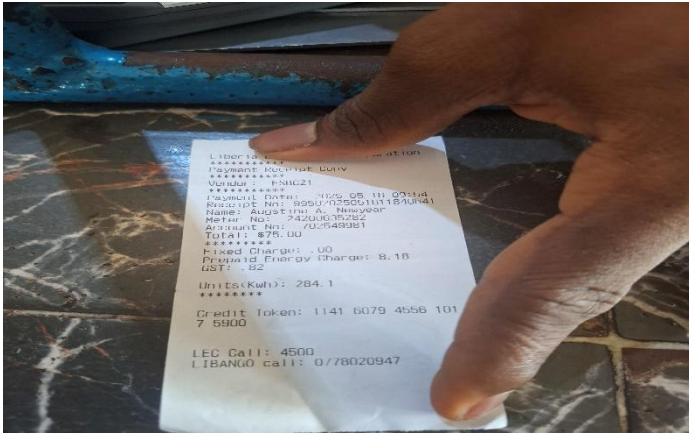
		energy meter recharging at the Unification Camp	Unification Camp residents regarding how to use the Orange digital platform and mobile money for token recharge before their current tokens expire and arrange for a vending agent.	
13	15 Gate Feeder	Inadequate technical staffing due to insufficient crew	Improve service reliability on the 15 Gate Feeder, especially considering recent network expansion; there is a critical need for an additional technical crew.	October 2025
14	Gardnerville and 15 Gate feeder.	Failure to procure or replace inadequate or malfunctioning technical vehicles for operations.	Replace defective vehicles used by technical teams to ensure timely fault response, maintenance, resolution, and effectiveness.	December 2025
15	All Outlets	Inadequate accessibility of service outlets	Establish dedicated numbers for each outlet to manage customer issues remotely and improve accessibility, and reduce dependency on walk-ins.	December 2025

16	All Outlets	Failure to renegotiate with Libango to enable electricity token sales at all outlets and mitigate future system disruptions, as experienced in the past	LEC should urgently engage with Libango management to resolve the ongoing issue and restore electricity token sales at all customer service outlets, and reduce the token purchasing challenges.	December 2025
17	Bushrod Office	Absence of a Metering repair unit	Establish a Metering Repair Unit to repair faulty meters and components, reducing replacement delays and Revenue implications on the utility.	December 2025
18	All Corridors	Lack of customer awareness of protective meter cages increases the risk of meter theft.	Encourage customers to safeguard their installed meters with protective cages, which can help decrease the high rate of meter theft.	November 2025
19	All Corridors	Unethical conduct of technical staff	Enforce a zero-tolerance policy against unofficial payments by LEC and Anti Power Theft team staff. Provide ethics and professionalism training to all	October 2025

			technical staff in the field. Establish a confidential whistleblower system for customers to report field staff misconduct.	
20	Harrisburg Raymond Camp	Delay in Meter Distribution	Carry out Energy Meter Installation and avoid free electricity consumption.	December 2025
21	All Corridors	Unavailability of Electrical Materials.	Maintain sufficient stocks of standard equipment or Materials in stock for repair and maintenance, to minimize the risk of customers replacing damaged or undersized electrical equipment with substandard ones, which poses a high risk to the network.	November 2025

22	All Corridors	Inadequate Hotline Awareness	Promote LEC hotlines awareness (4500 and 4600) through posters, receipts, social media, public announcements, and talk shows.	October 2025
23	All Corridors	Damaged Streetlights	Repair or replace damaged streetlights to improve safety and security.	December 2025
24	All Corridors	Unauthorized Charges by Libango Vendors	Engage Libango management and reduce an extra fee of 100 LRD on every USD 5 token imposed on customers.	September 2025
25	National Housing Authority (NHA) and International Aluminum (IAF)	Frequent breaker tripping	Resolve the Breaker tripping issue that interrupts production.	September 2025
26	All corridors	Non-Upgraded Meters	Conduct awareness and upgrade all installed Energy Meters.	September 2025

From the field (Exhibit 1)



Purchased Token Unused



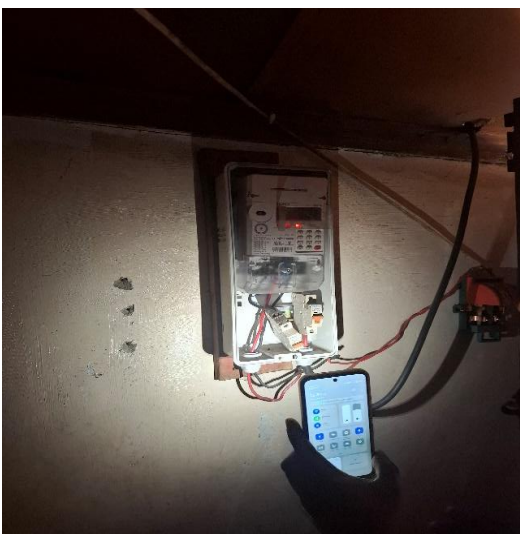
Meter in relay



Interview with the community Chairman



Stolen Meter CIU



Bypassed Mater



Damaged Meter in Customer's Possession

Interviews with customers across various communities

