PUBLIC UTILITIES REGULATORY COMMISSION

REPORT ON STAKEHOLDER CONSULTATIONS ON TARIFF PROPOSALS FOR THE 2025-2030 MULTI-YEAR TARIFF REVIEW PERIOD

PART ONE – STAKEHOLDER ENGAGEMENTS.

NOVEMBER 2025

EXECUTIVE SUMMARY

In line with Sections 3(a) and 3(b) of the PURC Act 538, the Commission conducted a series of stakeholder engagements from September 8–25, 2025, and November 6–12, 2025, as part of the consultative process for the 2025–2030 Multi-Year Tariff Order (MYTO). These engagements formed an important component of the Commission's commitment to transparent, evidence-based, and participatory tariff regulation.

The engagements brought together utility service providers, VRA, GRIDCo, ECG, NEDCo, EPC, GWL, and GNGLC alongside government ministries, national security agencies, Parliamentary Committees, civil society, academia, industry associations, organised labour, and consumer groups.

The engagement process combined formal presentations of tariff proposals and question-and-answer sessions. Opening remarks from the Executive Secretary and the Chair of the Stakeholder Committee underscored the need for cost-reflective tariffs anchored on efficiency, consumer protection, and sustainability.

Key findings that emerged across all engagements are presented as follows:

i. The electricity sector utilities reported rising operational costs driven by fuel price volatility, exchange-rate depreciation, aging infrastructure, high technical and commercial losses, low investment levels, and persistent metering challenges.

ii. GWL raised issues relating to the impact of illegal mining (Galemsey) on raw water sources, rising cost of treatment chemicals, high non-revenue water, and widespread infrastructure deterioration.

iii. National Security Coordinator highlighted critical risks, including vandalism of utility assets, the impact of illegal mining on water and electricity installations, rising system losses, and overall infrastructure vulnerabilities.

iv. The Ministry of Finance and the Bank of Ghana underscored severe fiscal constraints, accumulation of utility arrears, and the need for strict expenditure and financial discipline across the sector.

v. Parliamentary Committees expressed deep concern over recurrent inefficiencies within utilities, procurement lapses, widespread faulty and uncalibrated meters, prolonged delays in new service connections, and the cumulative burden of repeated tariff adjustments on households and businesses.

Despite these challenges, stakeholders recognised the importance of a stable, predictable tariff regime that safeguards utility viability while ensuring affordability. The consultations reaffirmed that tariff adjustments alone are insufficient; sustained reforms in governance, metering, billing, collections, procurement transparency, fuel contracting, and water sector investment are required.

Overall, the engagements concluded with a call for:

i. targeted efficiency improvements by utilities;
ii. enhanced investment transparency and accountability;
iii. accelerated loss reduction and metering programmes;
iv. clear communication of tariff assumptions to the public; and
v. coordinated government–utility action to address debt, infrastructure, and fuel supply risks.

Contents

1.0 INTRODUCTION

This report recounts the proceedings of the first phase of consultations conducted by the Public Utilities Regulatory Commission in conjunction with the regulated service providers and a cross-section of stakeholders on tariff proposals submitted by service providers to the Commission for the 2025–2030 Multi-Year Tariff Review period.

These consultations, which commenced on September 8, 2025, and ended on November 12, 2025, were implemented in line with Sections 3(a) and 3(b) of the PURC Act 538.

The report highlights key issues arising from stakeholder consultations held between September 8 and 25, 2025, and November 6-12, 2025. Stakeholders consulted during this period included the Ministry of Finance, leadership of Bank of Ghana, the Ministry of Works, Housing, and Water Resources, Development Partners, Civil Society Organisations (CSOs), Think Tanks, Academia, The Media, Organised Labour, Industry, Association of Business Associations and the Legislature (Leadership of Parliament, Select Committee on Energy, Select Committee on Finance & Select Committee on Sanitation and Water Resources).

2.0 OBJECTIVES/PURPOSE OF STAKEHOLDER ENGAGEMENTS

The purpose of the engagements was to create a platform for the regulated utilities to present their tariff proposals for the 2025-2030 Multi-Year Tariff Review period to stakeholders.

This platform provided the service providers with an opportunity to report on their current and planned investments over the next five years, outline investments and projects undertaken with the previously approved tariffs, and inform and justify to stakeholders what they intend to do with the tariffs being requested. The service providers were also allowed to outline their challenges and mitigation strategies, and highlight their plans for enhancing the reliability and quality of service to customers.

Stakeholders were in turn expected to interrogate the proposals presented, seek clarifications where necessary, and express their expectations for the tariff regime.

3.0 DURATION OF STAKEHOLDER ENGAGEMENTS – PART ONE

The first phase of the stakeholder engagements covered a period of two weeks, from September 8 to 25, 2025, and November 6-12, 2025. Each engagement commenced at 10:00 am and ran for at least four hours. Some engagements, however, run for about six hours, owing to the length and the depth of discussions from stakeholders.

4.0 PARTICIPANTS: UTILITIES AND STAKEHOLDERS

The following companies presented their tariff proposals to stakeholders for the 2025–2030 Multi-Year Tariff Review period:

- Ghana National Gas Limited Company (GNGLC)
- Volta River Authority (VRA)
- Ghana Grid Company Limited (GRIDCo)
- Northern Electricity Distribution Company (NEDCo)
- Electricity Company of Ghana (ECG)
- Enclave Power Company (EPC)
- Ghana Water Limited (GWL)

The Commission, together with the utilities, engaged representatives from the following institutions and stakeholder groups from September 8 - 25, 2025, and November 6-12, 2025, at the venues and dates indicated in the table below.

Stakeholder Category	Institutions	Date	Venue
Civil Society Organizations/Think Tanks	Africa Center for Energy Policy CONIWAS Institute for Energy Security Consumer Protection Agency IMANI Africa KITE COSECA PIAC ISODEC WaterAid	Sept. 8, 2025	Alisa Hotel
Media	GBC TV3 Joy TV/joy NEWS Channel 1 TV Metro TV Adom TV/FM Peace FM Radio Gold United Television (UTV) Ghana News Agency (GNA) Ghanaian Times Ghana Web Onua Asempa Daily Graphic Ahontor FM Energynewsafrica Original TV Atinka TV Accra FM Radio XYZ	Sept. 9, 2025	Alisa Hotel
Communicators	Government Communicators Pro-Forum Members, Progressive Intellectuals NDC Communicators	Sept. 9, 2025	Alisa Hotel

	NPP representatives		
Industry/Business Associations	Association of Ghana Industries Ghana National Chamber of Commerce and Industry Chamber of Mines Chamber of Telcos Ghana Employers Association Ghana Union of Traders and Associations	Sept. 12, 2025	Alisa Hotel
Organised Labour	Ghana Private Road Transport Union University Teachers' Association of Ghana Ghana Federation of Labour CLOSSAG Union of Informational Workers Association (UNIWA) of TUC	Sept. 12, 2025	Alisa Hotel
Political Actors	24-Hour Economy Secretariat	Sept. 12, 2025	Alisa Hotel
Government Agencies	National Security & Bureau of National Investigation	Sept. 15, 2025	NSC Secretariat
	Ministry of Finance	Sept. 19, 2025	MoF Boardroom
	Bank of Ghana	Sept. 19, 2025	BoG Boardroom
	Ministry of Works, Housing and Water Resources	Sept. 25, 2025	GARID Conference Room
Legislature	Parliamentary Select Committee on Sanitation and Water Resources	Nov. 6, 2025	Lancaster Hotel
	Parliamentary Select Committee on Finance	Nov. 7, 2025	Alisa Hotel
	Parliamentary Leadership & Select Committee on Energy	Nov. 12, 2025	Accra City Hotel

5.0 NATURE OF ENGAGEMENTS/METHODOLOGY

The methodology adopted for these engagements began with invitations sent to a broad section of stakeholders, requesting their presence at a particular venue, date, and time. Each stakeholder who honoured the invitation (as listed in Section 4) was allowed to listen to the presentations of tariff proposal submissions from utilities and engage in discussions afterwards.

The technique employed in the engagements primarily involved the use of PowerPoint presentations, which enabled the utilities to present a detailed tariff proposal to stakeholders. All participants took part in the question-and-answer sessions and open discussions after the presentations.

Section 8 of this report sums up the key issues arising from consultations with stakeholders.

6.0 SUMMARY OF OPENING REMARKS

6.1 Executive Secretary's Welcome Address

The Executive Secretary of the Public Utilities Regulatory Commission (PURC), Dr. Shafic Suleman, formally opened the stakeholder engagement on the Multi-Year Tariff Order (MYTO) for the 2025–2030 period, calling for transparency, accountability, and collaboration in the tariff-setting process. In his address, he reaffirmed the Commission's mandate to balance consumer protection with the financial sustainability of utility service providers, emphasizing that the MYTO serves as a key instrument for ensuring predictability for utilities, stability for consumers, and investor confidence. He noted that electricity, water, and natural gas are critical enablers of economic growth and social welfare and that the consultation represents a shared responsibility among stakeholders to shape policies that will sustain utility services and promote national development over the next five years.

He further described the MYTO as the "Citizens' MYTO", illustrating the importance of public ownership and engagement in scrutinising utility investment activities and service delivery. The Executive Secretary announced that PURC would hold regional public hearings across the country to enhance inclusiveness and bring utility service providers closer to consumers, ensuring that tariff proposals are clearly explained and justified. He urged the utilities to prepare adequately for these hearings, to communicate effectively in local languages where necessary, and to submit post-hearing reports within 14 days as outlined in the Commission's guidelines. He concluded by reiterating the Commission's commitment to a credible, transparent, and participatory tariff review process that balances economic realities with social considerations for the benefit of all Ghanaians.

6.2 Chairman's Opening Address

Prof. Ebenezer Bugri Anarfo, Chair of the Technical Committee of the Commission, who stood in for the Chairman of the Commission (Hon. Moses Asaga), also addressed participants at the stakeholder consultation. He noted that, after three years under the 2022 Tariff Order, the Commission must reassess baseline assumptions for the next control period in line with Act 538 and the PURC Investment Guidelines. He explained that the review covers utilities' investment and performance improvement plans within the Integrated Power Sector Master Plan and the 2024 National Water Policy, emphasising the need for utilities to justify how their capital and operational expenditures support their tariff requests.

Prof. Anarfo informed participants that full proposals are available on the PURC and utility websites, with summaries to be published in the national dailies. He outlined the presentation schedule, beginning with electricity utilities, followed by water and gas, and noted the Commission's call for expert papers on the proposals. He concluded by urging participants to maintain decorum and direct all comments and questions through the Chair to ensure a constructive and orderly session.

6.3 Stakeholder & Communications Committee Chairperson's Remarks

Hon. Nana Yaa Jantuah, Chair of the Stakeholder Committee, reaffirmed the statutory mandate of the Commission under Sections 3(a), 3(b), and 26 of the Public Utilities Regulatory Commission Act, 1997 (Act 538) to promote transparency and public participation in the tariff review process. She noted that these provisions empower the Commission to provide an open platform for utilities to present and justify their tariff proposals before stakeholders and the general public. Hon. Jantuah emphasised that such engagements were essential for fostering accountability, fairness, and informed decision-making regarding utility regulations. She further encouraged all participants to take full advantage of the consultation by actively engaging with the presentations and seeking clarifications from the utilities to ensure a comprehensive understanding of the proposals and their implications.

7.0 SUMMARY OF PRESENTATIONS

7.1 Presentation of Tariff Proposal by the Volta River Authority (VRA)

The Volta River Authority (VRA) presented its 2025–2030 tariff proposal, requesting a **59%** increase in the Bulk Generation Charge (BGC) from GHp 45.0892/kWh to GHp 71.8862/kWh. VRA also proposed a cost-reflective system for compensating reactive power at GHS 932.46/kVar/month for Akosombo and GHS 1,211.70/kVar/month for Kpong, in line with PURC's Ancillary Services Pricing Policy and Guidelines. The proposal was based on the key assumptions of the Weighted Average Cost of Gas (WACOG) at US$7.84/mmbtu and an exchange rate of GHS 12.67/US$.

VRA further requested in the tariff framework, the inclusion of operation and maintenance (O&M) costs for eight mini-grids, which were handed over to them (with 35 more planned), citing a 2025 O&M cost-revenue gap of GHS 1.94 million and a projected annual subsidy exceeding GHS10 million by 2026 for 43 mini-grids. The Authority justified the proposed tariff increment as necessary to recover the full cost of supply to distribution companies, cover transmission losses and ancillary services, and to ensure sustainable and reliable generation for the regulated market.

7.2 Presentation of Tariff Proposal by the Ghana Grid Company Limited (GRIDCo)

GRIDCo requested an upward adjustment of the Transmission Service Charge (TSC) from GHp6.2553/kWh to GHp12.9768/kWh, representing a **107.45%** increase (for 2026), to finance fifteen critical transmission projects under the 2025–2030 tariff regime. The investments aim to enhance the reliability and stability of the National Interconnected Transmission System (NITS), improve voltage stability, and expand the evacuation capacity for new generation sources and large consumers.

GRIDCo attributed its request to lender requirements for cost-reflective tariffs, limited access to concessionary funding, increasing O&M and vegetation management costs over its 6,000 km network, and encroachment challenges, including illegal mining along rights-of-way. Additional justifications included liquidity constraints, aged infrastructure, and congestion on key corridors. GRIDCo indicated that they have completed important projects since the last major tariff review in 2022 to ease network congestion. The company is in the process of implementing necessary short-term investments approved by PURC, stating that the proposed increase in tariffs is critical to ensure reliable transmission and support future power connections and generation.

7.3 Presentation of Tariff Proposal by the Northern Electricity Distribution Company (NEDCo)

NEDCo proposed a **251.15%** increase in the Distribution Service Charge (DSC) from GHp 17.8900/kWh to GHp 62.8204/kWh, seeking cost-reflective tariffs to enhance financial sustainability. The company also proposed the collapse of the lifeline tariff band of 0–30kWh and to adopt a uniform residential tariff, thereby removing any form of cross-subsidisation. The company also proposed the introduction of a dedicated street-lighting tariff, noting that the current levy recovers only about 20% of actual costs.

NEDCo explained its request by pointing out ongoing losses from high bulk and transmission costs (approximately 64% of what customers pay), indicating that current prices are not reflective enough, and that most of their customers (83.55%) are residential, with lifeline customers constituting 39% and living in sparsely populated areas. The company has outlined service and reliability improvements since 2022, including the commissioning of the Lamashegu primary substation, transformer upgrades, the replacement of 100 km of conductor, the installation of smart split meters, the establishment of new service centres, and the construction of a data centre. Eleven new projects valued at US$418.7 million were also presented to stakeholders as part of the 2025–2030 MYTO period. This would enable the company to reinforce the grid, expand metering, and improve supply reliability.

7.4 Presentation of Tariff Proposal by the Electricity Company of Ghana (ECG)

The Electricity Company of Ghana (ECG) proposed a **225% (Ghp19/kWh to Ghp61/kWh)** increase in the Distribution Service Charge (DSC1), citing a decline in purchasing power due to cedi depreciation, under-allocation of the DSC1 (ECG's 11.38% versus the industry standard of 30–33%), and the need to fund completed and ongoing network reliability projects. ECG emphasised that the adjustment would support continued loss reduction, digitisation, and smart metering projects.

ECG's proposal included the collapse of tariff bands that is two for residential customers (Lifeline and all other classes), and a flat rate for all non-residential customers, the introduction of a Public Lighting Tariff to reflect actual costs, exclusive allocation of the Service Charge to ECG for meter replacement, adoption of the Bank of Ghana exchange rate for tariff computation, inclusion of liquid fuel costs in WACOG, and provision for a full 18% reserve margin and pass-through of generation costs. ECG projected that the proposed tariff would improve system reliability, reduce losses, and enhance service quality and revenue performance.

7.5 Presentation of Tariff Proposal by Enclave Power Company (EPC)

Enclave Power Company (EPC) proposed an upward adjustment of its Distribution Service Charge (DSC-1) from GHp 21.622/kWh to GHp 57.00/kWh, representing a **163.1%** increase, to fully recover operational and capital costs as a privately financed distributor without access to government subsidies. The proposal was built on the need to support rapid load growth within the Tema Multi-Purpose Industrial Enclave and Dawa Industrial Zone.

EPC cited ongoing reliability and capacity enhancement projects, including new 34.5kV lines, a switching station, transformer upgrades (33MVA to 66MVA), and Phase II of tele-metering. The company also outlined performance targets of over 99% feeder uptime, ≤2.0% losses, ≤1-hour technical response time, and five to ten days for new service connections. EPC maintained that the proposed tariff would strengthen network stability, reduce outage frequency and duration, and ensure adequate capacity to meet rising industrial demand.

7.6 Presentation of Tariff Proposal by Ghana Water Limited (GWL)

Ghana Water Limited (GWL) requested a **281%** tariff increase to achieve cost-reflective pricing and to ensure financial sustainability. Serving over 900,000 customers across more than 13,500 km of distribution networks with an estimated 52% non-revenue water (NRW), GWL justified the proposal as essential to bridge the supply-demand gap and maintain service quality.

The requested increase would fund vital projects, including upgrades in production and distribution, pipeline extensions and replacements, establishment and refurbishment of 24 plant and regional laboratories, dredging of Barekese Dam, construction of the Damongo Water Treatment Plant, and expansion of customer service facilities and smart metering systems. GWL reported significant investments since 2022, including GHS447.52 million in production upgrades and over 600 km of pipeline work, both completed and ongoing. The company identified pollution, small-scale illegal alluvial mining, and rising input costs as the main cost drivers. The company argued that current tariffs are insufficient to sustain operations and to ensure long-term service reliability.

7.7 Presentation of Tariff Proposal by the Ghana National Gas Limited Company (GNGLC)

The Ghana National Gas Limited Company (GNGLC) presented its tariff proposal, requesting a cost-of-service tariff of USD 2.182/MMBtu, a **97.45%** increase from the current USD 1.1051/MMBtu, for the gathering, processing, and transmission of lean gas. The company justified the proposal as necessary to maintain an affordable and reliable gas supply, ensure financial viability, promote industrial growth and job creation, and reduce gas flaring in alignment with national energy objectives.

GNGLC explained that the proposed tariff increment is supported by investments totalling USD44.06 million across its regulated asset base, including measurement upgrades, integrity and safety improvements, and transmission metering enhancements. It also highlighted key reliability projects executed between 2022 and 2025, including HIPPS and PSV modifications, a Gas Processing Plant (GPP) standby product cooler, a gas chromatograph, a fiscal meter, and new transmission laterals, with additional projects planned for 2026–2027 to strengthen capacity and resilience. GNGLC emphasised that natural gas remains a cost-effective fuel option, offering up to 80% savings over crude oil alternatives, thus reinforcing the case for a fair and sustainable tariff adjustment.

8.0 HIGHLIGHTS OF KEY ISSUES

This section presents a summary of key issues arising from the stakeholder consultations held between September 8, 2025, and November 12, 2025. The concerns and issues are presented in accordance with the proceedings after each presentation and in line with the order of consultation.

8.1 Engagement with the National Security Coordinator and the Bureau of National Investigation

The Commission, as part of the MYTO review process, together with the service providers, engaged the leadership of the National Security and the National Investigations Bureau. The issues arising based on the presentations are presented as follows:

8.1.1 General Remarks and Observations from the National Security Coordinator

The National Security Coordinator commended the Commission for providing an inclusive platform for national dialogue on the proposed 2025–2030 tariff adjustments. However, he expressed concern over the heightened public tension and negative sentiment expressed through social and traditional media following the publication of tariff proposals by the utility service providers.

He shared the results of a national perception survey conducted by his office on public acceptability of the proposed tariff increases. The findings indicated that 91% of respondents opposed the proposed adjustments, 6% were undecided, and 3% expressed support. The Coordinator noted that the Parliamentary Select Committee on Energy, as part of its oversight responsibilities, had also expressed reservations about the magnitude of the proposed increases.

He also noted that the citizenry does not agree with the service providers when they blame illegal small-scale mining (galamsey) for the rise in water and electricity tariffs, saying that this reason has not been clearly explained. He emphasised that public institutions must be strengthened to function effectively, and utilities must maintain the affordability of essential services, particularly water, as a basic human necessity.

The Coordinator urged the Commission and the utilities to adopt a measured communication strategy, supported by credible data, to manage public expectations and mitigate misinformation.

8.1.2 Issues, Comments, Questions, and Responses

Ghana Water Limited (GWL)

- ✓ The coordinator enquired about the scale of the proposed tariff increase compared to previous years and requested clarity on whether alternative clean water sources had been explored to reduce treatment costs.
- ✓ To manage public discontent, he emphasised the need to strike a balance between affordability and availability, urging GWL to consider staggered implementation.
- ✓ To boost credibility, he asked that verifiable data and factual analysis should support the public communiqué on GWL's proposal.
- ✓ The Coordinator also questioned how GWL could collaborate with national security agencies to curb water theft and illegal connections, noting that water pilfering remains a growing threat to revenue and operational integrity.

- ✓ GWL responded that the suggested price increase is due to the costs of producing water, using chemicals, and maintaining infrastructure, and promised that making drinking water affordable and improving operations are key parts of their five-year investment plan.

Volta River Authority (VRA)

- ✓ The Coordinator sought clarification on how much revenue VRA expects to recover from its mini-grid operations.
- ✓ VRA clarified that the mini-grid initiative is a social intervention designed to serve lifeline consumers in remote communities, not a commercial venture.
- ✓ He further requested information on VRA's standard operating procedures (SOPs) for plant maintenance.
- ✓ VRA responded that all plants are maintained in accordance with manufacturer manuals, with scheduled periodic and major maintenance activities closely coordinated to ensure reliability.

Ghana Grid Company Limited (GRIDCo)

- ✓ The coordinator enquired about transmission losses and how GRIDCo's proposed 15 critical projects would improve grid reliability and reduce system inefficiencies.
- ✓ GRIDCo assured that the investments target congestion relief, improved voltage stability, and reduced technical losses across major transmission corridors.

Northern Electricity Distribution Company (NEDCo)

- ✓ The Coordinator reiterated his opposition to the proposed removal of the lifeline tariff, stressing that it serves as an essential social safety net in the northern operational areas.
- ✓ He sought updates on the Nalerigu–Gambaga electrification project.
- ✓ NEDCo responded that the project is ongoing and will soon decouple the Bawku feeder by connecting a dedicated line from Pwalugu to Nalerigu, thereby improving reliability.
- ✓ The Coordinator pledged that the National Security Council (NSC) would collaborate with the National Intelligence Bureau (NIB) to address security threats affecting NEDCo's operations, including vandalism and right-of-way encroachment.
- ✓ He further noted that the customer profile in the northern regions, characterised by high residential and low industrial demand, poses a structural revenue challenge that must be factored into tariff considerations.

Electricity Company of Ghana (ECG)

- ✓ The Coordinator advised ECG to restructure its communication on the tariff proposal to ensure better understanding and acceptance of its tariff proposals.
- ✓ He raised concerns about the multiplicity of contractors and intermediaries acting between ECG and customers, urging tighter oversight to improve accountability and service consistency.
- ✓ He questioned how stolen or unauthorised meters continue to be used by some customers, and he requested clarification on deductions from online credit purchases made by third-party vendors.
- ✓ The Coordinator further advised ECG to acknowledge existing operational inefficiencies and to clearly articulate the corrective measures put in place to enhance performance and justify the proposed tariff adjustments.

- ✓ ECG, in its response, indicated ongoing digital reforms, meter audits, and contractor performance reviews to improve transparency and customer trust.

8.1.3 Summary of Key Recommendations

- ✓ ***Public Sensitisation and Communication:*** The Coordinator advised the Commission and utilities to adopt a unified communication strategy to clarify the basis for tariff adjustments and counter misinformation in the media.
- ✓ ***Affordability Safeguards:*** He intimated that utilities, especially GWL and NEDCo, should ensure that tariff proposals incorporate mechanisms to protect low-income and lifeline consumers.
- ✓ ***Phased Implementation:*** He further advised that if the tariff adjustments are approved, they should be implemented gradually to manage the social and economic impact.
- ✓ ***Enhanced Institutional Collaboration*****:** He called for collaboration between utilities, the National Security Council, the National Intelligence Bureau (NIB), and local law enforcement agencies to combat theft, vandalism, and other operational risks.
- ✓ ***Data-Driven Transparency:*** All communications and policy justifications should be supported by verifiable data, including cost drivers, efficiency metrics, and expected consumer benefits.

8.2 Engagement with the Minister of Finance

The Commission held a consultative engagement with the Minister for Finance and his team to discuss the fiscal and macroeconomic implications of the proposed 2025–2030 Multi-Year Tariff Order (MYTO), particularly within the framework of Ghana's ongoing economic recovery and the International Monetary Fund (IMF) programme.

8.2.1 Minister's General Remarks and Observations

The Minister provided a comprehensive overview of the current financial crisis within the energy sector, emphasising that the cost of goods and services has exceeded budgetary allocations by over fourfold, rendering the existing fiscal trajectory unsustainable. He noted that structural inefficiencies, high input costs, and legacy debts continue to constrain government finances and the viability of public utilities.

He further explained that the energy sector remains heavily subsidised, with the total cumulative support estimated at US$27 billion. Although previous reforms had sought to eliminate subsidies, they have gradually re-emerged, particularly in the power and water sectors, exerting severe pressure on the national budget. The Minister stressed that this situation is incompatible with Ghana's current fiscal consolidation efforts and the conditions spelt out under the IMF Extended Credit Facility (ECF) programme.

The Minister noted that the periodic/quarterly tariff reviews across the energy and water sectors is part of broader debt restructuring and fiscal sustainability measures. The Minister clarified that these reviews are not discretionary or politically motivated but form part of the Commission's commitment to restore cost recovery and reduce quasi-fiscal deficits within the utility sector.

8.2.2 Issues, Comments, Questions, and Responses

The Minister indicated that the service providers should review the recovery of lump sum tariffs in the first year, with no additional increases proposed over the remainder of the five-year control period. He acknowledged that the proposals aim to enable utilities to meet operational and capital expenditure requirements, service foreign-denominated loans, and strengthen their balance sheets to attract private investment. The Minister expressed concern about the magnitude of the initial reviews, cautioning that such a steep increase could have macroeconomic and social repercussions. He therefore proposed a gradual, phased implementation to mitigate public resistance and inflationary impact.

The Minister further underscored that while tariff reform is unavoidable, its sequencing and pace must reflect social and economic realities. He reiterated the government's commitment to collaborate with the Commission (PURC), development partners, and sectoral agencies to identify a balanced framework that supports utility cost recovery while safeguarding consumer welfare and macroeconomic stability.

He also indicated that the Ministry of Finance (MoF) is actively considering measures to ease the financial burden on utilities and consumers. These include:

- ✓ Absorbing on-lend loans owed by Ghana Water Limited (GWL) to reduce the impact of debt servicing on tariffs; and
- ✓ Financing the construction of the Damongo Water Treatment Plant and associated pipelines as a direct capital investment to enhance access and reduce future tariff pressures.

The Minister concluded by reiterating that Ghana's energy and water sectors are at a critical stage. That urgent but well-calibrated action is required to ensure long-term financial sustainability. He expressed optimism that through continued consultation and prudent fiscal management, a sustainable solution could be achieved within the next three years.

8.2.3 Key Recommendations

Financial Sustainability and Policy Direction

Recommendation	**Description**
Financial Sustainability	Ghana's energy sector faces severe fiscal stress, requiring immediate structural and tariff reforms to restore long-term sustainability.
Conditionality	Quarterly tariff reviews are essential to maintain the real value of tariffs and align with macroeconomic movements.
Tariff Phasing	Frontloaded first-year tariff increases should be scaled and phased to avoid inflationary pressures and consumer backlash.
Debt Relief & Investment Support	The Ministry of Finance will explore debt relief options and direct financing for strategic projects, including the Damongo Water Treatment Plant.
Collaborative Framework	Sustained collaboration among MoF, PURC, utilities, and development partners is necessary to balance cost recovery and affordability.

8.3 Engagement with the Governor of the Bank of Ghana

The Commission held a high-profile engagement with the Governor of the Central Bank (Bank of Ghana (BoG)) and his deputies as part of the 2025–2030 Multi-Year Tariff Review process. The discussion focused on macroeconomic stability, currency management, and financial strategies to support utility cost recovery while maintaining tariff affordability.

8.3.1 Governor's General Remarks and Observations

The Governor praised the Commission for its proactive stakeholder engagement and highlighted the importance of aligning tariff decisions with macroeconomic realities to avoid negative inflationary effects. He emphasised that the timely submission of utility tariff requests is critical to enabling the bank to make appropriate concessionary foreign exchange (FOREX) allocations for utility operations and debt repayments for service providers in the energy and water sectors.

The Governor noted that utilities' financial planning and exposure to foreign exchange volatility remains a significant concern. He therefore encouraged the incorporation of risk management measures, such as forward FOREX contracts and hedging mechanisms, in utility operations to stabilise costs during the control period. He also suggested that utilities work with their commercial bankers to set up forward foreign exchange contracts that would help protect against changes in exchange rates and make cash flows easier to manage.

He suggested that the Bank, in partnership with the Ghana Association of Banks (GAB), would hold a joint meeting with utility service providers to discuss practical options for implementing forward forex contracts under controlled conditions. The Governor highlighted that the Bank supports a tariff system which allows for cost recovery but also emphasises that tariffs must be fair, transparent, and aligned with national inflationary targets.

The Governor also enquired about the duration of forward forex contracts envisaged by the utilities, stressing the need for alignment with projected revenue cycles and repayment timelines. He advised utilities to stagger capital investments across the five-year tariff implementation period rather than front-loading expenditures, which could create liquidity stress and exchange rate pressures. Furthermore, he encouraged utilities to explore market-based solutions to manage foreign exchange exposures and to enhance their internal financial planning capabilities.

In conclusion, the Governor proposed the formation of a tripartite working group comprising representatives of the Bank of Ghana, GCB Bank, and PURC to examine sustainable financial mechanisms, including forward forex instruments and liquidity support frameworks, to cushion utilities against currency risks.

8.3.2 Key Recommendations and Observations

Recommendation	Description
Early Submission of Tariff Requests	Utilities must submit tariff proposals early to allow BoG to plan concessionary forex allocations.
Incorporation of Risk Management Tools	Utilities must integrate FX hedging, forward contracts, and currency risk projections into financial planning.
Strategic Investment Planning	Utilities should stagger capital investments across the control period to ease exchange rate pressures and protect cash flows.
Collaborative Financial	BoG, GCB Bank, and PURC should create a tripartite coordination

Mechanisms	platform for policy alignment and exchange rate management.
Tariff Prudence & Market Discipline	Tariff adjustments must remain prudent, data-driven, and consistent with national monetary and inflationary objectives.

8.4 Engagement with the Minister for Works, Housing, and Water Resources

The Commission, accompanied by representatives of GWL and ECG, met with the Minister for Works, Housing and Water Resources, and key officials from the Ministry. The meeting focused on plans for the water sector, ensuring Ghana Water Limited (GWL) can stay financially viable, and finding ways to improve service quality, keep costs reasonable, and adapt to new environmental and operational challenges.

8.4.1 The Minister's General Remarks and Observations

In his opening remarks, the Minister expressed delight in participating in the MYTO deliberations, emphasising that water is a basic necessity and a social good, essential for health, industry, and national development. He noted that the ongoing discussions provide a vital opportunity to shape long-term decisions that will determine the sustainability and efficiency of the utility sector over the next five years and beyond.

The Minister highlighted the dual policy objective of ensuring consumer affordability while maintaining the financial viability of utilities, stressing that these must be pursued in tandem through prudent investment, efficient operations, and transparent regulation. He identified key sectoral challenges, including infrastructure rehabilitation, high operational and maintenance (O&M) costs, non-revenue water (NRW) losses, and the impact of illegal mining (galamsey) and climate change on water quality and production costs.

He therefore tasked the Commission to strike a fair and transparent balance between the interests of service providers and the protection of consumers, ensuring that tariff adjustments reflect both the cost of sustainable service delivery and the socio-economic realities of households.

8.4.2 Issues, Comments, Questions, and Responses

- ✓ On the issue of non-revenue water, the Minister raised concern about the persistently high NRW levels and urged Ghana Water Limited (GWL) to intensify investment in pipeline replacement activities, particularly the transition from ageing asbestos cement (A/C) lines to modern, durable piping systems.
- ✓ In response, GWL has outlined ongoing and planned investment programmes aimed at upgrading the network and reducing technical and commercial losses.
- ✓ The Minister further encouraged GWL to diversify its operational model by engaging bulk consumers such as industrial users and to explore the integration of renewable energy solutions, especially solar power, at water treatment plants to reduce energy costs and enhance operational sustainability.
- ✓ He also advised GWL to reframe its public communication strategy to highlight the adverse effects of illegal mining on water bodies and treatment costs. He suggested that GWL could strengthen public understanding and support for its proposals by clearly linking tariff adjustments to the cost of mitigating galamsey-related pollution.
- ✓ On fiscal matters, the Minister assured GWL that he would engage with the Ministry of Finance regarding the treatment of on-lend loans to reduce the debt-servicing burden embedded in tariffs.

8.4.3 Policy and Regulatory Issues

The meeting also addressed key regulatory and policy matters raised by the Executive Secretary of the Commission, including:

- ✓ There is a need for a comprehensive regulatory framework for the water sector to guide investment, pricing, and service standards.
- ✓ Operational overlaps and conflicts between Ghana Water Limited (GWL) and the Community Water and Sanitation Agency (CWSA) in certain jurisdictions, particularly in parts of northern Ghana, which require policy clarification and coordination.
- ✓ There is a need for regulatory oversight of tanker water services, which remain largely informal and unregulated despite their growing role in urban water supply.
- ✓ In response, the Minister assured the Commission of his full collaboration to address the identified regulatory gaps and to strengthen institutional cooperation between the Ministry, GWL, CWSA, and the Commission.
- ✓ He committed to supporting the development of sector-wide regulatory instruments that promote transparency, protect consumers, and enhance the efficiency of water service delivery.

8.4.4 Key Observations and Recommendations

Recommendation	**Description**
Affordability–Sustainability Balance	Tariff determinations must balance consumer affordability with operational sustainability for water utilities.
Reduce Non-Revenue Water (NRW)	GWL must intensify pipeline replacement, modernization, and leak reduction activities.
Renewable Energy Integration	GWL should adopt renewable energy integration at the treatment plants to minimize energy-related operating costs.
Public Communication	GWL should strengthen public education linking tariff adjustments to environmental degradation (especially illegal mining) and operational realities.
Regulatory Strengthening	MWHWR and PURC should finalize a comprehensive regulatory framework for the water sector, including tanker operations.
Fiscal Support	MoF should explore debt relief and capital investments for critical water supply infrastructure.

8.5 Engagement with the Parliamentary Select Committee on Sanitation and Water Resources

8.5. Overview

This engagement formed part of the Commission's high-level stakeholder consultations for the 2025–2030 Multi-Year Tariff Order (MYTO) review process. The discussions provided an opportunity for Members of Parliament to examine the operational, financial, and infrastructural challenges confronting Ghana Water Limited (GWL) and the Electricity Company of Ghana (ECG), and to assess the affordability and impact on consumers of the proposed tariff adjustments.

The deliberations focused on illegal mining (galamsey) and its effects on water quality, ECG's financial management and overspending, the persistent shortage of meters, and the delays in new service connections. The Committee also discussed revenue collection inefficiencies, the rising cost of financing utility projects, and aging infrastructure contributing to system losses, particularly in water production and distribution.

8.5.2 Key Issues and Discussion Highlights

Water Supply, Quality, and Funding Challenges

- ✓ The Committee expressed concern about the rising cost of water production and the financial strain placed on consumers.
- ✓ Members emphasized the severe impact of illegal mining on raw water quality, increasing chemical use and operational costs for GWL.
- ✓ GWL disclosed that 33% of its operational expenditure is used for chemicals and 35% for energy costs, leaving limited funds for expansion and maintenance.
- ✓ The Committee proposed that a portion of gold export proceeds should be allocated to support water treatment costs and to reduce financial pressure on the utility.

Financial Management and Oversight of ECG

- ✓ ECG's fiscal performance came under scrutiny, with Members noting that the company budgeted GHS 34 million but expended over GHS 400 million, representing significant overspending.
- ✓ The Committee expressed concern over a 300% budget overrun on foreign travel and other discretionary expenses, urging ECG to tighten internal controls before seeking tariff adjustments.
- ✓ ECG was also challenged to improve its revenue collection rate, currently averaging 87%, by expanding the use of smart prepaid meters and enhancing customer tracking systems.

Meter Shortage and Delays in New Connections

- ✓ The persistent shortage of postpaid meters and long delays in new service connections were key issues raised.
- ✓ ECG reported that it installed over one million meters last year, but acknowledged that some customers have waited for up to four years for meter connections.

- ✓ The company confirmed the introduction of 100,000 postpaid meters last year and expects an additional 50,000 units in the coming cycle.
- ✓ Members urged ECG to work closely with local manufacturers to sustainably address meter shortages and to implement a transparent allocation system free from staff interference or favoritism.

Water Infrastructure Deficiencies and Losses

- ✓ GWL acknowledged that approximately 40% of pipelines in the Central Region are over 60 years old, dating back to the 1950s and 1960s, resulting in significant Non-Revenue Water (NRW) losses.
- ✓ The utility outlined plans to replace ageing pipelines and to procure two new high-capacity pumps to improve water pressure and supply reliability.
- ✓ GWL reaffirmed its commitment to reducing inefficiency by 1% annually, but highlighted that consistent funding and collaboration with Road Contractors and the Ministry of Roads and Highways is critical to achieving this goal.

Impact of Financing Costs and Tariff Implications

- ✓ Members noted that the high cost of financing utility projects, averaging 10.5% to 11%, was inflating project budgets, potentially raising a US$150 million project to over US$200 million.
- ✓ The Committee discussed the affordability implications of tariff adjustments, urging PURC to ensure tariff reviews reflect efficiency improvements and cost discipline.
- ✓ The engagement concluded that future tariff reviews should be implemented in phases and based on performance. Service providers should demonstrate measurable service delivery milestones before any adjustments are approved.

Attitude of Utility Staff and Customer Relations

- ✓ MPs and participants criticized the unprofessional conduct of some staff of service providers, particularly during disconnections and meter installations.
- ✓ Both ECG and GWL were urged to institute staff performance monitoring, customer service training, and disciplinary procedures to enhance public trust.
- ✓ The Commission was encouraged to include customer service metrics as a key performance indicator under the new MYTO monitoring framework.

Regional Supply Challenges (Bongo and Other Areas)

- ✓ GWL reported ongoing challenges in providing an adequate water supply to Bongo, citing policy and operational constraints.
- ✓ The Via treatment plant, which was rehabilitated to support Bongo, is currently underutilized, operating at about 10% capacity due to system bottlenecks.
- ✓ Members agreed to facilitate engagement between GWL and CWSA to improve operations and to optimize the use of existing infrastructure.

8.5.3 Key Recommendations

Recommendation	Description
Meter Production and Connection Backlogs	ECG should collaborate with local manufacturers and fast-track meter installation to clear backlog delays.
Pump Procurement and Pipeline Replacement	GWL should acquire new pumps and replace aging pipelines to curb losses and stabilize supply.
Gold Revenue–Water Funding Link	PURC and MSWR should develop a funding model linking gold revenues to water treatment and quality assurance.
Bongo Water Crisis Coordination	The committee should convene GWL, CWSA, and the Ministry for a coordinated solution to Bongo's water challenges.
Quarterly Reporting	Utilities should submit quarterly progress reports on metering, efficiency gains, and infrastructure rehabilitation.

8.5.4 Conclusion

The engagement highlighted Parliament's strong oversight role in ensuring the financial prudence and operational accountability of utilities. While the Committee recognized the cost pressures faced by ECG and GWL, it stressed that efficiency gains, transparency, and cost control must precede any tariff adjustment.

The Committee endorsed the Commission's evidence-based and participatory approach under the 2025–2030 MYTO framework, emphasizing that service delivery improvements, metering reforms, and environmental protection must remain integral to the tariff justification.

8.6 Engagement with the Parliamentary Select Committee on Finance

8.6.1 Meeting Overview

The engagement with the Parliamentary Select Committee on Finance also formed part of the high-level consultations leading to the final decisions of the 2025–2030 Multi-Year Tariff Order (MYTO). The engagement focused on the financial sustainability of the power and water sectors, tariff design principles, and the macroeconomic assumptions supporting utility cost-recovery proposals.

Deliberations addressed key issues, including the allocation of hydro power in power generation and reactive power compensation, financial management within utilities, funding constraints, pricing strategies, and the impact of exchange rate volatility and inflation on tariff computations. The Select Committee examined the creditworthiness of utilities, the cost of borrowing, and the implications of financial inefficiencies on future tariffs.

This high-level engagement focused on the financial sustainability of utilities, the macroeconomic assumptions underpinning tariff proposals, and the alignment of MYTO decisions with national fiscal policy. Discussions also covered asset valuation, credit management, long-term financing, and manpower justification.

The Committee sought clarity on exchange rate assumptions, borrowing costs, and financial discrepancies in utility reports. Participants agreed on the need for enhanced transparency, improved asset management, and performance-based tariff mechanisms to safeguard both consumer affordability and utility solvency.

8.6.2 Key Issues and Discussion Highlights

Hydro Power Allocation and Reactive Power Compensation

- ✓ The Committee expressed concern over the absence of compensation for the production of reactive power, which affects the financial viability of hydro operators and increases their maintenance costs.
- ✓ Members emphasized the need for transparent allocation principles for hydro power among bulk consumers to ensure efficiency and fairness.
- ✓ It was agreed that the Commission and the Ministry of Finance would undertake a cost-benefit analysis of reactive power compensation and propose a framework for regulatory consideration.

Challenges in Power Distribution and Asset Management

- ✓ Participants discussed the inefficiencies in power distribution, particularly with regards to asset valuation and cost recovery.
- ✓ ECG and GRIDCo were encouraged to update and verify their asset registers, ensuring that tariff proposals reflect accurate depreciation and capital values.
- ✓ The Committee directed ECG to request the inclusion of newly completed projects in its tariff submissions to ensure cost-reflective recovery.

Utility Financial Performance and Accountability

- ✓ Members raised concerns about ECG's financial management and reporting inconsistencies, referencing prior overspending and weak cost controls.
- ✓ It was noted that ECG's operational expenditures often exceeded approved budgets, indicating the need for enhanced internal audit systems and stricter fiscal discipline.
- ✓ The Commission reiterated that all utility financial submissions undergo independent verification and technical auditing before any tariff determination.

Economic Indicators and Exchange Rate Volatility

- ✓ The Committee emphasized that macroeconomic stability, particularly the performance of the Ghana cedi, directly influences utility cost structures and tariff adjustments.
- ✓ The Commission was encouraged to monitor exchange rate movements and inflation differentials to ensure that tariffs remain equitable and reflective of real economic conditions.
- ✓ Members requested that once the new MYTO framework is approved, service providers shoukd provide quarterly macroeconomic updates to aid oversight.

Funding and Financial Support Mechanisms

- ✓ Utilities highlighted challenges in accessing long-term funding, noting that high borrowing costs averaging between 10.5%–11%, hikes project costs.

- ✓ The Committee urged collaboration with the Bank of Ghana and development partners to secure concessional financing for infrastructure rehabilitation and expansion.
- ✓ It was agreed that the Commission should support the development of a sector financing framework to guide capital investment approvals and loan servicing cost recovery.

Credit Management and Revenue Collection

- ✓ Participants discussed the need for robust credit management systems to address receivables, revenue leakages, and payment defaults.
- ✓ ECG acknowledged weaknesses in its receivables management, citing a 5.7-billion-cedi gap between energy purchase costs and recoveries which were not passed through tariffs.
- ✓ The Committee recommended that ECG should strengthen customer billing verification processes and pursue digitalization to improve collection efficiency.

Pricing Strategy and Tariff Rationalization

- ✓ The Select Committee reviewed the proposed tariff structures and noted that current rates must reflect the true cost of service while ensuring affordability for low-income consumers.
- ✓ ECG and VRA were encouraged to improve tariff transparency and to disaggregate cost components to clarify how production, transmission, and distribution costs influence retail prices.
- ✓ The Commission confirmed its commitment to phased, performance-based tariff adjustments linked to measurable service outcomes.

Financial Integrity and Sector Transparency

- ✓ Members raised concerns about discrepancies in declared financial data, emphasizing the need for credible and auditable reporting.
- ✓ The Committee directed the Commission to enhance financial oversight under the MYTO monitoring framework and require service providers to submit quarterly performance and expenditure reports.

8.6.3 Key Recommendations

Recommendation	**Description**
Reactive Power Compensation	PURC and MoF should review the existing compensation model and propose improvements.
Asset Valuation Updates	ECG and GRIDCo must update asset valuations and include completed projects in tariff submissions.
Credit Management Strategies	Utilities should provide detailed credit management and receivables reconciliation reports to Parliament.
Macroeconomic Monitoring	PURC should periodically assess macroeconomic trends influencing tariffs and brief the Committee.

Manpower Audit	Utilities should conduct manpower audits to optimize staffing costs and enhance efficiency.
Digital Revenue Enhancement	ECG should expand digital payment systems and billing platforms to improve revenue mobilization and transparency.

8.6.4 Conclusion

The engagement underscored the Committee's commitment to oversight, ensuring financial integrity, operational efficiency, and consumer affordability within the utility sector. Members of the Finance Committee called for enhanced fiscal prudence, accountability, and greater transparency in tariff formulation and financial reporting.

While recognizing the need for cost-reflective tariffs to sustain utility operations, the Committee stressed that any approved increases must be gradual, evidence-based, and performance-linked. The session reaffirmed the importance of collaborative financial governance between the Commission, the Ministry of Finance, and Parliament in achieving a balanced and sustainable tariff framework under the 2025–2030 MYTO cycle.

8.7 Engagement with the Leadership of Ghana's Parliament and the Parliamentary Select Committee on Energy

8.7.1 MEETING OVERVIEW

The Commission's engagement with the Leadership of Parliament and the Parliamentary Select Committee on Energy examined the structural challenges of the electricity and water sectors, adequacy of tariffs, governance lapses, procurement practices, sector debts, metering inefficiencies, fuel cost dynamics, and the sustainability of supply. Members of the Committee raised questions with respect to operational inefficiencies, repeated tariff reviews with minimal or no corresponding change in the quality-of-service delivery, and the overall credibility of utility performance data. Both Service Providers and the Commission provided clarifications, updated figures, and system-level assessments to support the MYTO review.

8.7.2 REMARKS BY THE MINORITY LEADER

The Minority Leader noted that persistent tariff increments in 2025 alone, that is,14.75% (May), 2.45% (July), and 1.14% (October), have not been matched by measurable efficiency improvements. He noted that tariff hikes, in isolation, will not resolve systemic bottlenecks and urged the Commission and service providers to pursue deeper institutional and operational reforms.

Key concerns included:

High Technical and Commercial Losses

- ✓ ECG's losses average 24%, amounting to an estimated GHS 2.8 billion annually, driven by overloaded feeders, ageing transformers, faulty meters, illegal connections, and billing inefficiencies.
- ✓ It was noted that VRA's profit of Ghs80 million in 2023 was reversed by a Ghs106 million loss in 2024, which was driven mainly by forex losses, high spare-part costs, and export-

related diversions. GRIDCo, on the other hand, reported a GHS409 million post-tax loss in 2023.

- ✓ NEDCo recorded 31.35% system losses (13.03% technical; 18.32% commercial).

Metering Crisis and Faulty Billing Systems

The Minority Leader emphasized that ECG's metering remains one of its weakest operational activities.

- ✓ A 2024 internal audit revealed over 480,000 faulty, uncalibrated, or inactive meters, translating to over GHS 400 million in annual revenue leakages.
- ✓ The Minority Leader noted that even if 5% of ECG's 3 million customers have malfunctioning meters, more than 150,000 accounts may be inaccurately billed.
- ✓ Concerns were raised about alleged "political meters" deployed during election periods, which exacerbate unaccounted-for consumption.

Historical Antecedents of Reform-Led Tariff Reductions

The Minority Leader referenced the 2018 electricity tariff reduction (17.5%–30%) as evidence that disciplined management, targeted investments, and governance reforms, not tariff increases, would create space for cost reduction and service stability.

He urged the Commission to ensure that MYTO 2025–2030 compels service providers to prioritize efficiency requirements before passing additional costs to consumers.

8.7.3 REMARKS BY THE MAJORITY LEADER

The Majority Leader acknowledged the long-standing structural issues but highlighted notable achievements gained by the government in stabilizing the sector over the past ten months. He noted efforts made by the government, in particular, the continuous supply of electricity, debt reduction, and improved payments to IPPs through strengthened fiscal controls.

Sector Stability and Debt Reduction

- ✓ Continuous supply was restored through disciplined leadership and fiscal reallocations, including the use of the sanitation levy to settle outstanding debts.
- ✓ The Cash Waterfall Mechanism (CWM) improved significantly, with collections rising from GHS10 billion to over GHS13 billion, restoring confidence among IPPs.
- ✓ Demand now matches production capacity, indicating no excess capacity and signaling an urgent need for generation expansion.

Distribution Sector Reforms

The majority leader indicated that the Government plans to outsource distribution functions in major cities across Ghana using a World Bank–supported zonal operator model.

- ✓ Private operators will purchase a fixed quantum of energy upfront and assume responsibility for collections, losses, and local network upgrades.

- ✓ This model shifts operational risk from the state to operators and is expected to reduce theft, improve service quality, and contribute to tariff stabilization.

Gas Utilization Strategy for Cost Reduction

- ✓ Transitioning from diesel to gas-based generation is projected to reduce power production costs by approximately 30%, enhancing industrial competitiveness.
- ✓ A second gas processing plant (GPP II) is underway to increase domestic gas supply and reduce reliance on expensive fuel imports.

Parliamentary Support for Public Education

The majority leader emphasized a coordinated public communication to dispel misinformation and justify tariff adjustments, which should be linked to genuine efficiency gains.

8.7.4 REMARKS BY THE COMMITTEE LEADERSHIP

The leadership reiterated the Committee's commitment to an objective and transparent evaluation of tariff proposals, stressing that members should approach the engagement with an open mind.

Key Points Raised

- ✓ The Commission must balance the financial viability of the service providers with the obligation to protect vulnerable consumers, particularly in economically disadvantaged regions such as the Northern sector served by NEDCo.
- ✓ The Committee noted past off-budget expenditures, procurement vulnerabilities, and preventable losses, urging utilities to eliminate inefficiencies before applying for tariff increases.
- ✓ Given the improved macroeconomic conditions, particularly inflation and forex stability, service providers must articulate how these tailwinds reflect in cost savings and tariff moderation.
- ✓ The leadership emphasized that if inefficiencies are comprehensively addressed, a regressive (downward) tariff trajectory within a multi-year framework is achievable.

8.7.5 KEY ISSUES, QUESTIONS, COMMENTS, AND DISCUSSION HIGHLIGHTS

TARIFF ADEQUACY, ADJUSTMENTS & REVENUE RECOVERY

Que: Why have tariffs increased three times in 2025 (May, July, October) despite worsening operational indicators across utilities?

Response:
PURC explained that the quarterly reviews are triggered by factors that reflect macroeconomic movements in fuel price indices, exchange rate depreciation, inflation, and changes in the generation mix. These adjustments are separate from the MYTO review and are intended to prevent tariff shocks. Service providers added that rising fuel costs and forex costs made the adjustments unavoidable despite internal inefficiencies.

Que: Why were the 2024 under-recoveries not reflected earlier, and how were the costs rolled over?

Response:
ECG clarified that late 2024 tariff under-recoveries were ring-fenced and phased across 2025, recovering approximately GHS 448 million over four quarters. This avoided a one-time high tariff increase. PURC confirmed that the phasing complied with regulatory guidelines.

Que*:* Would ECG be financially sustainable if government arrears were fully paid and ECG achieved 100% collection?

Response:
ECG responded no, explaining that even with 100% collection efficiency, the company cannot meet operational and capital expenditure requirements without government intervention. PURC acknowledged this financing gap.

SYSTEM LOSSES, METERING DEFICIENCIES & GOVERNANCE

Que: What proportion of ECGs' 24% system losses is linked to faulty or non-reading meters?

Response:
ECG referenced its 2024 internal audit showing 480,000 faulty, uncalibrated, or inactive meters, contributing to over GHS400 million in annual revenue losses. Approximately 5% of ECG's 3 million customers (150,000 households) may be unbilled or under-billed due to metering failures.

Que: What explains the persistent losses by utilities, including GRIDCo, NEDCo, and VRA?

Response:

- ✓ **GRIDCo:** GHS409 million loss after tax (2023), driven by network maintenance costs and forex pressures.
- ✓ **NEDCo:** 31.35% total system losses (13.03% technical; 18.32% commercial).
- ✓ **VRA:** GHS106 million loss in 2024 due to forex losses and increased spare parts costs.

Loss reduction requires major investments in metering, transformers, feeder reconfiguration, and anti-theft measures.

Que: Why has ECG repeatedly failed to reduce non-technical losses?

Response:
ECG attributed this to:

- ✓ Aged networks
- ✓ Illegal connections
- ✓ Billing system anomalies
- ✓ Limited meter stock over the past two years
- ✓ Lack of capital for rapid feeder or transformer upgrades

PURC noted that the new MYTO will include performance-based loss reduction targets.

PROCUREMENT, ILLEGALITY & OPERATIONAL TRANSPARENCY

Que: Why did ECG bypass the Public Procurement Authority (PPA) when awarding contracts?

Response:
ECG stated that the decision was guided by Attorney-General legal opinions, which interpreted some procurements as falling outside PPA requirements. However, ECG is now routing all procurements through PPA pending court clarification. It stated further that PURC has emphasized stricter procurement compliance under MYTO 2025–2030.

Que: Were there off-book or irregular procurement transactions?

***Response*:**
ECG acknowledged ambiguities in procurement processes and is compiling documentation for Parliament. The Commission reiterated that procurement management will be one of the conditions for the tariff approval.

GENERATION COSTS, FUEL PAYMENTS & GAS SUPPLY

Que: Why are generation costs rising despite increased domestic gas availability?

Response:
Ghana Gas clarified that commodity cost recovery remains low because the Cash Waterfall Mechanism only funds service fees, not fuel commodity payments. Rising Brent crude, Forex depreciation, and increased operational costs have pushed per-unit gas prices upward. Budgeted gas prices rose from $7 to $8.45 per unit, increasing the weighted average cost of generation.

POWER SUPPLY QUALITY, INFRASTRUCTURE & REGIONAL DISPARITIES

Que: Why do rural districts continue experiencing low voltage and frequent outages?
Response:
ECG explained that low voltage in areas such as Odotobri is caused by:

- ✓ Overloaded transformers
- ✓ Aged distribution lines
- ✓ Under-sized conductors
- ✓ Lack of reinforcements due to funding constraints

Targeted investments are planned but dependent on MYTO-approved capital budgets.

Que: Should northern consumers be subsidized, given low economic activity and high NEDCo losses?

Response:
The Commission acknowledged regional affordability concerns and indicated that MYTO 2025–2030 will explore equitable tariff differentials while maintaining cost-reflectivity.

WATER SUPPLY, CAPACITY DEFICITS & INFRASTRUCTURE AGEING

Que: Why is the national water supply meeting only half of consumer demand?

***Response*:**
GWL noted that the current national capacity is 120million gallons of water per day, far below the

240 million gallons/day demand. Ageing treatment plants, insufficient transmission volumes, and high Non-Revenue Water (NRW) contribute to supply gaps.

Que: Why does Kasoa experience chronic low water pressure?

***Response*:**
Causes include:

- ✓ Pipeline damage from road construction
- ✓ Illegal connections
- ✓ Power outages affecting pumping
- ✓ Underutilized treatment capacity due to turbidity increases and energy constraints

Que: Is water privatization being considered to improve efficiency?

***Response*:**
GWL stated that full privatization is not feasible due to the capital-intensive nature of water supply. However, targeted PPP models for revenue mobilization, leak detection, and metering are under review.

GOVERNANCE, POLICY FRAMEWORK & DATA INTEGRITY

Que: Can utilities commit to a stable, predictable multi-year tariff path without frequent adjustments?

***Response*:**
Service Providers noted that stability is tied to forex movements, fuel costs, and government arrears. The Commission emphasized that MYTO 2025–2030 aims for greater predictability, but quarterly reviews will remain essential for system sustainability.

8.7.6 ACTION ITEMS

Parliamentary Leadership and Energy Committee

- ✓ Lead coordinated public education on tariff decisions to improve transparency and mitigate misinformation.
- ✓ Continue engagements with IPPs on re-pricing, debt restructuring, and contract reforms.

ECG

- ✓ Provide Parliament with a detailed procurement compliance breakdown distinguishing PPA-regulated contracts.
- ✓ Submit a reconciliation of outstanding government bills and their effect on revenue adequacy.

Ghana Gas, VRA, ECG

- ✓ Provide an integrated report on payment backlogs to fuel suppliers, with root-cause analysis of bottlenecks.

GWL

- ✓ Investigate operations of private water vendors operating in urban settlements to address illegal supply chains.

- ✓ Accelerate investment planning for new treatment plants and transmission facilities.
- ✓ Continue enforcement against unauthorized water connections; aim to increase enforcement fleet capacity by January.

PURC and Utilities

- ✓ Strengthen transparency in tariff modeling, including publication of key assumptions.
- ✓ Develop a stable multi-year tariff review framework to reduce frequent tariff changes and enhance predictability.

8.7.7 Conclusion

The engagement reflected Parliament's unified position that while tariff adjustments may be necessary to protect system reliability, efficiency improvements, governance reforms, and infrastructure modernization must anchor the 2025–2030 MYTO.

The Committee emphasized that the sector cannot rely on consumer tariff increases as a substitute for operational discipline. They expressed strong support for the Commission's regulatory consistency and encouraged closer alignment between tariff decisions, utility performance obligations, and national energy security objectives.

8.8 Stakeholder Consultation with Think Tanks, Civil Society Organisations, Academia, Media, and Government Communicators.

As part of the 2025–2030 Multi-Year Tariff Order (MYTO) review process, the Commission convened an interactive engagement session with representatives from *think tanks, civil society organisations (CSOs), academia, and the media.*

The following summarises the key issues, questions, comments, and corresponding responses arising from engagements with the various utilities.

8.8.1 Key Issues Arising from VRA, GRIDCo, and GNGC Presentations

Volta River Authority (VRA)

Key issues raised

- ✓ The size of the requested increase and its impact on end-users are important considerations.
- ✓ Breakdown between capacity and energy components of the USc9/kWh figure cited by VRA.
- ✓ Treatment of mini-grids and whether their O&M/subsidy costs should be socialised through BGC.
- ✓ Efficiency of VRA plants and justification for large capital items (e.g., Ameri relocation).

Questions

- ✓ Why 59%? What are the precise drivers (fuel, foreign exchange, plant relocation, O&M)?
- ✓ How much of the increase is capacity (fixed) versus energy (variable) cost?

- ✓ Will mini-grid O&M costs be cross-subsidised by all consumers? If so, how will that be ring-fenced?

- ✓ What efficiency gains will consumers see in return for the increase?

Responses (VRA)

- ✓ VRA explained the USc9/kWh figure covers both capacity and energy costs and cited the Ameri relocation (≈US$35m) as a major capacity-related driver; relocation is presented as necessary for mid-country grid stability. VRA said combined cycle and hydro plant operations were being optimised to improve efficiency.
- ✓ On mini-grids, VRA characterised some mini-grid activities as social access interventions; it indicated O&M costs were being proposed for inclusion but acknowledged the need for transparent subsidy arrangements and ring-fencing any support.
- ✓ VRA is committed to supplying technical backup (studies and cost breakdowns) to PURC for verification before any approval.

Ghana Grid Company (GRIDCo)

Key issues raised

- ✓ The size and repetition of the GRIDCo project lists across tariff cycles and rising project costs pose a significant challenge.
- ✓ Why are these 15 projects being prioritised now?
- ✓ The relationship between tariff increases and specific reliability outcomes, such as how TSC increases will reduce outages and losses, needs to be clarified.
- ✓ The cost drivers for corridor protection (encroachment/ galamsey) and vegetation management are significant.

Questions

- ✓ Could you please clarify why many GRIDCo projects are recurring annually and why there is an increase in costs?

- ✓ What financing model will limit reliance on tariffs (e.g., concessional loans, commercial debt, PPP)?

- ✓ What are the measurable system reliability improvements expected (loss reduction, SAIDI/SAIFI targets)?

Responses

- ✓ GRIDCo explained that transmission projects are multi-year and therefore recur across tariff filings; escalation reflects scope, design updates, and inflation. The program is framed as essential for congestion relief, voltage support, and evacuation capacity in energy generation.

- ✓ GRIDCo said lender partners require cost-reflective tariffs as a precondition for financing; final financing models are subject to PURC review and project validation.

- ✓ GRIDCo is committed to milestone-linked reporting and to providing technical studies that demonstrate the expected reliability gains from each approved project.

Ghana National Gas Company (GNGC)

Key issues raised

- ✓ The size of proposed gas tariff adjustments and their downstream impact on power generation costs are being discussed.
- ✓ There should be transparency regarding processing efficiency and compression fuel costs.
- ✓ The question is whether the proposed increases reflect legitimate cost recovery or operational inefficiency.

Questions

- ✓ What is the breakdown of GNGC's costs (gathering vs processing vs transmission), and why was the approved tariff reduced to the non-cost reflective level?
- ✓ What measures will GNGC take to improve processing efficiency and reduce O&M?

Responses

- ✓ GNGC explained historical tariff movements, the drop from earlier approved levels to much lower rates (2018→2019), and that the company is loss-making at current levels; it is seeking a cumulative adjustment (company figures disclose material shortfall).
- ✓ GNGC pledged process optimisation and capital works to reduce compression and pressure losses, and it committed to providing technical and financial backup for PURC's validation.

8.8.2 Key Issues Arising from ECG, EPC, and NEDCo Presentations

Electricity Company of Ghana (ECG)

Key issues raised

- ✓ Size of ECG's proposed distribution service charge increase and the macro impact (inflation, competitiveness).
- ✓ Effectiveness of past reforms and why tariff increases are the chosen remedy rather than deeper efficiency measures.
- ✓ The credibility of performance claims (customer satisfaction, loss projections, and collection targets) is crucial.
- ✓ Proposed tariff structural changes (band collapse, public lighting tariff, allocation of service charge).

Questions

- ✓ How will ECG reach the claimed collection and loss reduction targets (98% collection, lower system losses)?
- ✓ What evidence supports ECG's investment costing and the justification for the DSC increase?

- ✓ How will the band collapse and a new public lighting tariff affect vulnerable consumers and municipalities?

Responses

- ✓ ECG outlined a US$-scale investment plan (digitalisation, smart metering, feeder upgrades) intended to improve revenue collection and reduce technical losses; the company pointed to currency depreciation and input cost escalation as principal drivers of revenue shortfall.
- ✓ ECG said independent audits and PURC validation would support claimed benefits; rollout of prepaid meters and metering boundary work were central to loss reduction.
- ✓ Regarding tariff structure changes, ECG stated the objective is to make cost recovery transparent while protecting the poor via targeted lifeline mechanisms; details will be modelled and subjected to a social impact assessment.

Enclave Power Company (EPC)

Key issues raised

- ✓ The EPC's regulatory status and the rationale for requesting tariff approval as a private distributor are discussed.
- ✓ The justification for EPC's proposed DSC increase (a large percentage) relative to its commercial customer base is provided.
- ✓ The focus is on the expected service levels for industrial customers (uptime, response times) and whether the tariff proposal guarantees them.

Questions

- ✓ Why does a private enclave distributor require PURC tariff approval, and how is the tariff applied to regulated customers?
- ✓ Is the 163% DSC increase justified by investment needs and tangible reliability gains?

Responses

- ✓ EPC confirmed it serves regulated industrial customers in the Tema and Dawa enclaves and therefore falls within PURC's tariff remit.
- ✓ EPC presented targeted investments (34.5 kV lines, transformer upgrades, tele-metering, automation) and performance targets (>99% feeder uptime; ≤2% losses; fast fault response) to justify the request. Approval and any tariff will be implemented based on the demonstrated delivery of these outcomes.

Northern Electricity Distribution Company (NEDCo)

Key issues raised

- ✓ The proposed tariff increases for distribution in the north are high, and the social impact is primarily on residential/lifeline customers.
- ✓ The proposed removal or reduction of the lifeline band and its distributional consequences are being discussed.

- ✓ Recovery of government arrears and enforcement of MDAs' payments.

Questions

- ✓ Why is NEDCo proposing a large percentage increase, and what measures are in place to protect low-income customers?
- ✓ How will NEDCo improve collections, particularly from government MDAs?
- ✓ Are the planned projects demonstrably linked to loss reduction for the specific Northern context?

Responses

- ✓ NEDCo explained its sparse customer density, high proportion of residential customers, and the structural constraints that raise per-customer costs.
- ✓ The organisation is committed to implementing staged increases, preserving lifeline services pending a social assessment, and expanding prepaid meters, which currently have a ratio of approximately 49% prepaid to 51% postpaid.
- ✓ NEDCo described an active revenue taskforce and set-off arrangements that cleared significant MDA arrears and pledged to provide yearly performance reporting, tying investments to reduced losses.

8.8.3 Key Issues Arising from Ghana Water Limited (GWL) Presentations

Key issues raised

- ✓ There is no justification for a significant percentage increase when many consumers are already financially vulnerable.
- ✓ The topic of discussion is the link between galamsey (illegal mining) pollution and rising treatment costs, and whether it is fair to pass such costs to consumers.
- ✓ The discussion focuses on high Non-Revenue Water (NRW) rates and whether any tariff increases will be linked to achievable NRW reduction plans.
- ✓ The focus is on the operational effectiveness of the desalination plant and whether the contractual arrangements are efficient.

Questions

- ✓ Can GWL show a clear plan that ties the tariff increase to measurable NRW reduction and improved supply?
- ✓ Will the government consider absorbing some on-lending debt or funding key capital projects (e.g., the Damongo plant) to limit tariff impacts on consumers?
- ✓ How will GWL expedite leak repairs and modernise complaint reporting?

Responses

- ✓ GWL confirmed the cost pressure from pollution (e.g., Daboase plant alum use rising from 10 bags a week to 40 bags/week) and defended the need for realistic tariffs to sustain operations and capital renewal.
- ✓ GWL is committed to NRW reduction targets, pipeline replacement programmes (e.g., replacing A/C lines), laboratory upgrades, and digitising customer service.
- ✓ It noted that some capital investments require government support and that MoF discussions on on-lending treatment were ongoing.

8.9 Engagement with Industry/Business Associations and Organised Labour

The 2025-2030 MYTO engagement with industry players and organised labour provided an opportunity for industry representatives to interrogate utility proposals from the standpoint of industrial competitiveness, cost recovery, and quality of service. The discussion centred on the implications of the proposed tariff adjustments on manufacturing, processing, and export-oriented operations and the working class.

The key issues, comments, questions, and utility responses are categorised below according to the relevant service providers.

Volta River Authority (VRA)

Issues, Comments, and Questions

- ✓ Industry players expressed concern over the magnitude of the proposed increase in the BGC and its cascading effect on the overall cost of electricity for industry.
- ✓ Industry representatives questioned whether VRA's proposal incorporated efficiency improvements or whether consumers were being asked to fund operational inefficiencies.
- ✓ Questions were raised about the Ameri plant relocation to Kumasi, specifically, whether this capital expenditure was the most cost-effective option for improving system reliability.
- ✓ Participants sought clarity on capacity versus energy cost components of the proposed tariff and whether the relocation cost was being double-counted.

VRA Response

- ✓ VRA explained that the USc9/kWh charge includes both capacity and energy cost components, with US$35 million allocated for Ameri's relocation to strengthen grid stability in the middle belt.
- ✓ The Authority stated that the tariff model takes into account the significant efficiency gains its hydro and combined-cycle plants have achieved.
- ✓ A grid impact study backed the relocation project, assuring stakeholders of its necessity for voltage stability and loss reduction.
- ✓ VRA reiterated its commitment to submitting cost–benefit data and operational performance reports to PURC for review before approval.

Ghana Grid Company Limited (GRIDCo)

Issues, Comments, and Questions

- ✓ Industry representatives noted that several projects have appeared repeatedly across tariff cycles, with rising cost estimates.
- ✓ Industry requested GRIDCo to submit a financing plan outlining the proportion of its capital program that will come from internal resources versus tariff recovery.
- ✓ Questions were raised about the direct benefit of the proposed TSC increases to industrial customers in terms of voltage stability, outage reduction, and transmission capacity for large industrial loads.

GRIDCo Response

- ✓ GRIDCo explained that project recurrence reflects multi-year project cycles, not duplication, with cost adjustments driven by inflation and updated engineering standards.
- ✓ The company clarified that funding sources include internally generated funds, concessional loans, and grants, reducing reliance on tariffs.
- ✓ GRIDCo emphasised that the new transmission projects aim to improve system reliability and load evacuation capacity, directly benefiting industrial zones, including Tema, Takoradi, and Kumasi.
- ✓ The utility pledged to provide milestone-linked progress reports to PURC and key industrial stakeholders.

Ghana National Gas Company (GNGC)

Issues, Comments, and Questions

- ✓ Industry players enquired about the extent to which gas tariff increases would influence electricity prices for manufacturers.
- ✓ People expressed concerns about processing inefficiencies and O&M cost structures, wondering if end-users are paying for these inefficiencies.
- ✓ Participants requested details on new investments or technological improvements aimed at reducing operating costs.

GNGC Response

- ✓ GNGC explained that the current tariffs are non-cost-reflective and have led to financial losses.
- ✓ The company proposed a 72% cumulative tariff adjustment to align with operational costs.
- ✓ GNGC assured stakeholders that it is implementing efficiency-enhancement projects, including compressor upgrades and process optimisation, to reduce future cost increments.

Electricity Company of Ghana (ECG)

Issues, Comments, and Questions

- ✓ The industry expressed concern that ECG's proposed tariff increments could erode industrial competitiveness and increase operational expenses at a time of macroeconomic strain.
- ✓ Questions were raised regarding the validity of ECG's cost allocation and efficiency assumptions, particularly in relation to system losses and collection rates.
- ✓ Industry representatives queried the customer satisfaction index (63%), questioning whether it was internally generated or independently verified.
- ✓ Clarification was sought on the new Public Lighting Tariff, with concerns that it could lead to double-billing for street lighting already factored into existing tariffs.

ECG's Response

- ✓ According to ECG, insufficient tariffs, foreign exchange losses, rising input costs, and the depreciation of the Ghanaian cedi are the main drivers behind the tariff proposal.
- ✓ To minimise technical and commercial losses, the company outlined planned investments in smart metering, network digitalisation, and system reinforcement.
- ✓ ECG explained that the customer satisfaction survey was conducted by an independent consultant, ensuring data integrity.
- ✓ On public lighting, ECG clarified that the proposed tariff is meant to align consumption and revenue recovery, replacing the existing levy that captures only about 20% of actual usage.
- ✓ ECG is committed to maintaining ongoing dialogue with AGI to ensure reliable, cost-efficient service delivery to the industrial sector.

Northern Electricity Distribution Company (NEDCo)

Issues, Comments, and Questions

- ✓ Industry players questioned the economic justification for NEDCo's high proposed increase and its implications for industries operating in the northern sector.
- ✓ Participants raised concerns about arrears owed by government agencies (MDAs), which distort NEDCo's cash flow and contribute to under-recovery.
- ✓ Questions were also raised on whether loss-reduction investments would translate into measurable performance improvements.

NEDCo Response

- ✓ NEDCo explained that its high-cost structure is due to low customer density and high infrastructure costs in its service areas.
- ✓ The utility stated that a Revenue Collection Task Force has been established, recovering significant MDA arrears.

- ✓ NEDCo highlighted investment projects such as prepaid metering, network reconfiguration, and capacity reinforcement, aimed at reducing technical and commercial losses.
- ✓ The company affirmed its commitment to gradual tariff implementation and continued collaboration with industry stakeholders.

Enclave Power Company (EPC)

Issues, Comments, and Questions

- ✓ Industry participants questioned why a privately managed distributor required tariff approval from PURC.
- ✓ Participants raised concerns about the scale of the proposed increase and its justification, given EPC's focus on large industrial clients.
- ✓ Stakeholders asked EPC to define service-level commitments tied to the proposed tariff, particularly in terms of uptime, outage response, and voltage quality.

EPC Response

- ✓ EPC responded that it serves regulated industrial customers within the national grid and is therefore subject to PURC oversight.
- ✓ The company justified its tariff request based on rapid load growth, increased operational expenditure, and infrastructure investment needs in the enclave zones.
- ✓ EPC indicated that it is committed to achieving >99% feeder uptime, ≤2% losses, and ≤1-hour response times for technical faults.
- ✓ EPC assured industry clients that the proposed tariff will enhance reliability and enable additional capacity connections to support industrial expansion.

Ghana Water Limited (GWL)

Issues, Comments, and Questions

- ✓ The industry players expressed concern about the magnitude of the proposed increase and its potential effect on industrial water costs and competitiveness.
- ✓ Participants queried whether GWL's Non-Revenue Water (NRW) challenges were being adequately addressed before seeking such a significant increase.
- ✓ Questions were raised about how illegal mining (galamsey) and climate-related factors affect water quality and cost, and whether the burden should be passed to consumers.

GWL Response

- ✓ GWL explained that chemical and operational costs have risen sharply due to polluted water sources caused by illegal mining activities.
- ✓ The utility confirmed that it is pursuing aggressive NRW-reduction programmes, including pipeline replacement and digital monitoring.

- ✓ GWCL assured stakeholders that improvements in efficiency and service reliability will accompany any approved tariff increase.
- ✓ The company reaffirmed its commitment to collaboration with the industry to ensure bulk supply predictability and equitable pricing for industrial users.

9.0 CONCLUSIONS

The initial phase of stakeholder consultations for the 2025–2030 Multi-Year Tariff Review uncovered several key operational, technical, and financial challenges that utility companies need to address to improve their performance and deliver better service to consumers. Stakeholders were properly briefed on the assumptions, cost factors, and investment priorities that support the utilities' tariff proposals. They actively engaged with the Commission and utilities, providing informed insights and practical suggestions to boost operational efficiency, transparency, and accountability in the regulated sectors.

Overall, the Commission successfully met its objectives for this phase of the consultations. The process has deepened participants' understanding of the tariff review framework and strengthened dialogue between the utilities, industry, and the public. In the coming weeks, the Commission will keep deliberating with more groups to make sure everyone has a chance to participate and be fairly represented in setting tariffs for the 2025–2030 regulatory control period.

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