EPC
POWER FOR THE NATION

CORPORATE PLAN

2025-2027

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List of Abbreviation

ABC	Aerial Bundled Cable	**MOF**	Ministry of Finance
ADB	Asian Development Bank	**MPE**	Ministry for Public Enterprises
BESS	Battery Energy Storage System	**MSO**	Manager Savaii Operations
CEDU	Chief Engineer Distribution & Utilization	**OCI**	Other Comprehensive Income
CENCDC	Chief Engineer National Control & Dispatching Centre	**PDS**	Pathway for the Development of Samoa year to insert
CEPG	Chief Engineer Power Generation	**PM**	Project Manager
CEQAD	Chief Engineer Quality Assurar[illegible] & Development	**[illegible]**	Performance Management Framework
CP	Corporate Plan	**PPA**	Power Purchase Agreement
CSO	Community Service Obligation	**PPP**	Public Private Partnership
FY	Financial Year	**Q4**	Quarter 4 of Financial year
HR	Human Resources	**RE**	Renewable Energy
IMS	Integrated Management System	**ROE**	Return on Equity
IPP	Independent Power Producers	**RSA**	Recruitment, Selection and Appointment
ISO	International Organization for Standardization	**SAIDI**	System Average Interruption Duration Index
KPI	Key Performance Indicator	**SAIFI**	System Average Interruption Frequency Index
MCG	Manager Corporate Governance	**SCADA**	Supervisory Control and Data Acquisition
MFC	Manager Finance & Commerce	**SOP**	Standard Operating Procedures
MIAI	Manager Internal Audit & Investigation	**TA**	Technical Assistance
MICT	Manager Information & Communication Technology	**TATTE**	Tui Atua Tupua Tamasese Efi
MLS	Manager Legal Services	**WFDP**	Workforce Development Plan

CHAIRMAN'S REMARKS

The Electric Power Corporation (EPC) is in its 52nd year of serving the people of Samoa; and continues to strive for the provision of quality and affordable electricity supply to all homes and businesses around the country. As mandated under the Public Bodies Act 2001, I present the Electric Power Corporations Corporate Plan for the Planning Period 2025-2027.

The development of the Corporate Plan 2025 -2027 (Plan)is a collaborative effort by the Board of Directors, Management and Staff in consultation with all is major stakeholders with the intention of alignment to the Pathway for the Development of Samoa (PDS) through implementation of key strategic objectives in the (name the sector plans). This Plan had critically addressed past and present challenges, as well as strategically identifying objectives going forward in the planning period. The EPC is mandated to provide adequate supply of electricity and therefore has carefully positioned its strategies and objectives to ensure this obligation is delivered in this plan.

The EPC's vision statement for the next 3 years is to continue ***"To be a sustainable, affordable and resilient electricity provider for Samoa".*** This vision reinforces the focus and commitment in the *provision of quality electricity through efficient customer service, innovation, sustainable and climate resilient*. The corporate plan will run from 2005 to 2027, outlining our contribution towards the Governments pursuit to ***Fostering Social Harmony, safety, and Freedom for all"*** through ***sustaining renewable energy investment and generation*** under KPA 18; as well the ***delivery of reliable and affordable electricity to households and businesses*** under KPA 19.

EPC's last corporate planning period found itself in the recovering stages post COVID 19 pandemic, which impacted operations, financial stability and affected the achievement of the previous Corporate Plan (2021-2024). This was further aggravated by the Government's decision to implement a 20% tariff reduction for both domestic and commercial customers. The gradual reduction of CSO government budget also meant that EPC had to renege some of its planned commitments. On a global scale, the rising cost of fuel and the impacts of climate change exposes EPC to substantial infrastructural and financial risks.

However, the EPC remain optimistic in achieving the Government of Samoa's electricity mandate via its EPC Energy Transition 2024-2034 Master Plan – delivering improved security of electricity supply for Samoa, through increased resilience of the grid to accommodate embedded renewable generation and improving quality of supply to the connected customers. In addition, the plan aims to introduce infrastructure that will reduce reliance on imported fuel resulting in stabilizing the Samoa's economic position and contributing to reduction in GHG emissions through increased renewable generation. The EPC aims to strengthen the engagement with donor partners and the private sector to financially drive this energy transition. It is envisaged that EPC will continue our sectoral efforts improve our services, and to support our commitment to 70% renewable by 2025.

The Board of Directors along with EPC management and staff pledge to fulfill the commitment presented in this plan.

Ma le faaaloalo

Leasi Tuiletufuga Galuvao V. I. Galuvao

Chairman
EPC Board of Directors

1. EXECUTIVE SUMMARY

The EPC Corporate Plan 2024-2027 outlines our strategic vision, goals, and initiatives for the next three (3) years. This plan is designed to guide EPC towards elevating our services, compliance, maintaining affordable electricity supply and increased operational efficiency through having a solid financial position and a functional organizational culture.

EPC's **vision** is *to be a sustainable, affordable and resilient electricity provider for Samoa*, while our **mission** is to ensure *the provision of quality electricity through efficient customer service, innovation, sustainable and climate resilient.*

Over the last three years in the previous planning period, EPC faced numerous challenges shaped by increasing demand, fluctuations in fuel prices, adapting to new technologies, regulatory and high-level decisions, environmental impacts, and unprecedented global events. The COVID-19 caused significant disruptions in our operations as well as economic stability for Samoa in general. To assist with Government's community development and recovery efforts, Cabinet approved and implemented its 20% tariff reduction on electricity for both domestic and commercial consumers from November 2021. This initiative for assistance impacted EPCs revenue performance and financial stability to which this plan intends to reverse. There is also the shifts in energy consumption patterns, as there were changes in commercial and residential activities created forecasting and grid management challenges. The impacts of climate change remains a challenge for EPC's renewable energy efforts, damages our infrastructure and disruption to electricity service. Samoa's commitment to achieving its 70% renewable energy goal will also be a priority for our planning period, to address the challenges relating to the incorporation of renewable energy sources like solar and wind into our grid.

In order for the EPC to address its challenges and achieve its mandated functions and vision, our Corporate Plan is based on five (5) pillars:

1. Improved Service Delivery: we are committed to enhance customer satisfaction through improved service delivery, customer engagement, and innovative solutions.
2. Strengthen Compliance Frameworks: we are committed to comply to all regulatory requirements and proactively engage with regulatory bodies to stay ahead of sector changes.
3. Sustainable and Affordable Electricity Supply: we will continue to invest in sustainable technologies and practices to reduce our environmental footprint and promote renewable energy sources.
4. Improved Financial Stability: we will strive to implement a combination of strategic initiatives, effective revenue collection, operational efficiencies and prudent financial management process.
5. Improved Organizational culture and Safety: we are dedicated to foster a skilled, motivated, and safe workforce through continuous training, development programs, and a strong safety culture.

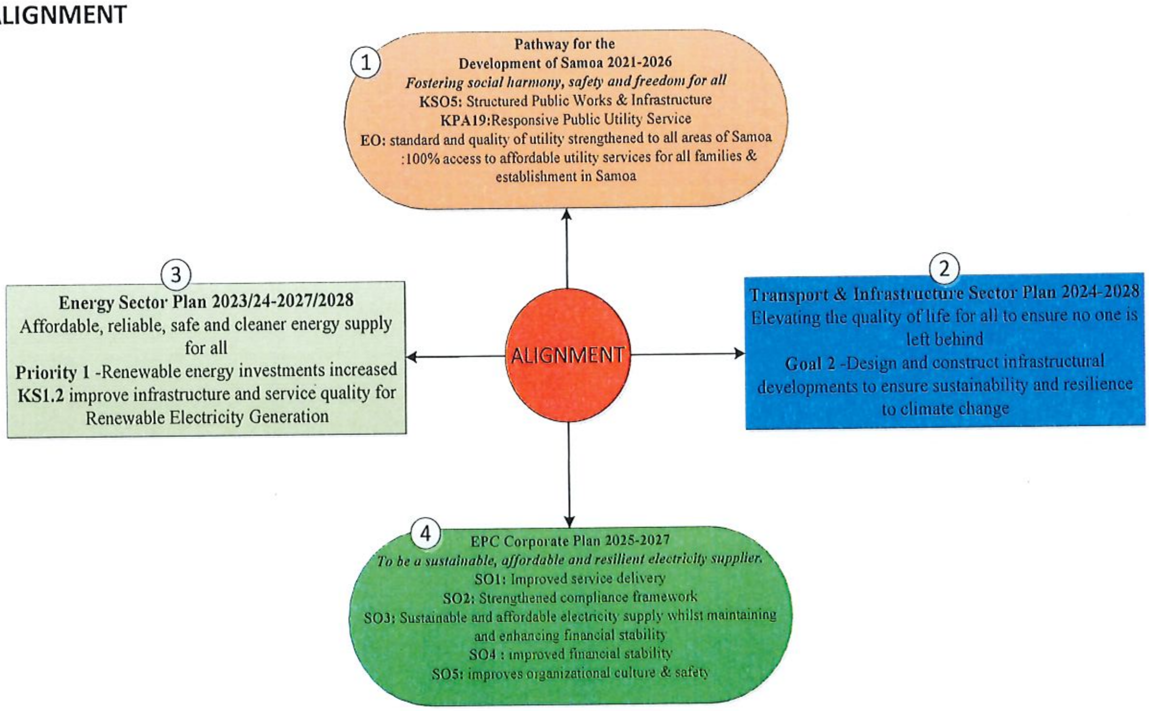
The above pillars will guide EPC in navigating the current operational landscape with strategic foresight, innovation, and collaboration across the sector and with government including stakeholders and customers. Therefore EPC has developed activities and development projects to drive the achievement of its strategic objectives and improve its financial status. The EPC project pipeline via its Energy Transition 2024-2034 Master Plan, will firstly focus on extensive grid infrastructure upgrades required to technically and economically safeguard the transition to renewable energy - including the West 3 Pure 33kV Transmission Line and SCADA EMS projects. The grid upgrade projects will allow the EPC to expand installed renewable energy capacity by almost two-fold - including the Savaii RE and Offgrid Rooftop Solar projects, to name a few. Ultimately, the EPC project pathway will ensure the Energy Transition is just and inclusive.

2. MANDATES

EPC in ensuring its Corporate Plan is aligned to the national planning framework of Samoa had mapped out its activities based on the following direct contribution to the PDS and respective Sector Plans

LEGISLATIONS	▪ Electric Power Corporation Act 1980 ▪ Electricity Act 2010 ▪ Public Bodies (Performance and Accountability) Act 2001 ▪ Public Finance Management Act 2001 ▪ Companies Act 2001 ▪ Labour and Employment Relations Act 2013 ▪ Occupational Safety and Health Act 2002 ▪ Diesel Power Station Act 1965 ▪ Taking of Lands Act 1964
REGULATIONS	▪ Rural Electrification, December 1988 ▪ AS.NZ 2000-3000 Wiring Regulation ▪ Electric Power Corporation Practice Direction 1981
GOVERNMENT POLICIES	▪ Pathway for the Development of Samoa 2022-2026 ▪ Samoa Energy Sector Plan state the period ▪ Community Service Obligation Policy 2018 ▪ Dividend Policy 2018 ▪ Procurement Policy and Guidelines 2020 ▪ Transport and Infrastructure Sector Plan 2024-2028 ▪ Samoa's NDC Implementation Roadmap and Investment Plan 2021.

ALIGNMENT



3. ENTITY PROFILE

3.1 HISTORY

The Electric Power Corporation (EPC) was instituted in December 1972 pursuant to the EPC Act 1972, which was subsequently superseded by the EPC Act 1980 and further modified by the EPC Amendment Act 1981.

The Electric Power Corporation's (EPC) current operational portfolio encompasses 8 hydroelectric power plants, with 1 situated on Savai'i Island and the remaining 7 located on Upolu Island. Additionally, EPC maintains solar farms on Apolima Island and in the areas of Tuanaimato, Vaitele, Tanugamanono, and Salelologa Savai'i. Furthermore, the corporation operates a wind farm at Vailoa Aleipata and diesel-powered generation facilities in Fiaga Upolu and Salelologa Savai'i. Ongoing initiatives are focused on the continued development and enhancement of EPC's generation assets and distribution infrastructure. As of March 2024, EPC's total electricity production capacity stood at 160,176,805 kWh

EPC is mandated to achieve the government's objective of deriving 70% of power generation from renewable energy sources by 2031. The Corporation firmly commits to this obligation by progressing renewable energy developments and undertaking the refurbishment of hydroelectric plants that had sustained damage. These initiatives enabled a reduced dependence on imported diesel fuel and concluded in an increase of EPC's renewable energy contribution to 28% of the total generation capacity by March 2024.

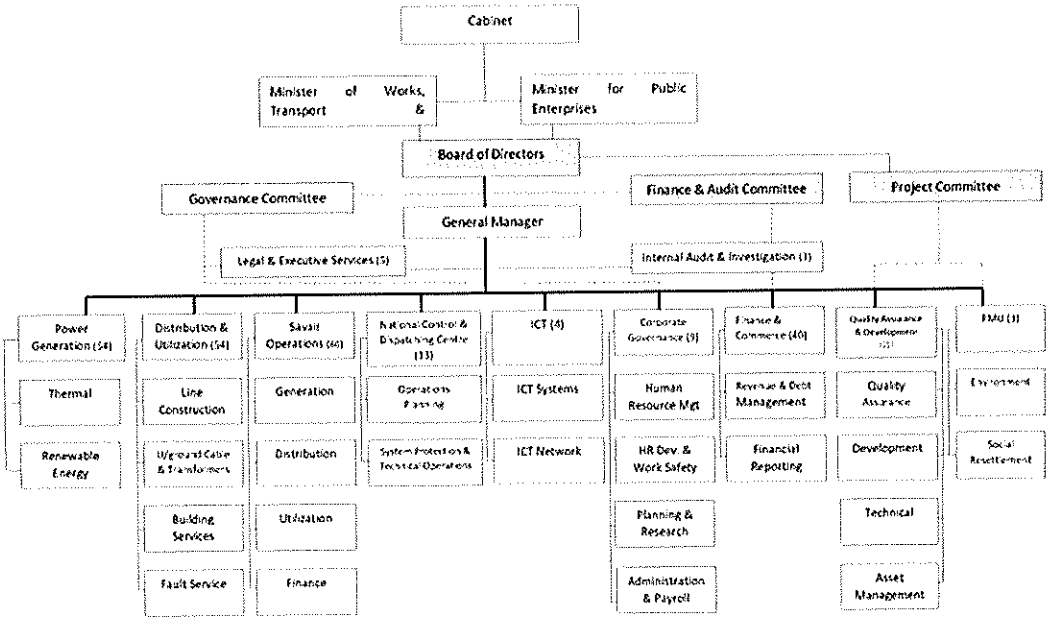
As Samoa's designated national utility mandated for electricity generation, transmission, and retail distribution, the Electric Power Corporation (EPC) has achieved a 99% population connectivity rate. EPC serves a total customer base of 44,406 residential and commercial consumers, facilitating both postpaid and prepaid electricity service options. In an effort to enhance consumer convenience, the corporation has extended its network of prepaid vending sites and implemented mobile payment solutions. A core priority for EPC is ensuring the affordability of electricity for all Samoan citizens, a commitment driving its operational strategies.

Operating under the direction of its Board of Directors, EPC has 315 skilled workers stationed throughout the islands of Savai'i and Upolu, with74% working in technical roles and 26% in governance and administrative supporting roles.

3.2 ORGANISATIONAL STRUCTURE

The EPC workforce totaled to 315 as at 31st March 2024. The EPC division's operational structure encompassed five distinct technical divisions and five support divisions, facilitating the efficient distribution and coordination of human resources across various functional areas.

Below is the Corporation's current Structure;



EPC is implementing an insourcing strategy for certain roles previously outsourced. This entails internalizing the tree clearing team, security personnel, and maintenance workforce. While the tree clearing recruitment is complete, the insourcing plan for security and maintenance will increase EPC's overall staff count, though precise projections are unavailable.

3.3 FINANCIAL STATUS

Current financial status

The Corporation had achieved positive results for the first three years of the last corporate planning period. A negative outturn is forecasted for the first financial year of the new corporate plan following cascading impacts of the Covid19 pandemic, fuel price fluctuation and the domestic segment of customers still on the 20% reduced tariff With the revert of government & commercial customers tariff rate in July and November 2023 respectfully and FK (23)25 it has assisted the Corporation in reviving its financial health.

As part of the Corporation's assistance for the Covid19 pandemic, a 10 sene reduction in the tariff was offered to all consumers plus 50% rebate on Daily Fixed Rate for the top ten hotels since 1st April 2020 to December 2020.The loss of revenues due to the reduction in tariff has a negative impact on the Corporation's financial performance and has resulted in forecasted $3.4 million loss for the year ending June 2021.

Competition faced

The Corporation's operation is an exciting and challenging one and the market continues to provide solutions to the issues encountered. While we endeavor to embrace new technology and new solutions, the Corporation has the duty to be very mindful of the associated costs involved and must select the best solution at all times and not invest in untested technology given the costs to our small market and consumers.

Government assistance programs

Given the decline or the elimination of government assistance in capital works in particular for ensuring that all households have access to electricity, the Corporation is investing in these development works so long as it is economic or meets the set criteria. Where the investment is uneconomical, the Corporation has assisted with the provision of off the grid solar generation for the affected families.

4. STRATEGIC ISSUES FOR THE PLANNING PERIOD

EPC as a going concern continued to face the following strategic issues identified from the last planning that will impact future operations. Despite these, the Corporation had also been proactive in ensuring these strategic issues will not significantly impact its services and operations as mandated in EPC's respective legislations.

KEY ISSUES

Strategic issues	**Strategies to minimize impact**
)ntinuation of the 20% reduction on tariff for)mestic consumers	▪ Cost Restructure and Reprioritization based on conservative revenue base. The cost to EPC on the continuation of the 20% reduction on domestic users will be documented and submitted to Cabinet for deliberations and future actions.
Impact of Fuel Price Volatility	▪ Increase Renewable Energy IPPs (PPPs) engagement & opportunities ▪ Invest in affordable and sustainable renewable energy developments and energy storage capacity. ▪ Increase ability to seek grants from potential donors to support major propose projects where relevant

ii. Severe impacts of climate change	▪ Invest in climate resilient electricity infrastructure. ▪ Strengthen Emergency Recovery Plan. ▪ Maintaining sufficient thermal generation capacity with respect to growing peak demand (in the case renewable sources are unavailable). ▪ Ensure EPC's benefit with all CC funding investments through government & donor partners
iii. Achievement of 70% Renewable energy national goal	▪ Master Planning via technical, economic, financial, environmental, and social modelling and studies. ▪ Consolidated capacity & resources for EPC. ▪ Explore RE funding and co-financing of large scale RE projects. ▪ Tender and attract IPP. ▪ Government incentives (tax exemption, security and guarantees, Government land lease, public private partnership).
iv. Global epidemics and pandemics.	▪ Enhance collaboration & support from government agencies ▪ Develop lockdown response plan for the EPC

4.1 ASSESSMENT OF RESULTS

The table below shows the actual results for FY 2021/22 – 2022/2023 and finalized forecast results for FY2023/2024

	Actuals 2022 ($ in 000s)	Actuals 2023 ($ in 000s)	Forecast 2024 ($ in 000s)
Total Revenue[1]	$116,880	$118,376	$164,821
Gross Profit/(Loss)	($5,753)	($35,038)	$11,043
Total Expenditure[2]	($143,180)	($177,599)	($177,618)
Net Profit (Loss) before tax & OCI[3]	($26,300)	($59,222)	($12,797)
Return on Equity (ROE)	-7.13%	-21.8%	-3.38%
Return on Assets	-4.26%	-9.73%	-1.52%
Current Ratio	2.5 : 1	1.4 : 1	0.92 : 1
Gearing (Debt: Equity)	10.04%	17.35%	14.35%
Accounts Receivable	7,152	6,296	8,047
Fuel Costs as % of Total Expenses	50%	61%	85%
Total Assets	432,272	497,207	473,740
Equity	308,528	251,473	235,739
Movement in % of bad debts	-24%	15%	53%

Number of Debtors	3,255	2,817	2,740
NON-FINANCIAL KPIS			
Equipment downtime (# of equipment) Upolu Savaii	 3 1	 4 2	 5 1
Number of Board members, Board Meetings	5 12	5 15	5 12
Number of Customers Prepaid Customers Postpaid Customers	 40,424 1,703	 41,789 1,744	 42,695 1,711
Number of Employees	310	301	315
Specific Diesel Fuel Oil Consumption Upolu Savaii	 4.07 3.24	 4.07 3.24	 4.1 3.24
Overall Renewable Energy Contribution	34%	31%	28%
Overall Distribution System Losses	10.7%	10.51%	9.66%
Overall SAIFI (number of times)	1.20	1.27	1.26
Overall SAIDI (minutes)	93.72	126.36	117.78

Analysis

[1] The continues increase of total revenue from FY2022 to FY2023 is due to the increase of demand growth and consumption compare to the previous year, this coincides with the increase of the production from generation in particular the diesel gensets. The overall increase of the total revenue from FY2022 to FY2023 is when all businesses reopen from the Covid19 closing boarders.

[2] The same impact to the overall increase in total expenditure from FY2022 to FY2023 is because of the increase of fuel prices and diesel consumption but less production from hydro generation. The government general increase of salaries is another contributing factor to this significant increase of expenditures.

[3] The movement which reflected in the revenues and expenditures between each financial year is also reflected in the Net Profit of the corporation. The only Net Profit from FY2022 is due to the normal tariff was applied as usual, and when the 20% reduction effective on November 2021, the FY2022 to FY2023 recorded a significantly loss after Other Comprehensive Income (OCI) of $22m and $54.8m respectively.

4.2 BUSINESS ENVIRONMENT (SWOT ANALYSIS)

BUSINESS ENVIRONMENT (SWOT ANALYSIS)

i. External Business Environment

Opportunities	*Ways to Exploit opportunities*
1. Partnership with Communities and IPPs	1. Regular community consultations and awareness and strengthened partnerships
2. EPC Professional Development at all levels	2. Effective implementation of EPC Workforce Plan
3. Quality Assurance systems/approval standards	3. Consistent of effective monitoring and enforcement
4. Renewable sources at 50% and venturing in telecommunication products for ease of service.	4. Innovative approach to meet set target RE %
THREATS	***Ways to Minimize threats***
1. Escalating global oil prices and unexpected shortage of oil supply. Fiber connection (on/off).	1. Invest in more renewable energy and set aside reserves for fuel demand
2. Impacts of cross cutting issues (gender, climate change, natural disasters and pandemics)	2. Continuity and contingency plans in place for EPC to implement
3. Impacts of telecommunications infrastructure in the vending services of EPC	3. Invest in user friendly technology and products for easy accessibility to the public.
4. Change in government policies	4. EPC to thoroughly assess the impacts of government policies and disclose in AR or report back to Cabinet.
5. Lack of public cooperation and support for further development of projects.	5. Implement public awareness and education campaigns to foster cooperation and support for project development.
6. Delayed Tariff review and approval by OOTR	6. Improve co-ordination between EPC and OOTR and relevant agencies.

Internal Environment (Assessment of Entity's Resources)

STRENGTHS	***Ways to Enhance***
1. Main supplier of electricity 2. Infrastructure assets for the provision of electricity 3. Accessibility to Renewable sources 4. Highly qualified and competent staff	1. Sufficient & affordability of power supply 2. Proper asset management in place for all EPC assets 3. Strong relationship with donor agencies and RE stakeholders 4. Job security and attractive compensation existence
WEAKNESS	***Way to minimize***
1. Poor integrated management system (ISO certification)	1. Robust management system in place
2. Staff Performance monitoring, (Non-integration of computerized systems	2. Consider incorporating 360-feedback method for a more comprehensive evaluation process
3. Lack of ongoing staff up-skilling training	3. Explore partnerships with educational institutions, or online learning platforms to access high-quality training resources
4. Lack of continuous upgrade of proper tools and equipment.	4. Capital expenditure plan for regular equipment and tool upgrades or replacements
5. High Dependence on independent technical and professional services.	5. Implementation of succession planning to ensure retention of expertise to avoid outsourcing and over rely

5. OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES

VISION ***"To be a sustainable, affordable & resilient electricity provider"***

MISSION ***"Provision of quality electricity through efficient customer services, innovation, sustainable and climate resilient infrastructure in partnership with stakeholders"***

OUR VALUES

We use "PRIIDE" as our values

- *P* – Passion for excellent customer service
- *R* – Respect for all stakeholders (customers, staff, government, donors, community) and the environment
- *I* – Integrity. Sincere and loyal in everything we do
- *I* – Innovation. Always looking for economically and environmentally friendly ways of doing things
- *D* – Delivery. Do everything with enthusiasm and determination and in consultation
- *E* – Empowerment. Encourage all staff to be accountable and transparent with what they do

STRATEGY	KEY PERFORMANCE INDICATORS	RESPONSIBLE
STRATEGIC GOAL 1 – IMPROVED SERVICE DELIVERY		
Objective 1.1 : Improve Customer Service and Satisfaction		
Strategy 1.1.1 Review & implement Customer Service Charter to be people centered	1. By end of Q2 2025, Customer Service Charter fully implemented. 2. By end of Q4 2027, SOP compliance increased by 15%. 3. By Q4 annually, service delivery analysis completed	CEQAD, MCG
Strategy 1.1.2 Strengthen Customer Complaints System	1. By end of Q2 2025, telephone system improved. 2. Customer complaints reduced by 20% annually 3. Conduct quarterly online Customer Satisfaction survey 4. By Q4 every year, customer satisfaction level is increased by 2%	CEQAD, CENCDC MICT, CEDU
Strategy 1.1.3 Conduct regular customer service trainings	1. By end of Q4 every year, at least 2 customer service trainings completed.	CEQAD
Objective 1.2 : Strengthen engagement with stakeholders and communities		
Strategy 1.2.1 Conduct ongoing public awareness and educational programs	1. By end of Q4 every year, 10 awareness & 3 educational programs completed. 2. By end of Q2 every year, consultation on tariff review is completed. 3. By end of Q3 every year, 2 consultations completed for projects & completion reports to in place within 3 months after	CEQAD, CENCDC
Objective 1.3 : Fully functional Integrated Management System (EPC ISO certification)		
Strategy 1.3.1 Coordinate the establishment of the EPC IMS	1. By end of Q4 2026, ISO Certification for EPC is completed	MCG
Objective 1.4 : Improved services through verified new technology		
Strategy 1.4.1 Regular maintenance & monitoring of IT Infrastructures conducted	1. Minimized network & infrastructure threats on a quarterly basis 2. All ICT policies to be reviewed, monitored and effectively implemented	MICT
Strategy 1.4.2 Extend Telecommunication network for viable future development projects	1. By end of Q4 2026, design, procurement & installation of telecommunication network extension completed	CENCDC
STRATEGIC GOAL 2 : IMPROVED COMPLIANCE FRAMEWORK		

Objective 2.1 : Improve Compliance towards Approved Regulations, Policies, Government Directives and SOPs		
Strategy 2.1.1 Consolidate and update EPC Legislations	1. EPC Regulations, policies & SOPs reviewed annually 2. Workforce compliance enforced and reviewed annually 3. By end of Q4 ever year, all policies are efficiently vetted in a timely manner to ensure compliance with legal framework	MLS
Objective 2.2 : Ongoing effective provision of legal advices & representation of EPC in legal matters		
Strategy 2.2.1 Improve internal and external advice for decision making	1. By end of Q4 2027, potential lawsuits minimized 2. Ongoing firmed representation base on thorough research enhance	MLS
Strategy 2.2.2 Prepare and execute contracts in a timely manner	1. By end of Q4 every year, all employment contracts executed within 5 days from acceptance of appointment. 2. By end of Q4 every year, all Procurement contracts executed within 4 weeks after final clearance (AG).	MLS
Strategy 2.2.3 Complete internal and external investigation in a timely manner.	1. By end of Q4 every year, all investigations completed within 4 weeks.	MLS
Objective 2.3 : To provide robust and quality advice to EPC internal and external stakeholders.		
Strategy 2.3.1 Complete compilation of EPC data for external requests in a timely manner.	1. By end of Q4 every year, all data requests completed within 2 weeks	MLS
Strategy 2.3.2 Provide efficient and effective Board reporting.	1. All Board papers are made available online at 7 days before meetings 2. By end of Q4 every year, at least 12 Board meetings are completed	MLS
Objective 2.4 : Efficient Audit & Investigation services and update of law/regulation to suit diverse environments		
Strategy 2.4.1 Complete internal and external investigation in a timely manner .	1. By end of Q4 every year, all Disputes are resolved within 2 weeks.	MLS
Strategy 2.4.2 Improve audit and investigation services.	1. By end of Q4 every year, 90% of Audit functions effectively executed through consistent financial, compliance, operational, verification, and risk based audits and spot checks. 2. By end of Q4 every year, Risk Register report is submitted to Management,	MLS MIAI

	the audit committee and Board every two months.	
Objective 2.5:Effective Internal Controls		
Strategy 2.5.1 Complete and submit on time EPC's mandatory reporting and planning requirements. .	1. By end of Q4 every year, 4 Quarterly Reports are submitted at end of next month after Quarter, to MPE. 2. By December every year, EPC Annual Report is tabled in Parliament. 3. By end of Q4 2025, midterm review of EPC Corporate Plan 2025-27 is completed. 4. By end of Q3 2027, final review of Corporate Plan 2025-27 is completed. .	MCG, MFC
STRATEGIC GOAL 3 : SUSTAINABLE AND AFFORDABLE ELECTRICITY SUPPLY		
Objective 3.1: Ensure sufficient and least cost generation capacity for existing thermal generators and renewable energy sources at all times (solar, hydro, wind).		
Strategy 3.1.1 Conduct ongoing maintenance and upgrade works for existing RE sources and thermal generation.	1. By end of Q4 2027, the overall SAIDI is reduced from 1405 minutes to 600 minutes. 2. By end of Q4 2027, the overall SAIFI is reduced from 9.23 to 5 time. 3. By end of Q4 2027, generator availability factor is improved from 85% to 90% for Upolu and Savaii. 4. By end of Q4 every year, capacity factor for diesel is improved by 4%, hydro by 8%, solar by 4% and wind by 5%. 5. By end of Q4 2027, specific diesel fuel oil consumption for Upolu is maintained at 4.1 and Savaii at 3.4	CEPG, MSO, CENCDC, CEDU
Objective 3.2 Explore and invest into cost effective additional renewable energy developments (solar, hydro & wind).		
Strategy 3.2.1 Complete new Renewable Energy (RE) projects in a timely manner.	1. Ensure economic feasibility studies are completed for proposed projects before implementation. 2. By end of Q4 2024, the EPC Energy Transition 2024-2034 Master Plan has been launched and published on EPC website. 3. By end of Q4 2024, the N-2 projects for Upolu and Savaii have completed. 4. By end of Q4 2025, Taelefaga hydro rehab of penstock pipe and Afulilo 5. By end of Q1 2026, the Apolima Island Power System has been refurbished.	CEPG, PM, CEQAD, MSO, CENCDC

	6. By end of Q2 2026, over 150 offgrid customers have access to electricity via EPC Rooftop Solar Power systems. 7. By end of Q3 2026, the Savaii RE Expansion has completed. 8. By end of Q4 2027, the Apia Township Solar Hybrid Streetlights project has completed. 9. By end of Q4 2027, RE contribution is 55%. 10. By end of Q4 2027, IPP Solar systems for Upolu completed. 11. By end of Q4 2027, Tiapapata New hydro Plant reached 40% build completion 12. By end of Q4 2027, the Afulilo Dam FPV has reached 40% build completion. 13. By end of Q4 2026, EPC has completed its EV Pilot Project.	
Objective 3.3: Explore and invest in additional thermal generators.		
Strategy 3.3.1 Complete new thermal generation projects in a timely manner.	1. By end of Q4 2027, new generators for Savaii commissioned. 2. By end of Q4 2027, new generators for Upolu commissioned.	CEPG, MSO, PM, CEQAD
Objective 3.4: Upgrade and maintain a reliable and sustainable transmission, distribution and utilization network...		
Strategy 3.4.1 Ensure timely completion of new electrical connections and constructions.	1. All new require connections and line constructions completed 2. By end of Q4 every year, 5% of old line materials are replaced with approved climate resilient materials. 3. By end of Q4 every year, Distribution Lines are relocated from vulnerable areas. 4. By end of Q3 2025, the East Coast Feeder UG Falealili Road line has completed. 5. By end of Q2 2026, the West 3 Pure 33kV Transmission Line has completed.	CEDU, MSO, CEQAD
Strategy 3.4.2 Enhance monitoring of tree trimming and street light activities.	1. By end of Q4 every year, unplanned outages caused by overgrown vegetation minimized by 5%. 2. By end of Q4 every year, repair & maintenance of faulty Streetlights reported during FY are completed.	CEDU, MSO, CEQAD

Strategy 3.4.3 Implement Routine repair & maintenance works on distribution and utilization network.	1. By end of Q4 every year, line network faults minimized by 10%. 2. By end of June every year, line network unscheduled power outages minimized by 20%.	CEDU, MSO, CEQAD
Strategy 3.4.4 Effective and efficient Fault Service response	1. By end of Q4 every year, 100% of critical and minor electrical faults are addressed	CEDU, MSO, CEQAD
Objective 3.5 : Continually improve control, dispatching and monitoring of generation and distribution services..		
Strategy 3.5.1 Review current SCADA system for integration of new developments.	1. By end of Q4 every year, ClearSCADA system is updated with latest version for support and services. 2. National SCADA System is available at all times.	CENCDC
Strategy 3.5.2 Upgrade remote operation capability.	1. By end of Q4 2025, ClearSCADA license for TATTE, Tanugamanono and Vaitele implemented 2. By end of Q4 2026, Remote monitoring of IED for HV lines and transformers implemented	CENCDC
Strategy 3.5.3 Optimise the operation of the Battery Energy Storage System to enhance grid stability.	1. By end of Q4 2025, 95% of EPC assets are incorporated into the BESS Grid Controller. 2. By end of Q4 2025, a Dynamic Analysis Study is completed. 3. By end of Q4 2026, new changes are implemented to optimise the BESS frequency and voltage regulation.	CENCDC
Strategy 3.5.4 Continue to monitor IPP compliance and enforcement of Grid Code.	1. By end of Q4 every year, IPP compliance is 100% due to effective monitoring.	CENCDC
Objective 3.6 : Improve infrastructure project coordination.		
Strategy 3.6.1 Coordinate completion of projects on time.	1. By end of Q3, 2025, update of EPC Master Plan (2012 – 2034) completed and approved. 2. By end of Q4 2026, 2 Projects are commissioned. 3. By end of Q4 2027, 10 internal trainings for engineers on project.	CEQAD
Objective 3.7 : Implement and monitor Quality Assurance Systems effectively and efficiently.		
Strategy 3.7.1 Improve Asset Management.	1. By end of Q4 every year, the Asset Management System (MEX	CEQAD & technical managers

	Maintenance Software) is updated to include 100% of assets. 2. By end of Q4 every year, assets are maintained as per Maintenance Schedule.	
Strategy 3.7.2 Ensure compliance with quality assurance standards.	1. By end of Q1 2026, review of Electrical Wiring Manual is completed and approved. 2. By end of Q4 every year, review of Trade Practice Manual is conducted.	CEQAD
Objective 3.8 : Minimize the level of system losses.		
Strategy 3.8.1 Maintain system loss below 10%.	1. By end of Q4 2027, System loss is reduced to 10%. 2. By end of Q4, 2025, review of System Technical Loss is completed.	Management
STRATEGIC GOAL 4 : IMPROVED FINANCIAL STABILITY		
Objective 4.1: Improve viable financial performance.		
Strategy 4.1.1 Improve revenue collection.	1. By end of Q4 2027, electricity sales is increase from \$118m-\$132m 2. By end of Q4 2027, non-electricity sales is increased from \$8m to \$10.8m. 3. By end of Q4 every year, 90% of Revenue loss is recovered.	MFC
Strategy 4.1.2 Improve debt recovery and collection of electricity and non-electricity arrears.	1. By end of Q4 2027, electricity arrears is reduced from \$4m to \$3m. 2. By end of Q4 2027, non-electricity arrears is reduced from \$25m to \$20m	MFC
Strategy 4.1.3 Review cost of services.	1. By end of Q4 2025, tariff structure is reviewed. 2. By end of Q4 2026, multi-year tariff review is approved. 3. By end of Q4 2026, review of other service costs completed. 4. By end of Q4 2027, new fees implemented.	MFC
Strategy 4.1.4 Improve prudent financial and cash flow management, in compliance with Financial regulations and policies.	1. By end of Q4 every year, Net cash flow is maintained at a minimum of -\$50k. 2. By end of Q4 every year, dividend is maintained at not less than \$180k.	MFC
Strategy 4.1.5 Strengthen financial management system capability and reporting.	1. By end of Q4 2027, integration of all financial systems completed.	MFC
Strategy 4.1.6 Ensure compliance with procurement process for asset	1. By end of Q4 2024, annual procurement plan is approved and updated every year.	MFC

acquisition, disposal and replacement.	2. Ensure procurement process is consistently complied with and procedures to reviewed on an annual basis	
Objective 4.2 : Maximize return on investment		
Strategy 4.2.1 Conduct financial analysis for new projects/investments.	1. Ensure all financial criteria for new investments are 100% met for all new projects.	MFC
Strategy 4.2.2 Review the sustainability of existing operational costs.	1. By end of Q3 every year, review of existing operations costs is completed.	MFC
Objective 4.3 : Explore other businesses opportunities		
Strategy 4.3.1 Improve our partnership engagement with potential stakeholders/donors	1. Consolidated investment plan in place and ensure its reviewed bi-annually	Management
STRATEGIC GOAL 5 : IMPROVED ORGANIZATIONAL CULTURE & SAFETY		
Objective 5.1 : To have a Functional Organizational Structure to meet corporate objectives.		
Strategy 5.1.1 A fit for purpose organizational structure	1. By end of Q4 2027. Review organizational structure when required to ensure alignment to functions and improve efficiency	MCG
Strategy 5.1.2 Efficient and effective succession planning strategies and workforce development initiatives in place	1. By end of Q4 2025, Succession Planning Policy approved and implemented. 2. By end of Q4 2025, review of the WFDP is completed and new WFDP is approve	MCG
Strategy 5.1.3 Robust implementation of the performance management process	1. By end of Q1 every year, a report on the implementation of the Performance Management Framework is completed.	MCG
Objective 5.2:Ensure talent acquisition through effective recruitment & retention		
Strategy 5.2.4 Strengthen the recruitment and selection process	1. By end of Q4 every year, all vacant positions are filled. 2. By end of Q4 every year, minimum audit issues raised on compliance with RSA framework	MCG
Strategy 5.2.5 Establish define career pathways for non-technical and engineers with appropriate remuneration	1. By end of Q4 2026, career pathway for non-engineers completed 2. By end of Q4 2027. Review of Salary Framework	MCG
Strategy 5.2.6 Review and develop new HR Policies	1. Ensure HR Policies are reviewed, updated & developed accordingly to best practices annually	MCG
Objective 5.3:Training development & research		
Strategy 5.3.7 Promote a safe environment and compliance with governing laws, regulation and policy	1. By end of Q4 every year, at least 12 health & safety inspections completed.	MCG

	2. By end of Q4 every year, at least 4 health & safety awareness sessions conducted. 3. By end of Q4 every year, workplace incidents minimized to zero.	
Objective 5.4:Ensure centralization of all policies suit organizational needs		
Strategy 5.4.8 Effective and efficient administrative support services for EPC	1. By end of Q1 2025, the Electronic Filing system is established for administration files. 2. By end of Q4 every year, at least 2 payroll and records audits are conducted. 3. By end of Q4 2026, incorporation of GEDSI themes in EPC policies	MCG

6. FINANCIAL STATEMENTS

6.1 STATEMENT OF FINANCIAL POSITION FOR FOUR YEAR PERIOD, FROM 1ST JULY 2022 – 30 JUNE 2027

(in thousands of currency units)	Actual 2022 - 2023 ($)		Projected 2023 - 2024 ($)		Projected 2024 - 2025 ($)		Projected 2025 - 2026 ($)		Projected 2026 - 2027 ($)	
Asset										
Non current assets										
Property, Plant and Equipment	383,764		371,045		358,275		345,025		345,276	
Capital work in Progress	2,677		2,834		1,417		709		354	
Prospect development costs	218		218		218		218		218	
Self-Insurance special purpose fund	9,928		7,949		7,949		7,949		7,949	
Right of use asset	100,620		91,694		76,106		64,690		54,986	
Term Deposit	0		0		0		0		0	
Total Non Current Assets		497,207		473,740		443,965		418,591		408,784
Current assets										
Inventories	16,769		16,970		14,461		13,015		12,364	
Trade and other receivables	6,296		8,047		7,243		6,518		5,867	
Accruals & Prepayments	37,339		25,774		38,661		27,062		24,356	
Cash at bank and on hand (overdraft)	5,735		837		6,015		7,691		9,366	
Short term deposits	0		0		0		0		0	
Self Insurance special purpose fund	0		0		0		0		0	
Total Current Assets		66,139		51,628		66,380		54,287		51,953
Total Asset		563,346		525,368		510,345		472,878		460,737
Liabilities										
Non Current Liabilities										
Interest bearing borrowings(Govt Loan)	107,788		87,016		85,406		82,843		80,358	
Defferred income	63,164		59,982		52,985		45,037		36,030	
Lease Liability	92,760		86,405		82,084		77,980		74,081	
Total Non Current Liabilities		263,713		233,403		220,475		205,861		190,469
Current Liabilities										
Trade and other payables	24,988		33,112		38,196		17,187		16,328	
Dividend Payable	0		0		0		0		0	
Current portion of deferred income	5,832		5,775		5,120		4,096		4,505	
Current portion of interest bearing borrowings	8,508		8,508		8,508		8,508		8,508	
Current Portion Lease Liability	8,831		8,831		8,831		8,831		8,831	
Total Current Liabilities		48,160		56,226		60,655		38,623		38,173
Total Liabilities		311,873		289,629		281,130		244,483		228,642
Net Asset		251,473		235,739		229,214		228,394		232,095
EQUITY										
Capital and Reserves										
Issued Capital		160,280		160,280		160,280		160,280		160,280
Assets Revaluation Reserves		111,172		106,876		102,580		98,284		93,988
Self Insurance Reserves		17,003		13,530		13,530		13,530		13,530
Retained Earnings / Accumulated Profit / (Losses)		-36,982		-44,947		-47,176		-43,700		-35,704
Total Equity		251,473		235,739		229,214		228,394		232,094

6.2 STATEMENT OF FINANCIAL PERFORMANCE, FOR FOUR YEAR PERIOD, FROM 1ST JULY 2022 – 30 JUNE 2027

(In Thousands of Currency Units)	Actual 2022 - 2023 ($)	Projected 2023 - 2024 ($)	Projected 2024 - 2025 ($)	Projected 2025 - 2026 ($)	Projected 2026 - 2027 ($)
Revenue	111,030	155,894	179,278	200,791	230,910
Cost of Sale	-146,068	-144,850	-166,578	-186,567	-214,553
Gross Profit	**-35,038**	**11,043**	**12,700**	**14,223**	**16,357**
Other Operating Income	7,346	8,927	10,266	11,498	13,223
	-27,692	**19,970**	**22,966**	**25,722**	**29,580**
Distribution Costs	-23,138	-23,472	-21,125	-19,012	-17,111
Administative Costs	-7,046	-7,068	-6,361	-5,725	-5,153
Other Operating Costs					
	-30,184	**-30,540**	**-27,486**	**-24,737**	**-22,264**
Profit from Operations	**-57,876**	**-10,570**	**-4,520**	**984**	**7,316**
Net Finance Costs	-1,346	-2,228	-2,005	-1,804	-1,624
Income from associates	-	-	-	-	-
Profit before tax	**-59,222**	**-12,797**	**-6,525**	**-820**	**5,692**
Income tax expense(27%)	-	-	-	-	-
Net Profit after Income tax	**-59,222**	**-12,797**	**-6,525**	**-820**	**5,692**
Less Other Comprehensive Income (OCI)					
ARR Amortisation (recognising asset erosion)	4,296	4,296	4,296	4,296	4,296
Difference of IPP Leases & Actual Solar Cost Amounts	99	536			
Loss of Revenue (20% reduction in Electricity Tariff)	58,079				
Government assistance (20% reduction in Electricity Tarif	-58,079				
TOTAL INCOME CREDIT TO EQUITY	**-54,827**	**-7,965**	**-2,229**	**3,476**	**9,989**
Dividend to Government (35% Adjusted Net Profit)	**0**	**0**	**0**	**0**	**1,992**

6.3 CASH FLOW STATEMENT, FOR FOUR YEAR PERIOD, FROM 1ST JULY 2022 – 30 JUNE 2027

(In Thuosands of Currency Units)	Actual 2022 - 2023 ($)		Projected 2023 - 2024 ($)		Projected 2024 - 2025 ($)		Projected 2025 - 2026 ($)		Projected 2026 - 2027 ($)	
Cash flows from operating activities										
Cash receipts from customers	103,897		155,894		179,278		200,791		230,910	
Other receipts	2,157		3,427		3,666		5,558		7,877	
Receipts from VAGST	5,000		5,500		6,600		5,940		5,346	
Cash Payments										
Fuel	-108,756		-151,335		-161,296		-186,826		-202,674	
Other Operating Expenditure	-43,863		-26,444		-23,337		-24,063		-40,069	
Net cash from operating activities		-41,566		-12,958		4,911		1,400		1,389
Cash flow from investing activities										
Proceeds from drawndown of term deposits	41,418		14,799		0		0		0	
Purchase of property, plant and equipment & capital works	-1,515		-7,000							
Payment for term deposits	-1,856		0		0		0		0	
Proceeds from sales of property/Others	253		260		268		276		285	
Net cash from/(used in) investing activities		38,299		8,059		268		276		285
Cash flow from financing activities										
PSEP & REDPSRP funds paid directly to vendors recognised as capital	0		0		0		0		0	
Performance Bond Fees										
Borrowings										
Payment of Loan Interest & Principal	0		0		0		0		0	
Dividends Paid to Government	0		0		0		0		0	
Net cash from/(use in) financing activities		0		0		0		0		0
Net increase in cash and cash equivalents		-3,265		-4,899		5,179		1,676		1,674
Cash and cash equivalents at beginning of period		9,001		5,735		836		6,015		7,692
Cash and cash equivalent at end of period		5,735		836		6,015		7,692		9,365

Notes/Assumption to Forecasts:

1. The projected continuation of the 20% tariff reduction in electricity prices as per Cabinet approval in November 2021, will continue to impact financial growth of the Corporation most likely on the first two years of the Corporate Planning period
2. Operational costs projected to increase during the years in particular direct costs with the increase of fuel prices worldwide and the flow on effect locally.
3. General election in 2026 results can affect the forecasting figures
4. Staff turnover and organization expansion is another factor

SPECIFIC PROJECTS

MAJOR DEVELOPMENTS / PROJECTS ANTICIPATED

During this planning period, the following major developments are anticipated;

UPOLU

1. EPC Energy Transition 2024-2034 Master Plan
2. Upgrade of Daffron (Master Finance System)
3. Afulilo Dam Floating PV
4. Apolima Island Power System Upgrade
5. Off Grid Rooftop Solar
6. Apia Township solar Hybrid streetlights
7. West 3 Pure 33kV Pure Transmission Line
8. Upgrade SCADA (Energy Management System (EMS)
9. Upgrade to Datacenters Server Farm (TATTE & FULUASOU)

SAVAII

1. Salelologa Substation Upgrade
2. Savaii RE Expansion (Solar + BESS)

Projects	***Budget***	***Completion Time***	***Cost/Budget & Funding Sources***
Current Projects			
Taelefaga hydro rehab of penstock pipe and Afulilo equip	SAT1.2m	2025	EPC
N – 2 Project for Upolu	SAT$10m	2025	EPC
N – 2 Project for Savaii	SAT$2m	2025	EPC
Electric Vehicles	SAT$1m	2026	EPC
EPC Energy Transition 2024-2034 Master Plan	SAT$250k	2025	EPC
Upgrade of Daffron (Master Finance system)	SAT$200k	2026	EPC
Salelologa Substation Upgrade			EPC
Upgrade to Datacenters Server Farm (tatte & Fuluasou)	SAT$200k	2026	EPC
Off Grid rooftop/standalone solar	$878k	2026	EPC
Anticipated Projects			
The implementation of the following anticipated projects will depend on meeting the KPIs of the economic feasibility study analysis as required under ***Strategy 4.2.1***			
Underground 22kv feeder to Wharf	SAT3m	2027	EPC
West 3 Pure 33kv Pure Transmission Line	SAT$11m	2026	EPC
Savaii RE Expansion	SAT$10m	2026	EPC
Apia Township solar Hybrid streetlights	SAT$258k	2027	EPC
Upgrade of Clear SCADA(Energy Management System)	SAT$250k	2023	EPC

Afulilo Dam Floating PV	SAT$6m	2026	EPC
Apolima Island Power System Upgrade	SAT$181k	2026	EPC

- **Note-** Majority of the projects that were reflected with the previous corporate plan are included with the current due to continuation of other phases that will exist with the year 2025-2027.

7. SUPPORT FOR GOVERNMENT POLICIES

The EPC remains committed to support implementation of Government Policies through various projects;

1. **Government Directive for 20% tariff reduction**
   The EPC supports the continuation of government's 20% reduction on tariff for domestic consumers. The 20% reduction was revoked for commercial customers will slightly change corporation's financial figures. EPC will continue to advise government for the removal of the 20% reduction while it anticipates an increase in revenue and cut unnecessary spending, to ensure uninterrupted electricity supply.

2. **Community Service Obligation Program (CSO)**
   EPC no longer receives funding from Government for the supply, installation, repair and maintenance of street lights and new low voltage network, except for payment of street light consumption. EPC now funds from its Capital budget the construction of new line extensions and installation, repair and maintenance of street lights around the country. Additionally, the EPC continues with repair and maintenance of solar system at Mapuifagalele Home for the Elderly, to assist with the Home's electricity needs.

3. **Government Projects**
   The EPC continues to provide support for the Road Widening Project, through i) relocation of power lines to allow for the widening of the road from Vaitele towards Faleolo, ii) construction of new power lines and electrical requirements where needed by our Government in relation to development that have huge impact on the welfare of our communities also economical iii) installation, repair and maintenance of street lights in the town area iv) standby power supply for national events to ensure continuous power supply.

4. **Statutory Obligations.**
   As the sole provider of electricity in the country, the EPC plays a crucial role in the development of Samoa, through its contribution to the Energy Sector in improving infrastructure and service quality for Renewable energy generation. The corporation even contribute towards the Transport and Infrastructure sector through assistance in the design and construction of infrastructural developments to ensure all are sustainable and Resilience to climate change. The success of this obligation will indeed articulate to the holistic achievement of our national targets. EPC continues to support MPE policies in improving transparency, accountability and compliant.

8. STAFF DEVELOPMENT AND TRAINING

As part of its commitment in upskilling staff, a strong emphasis on Training and development is in place to ensure we maintain a skilled workforce that is capable of adapting to technological advancements, regulatory changes, and evolving customer expectations. EPC will continue to partner with Government, Donor Partners, Stakeholders and regional / international partners to deliver training when available.

The following table provides a snapshot of our Training Needs:

<table>
<tr><th colspan="4"><u>EPC TRAINING NEEDS 2024 - 2027</u></th></tr>
<tr><th colspan="4">Generic</th></tr>
<tr><td colspan="2">▪ Leadership & Management
▪ Human Resource Management
▪ Communication
▪ Supervisory
▪ Report writing
▪ Project Planning
▪ Procurement
▪ Policy development & review
▪ Ethics and anti-corruption</td><td colspan="2">▪ Good Governance
▪ Workplace Safety
▪ Performance monitoring
▪ Tender documentation
▪ Contract Management
▪ Computer training
▪ Forensic services Investigation
▪ Quality Management System Assessment
▪ Risk Assessment</td></tr>
<tr><th colspan="4">Technical</th></tr>
<tr><td>▪ Power Systems (renewable energy)
▪ Surveillance inspection troubleshooting and safety issues
▪ Generation Overhaul
▪ Energy Storage</td><td>▪ Line Construction and maintenance
▪ Electrical Protection System
▪ High Voltage Testing
▪ Hot Stick Method (HSM)</td><td>▪ Design of and grid connection including cost estimation
▪ Design of solar farm array mounting</td><td>▪ Power Systems
▪ Surveillance inspection troubleshooting and safety issues
▪ Generation Overhaul</td></tr>
</table>

▪ Black Start ▪ Motor maintenance ▪ Grid connected solar and wind farms ▪ Relay and program setting ▪ Thermal efficiency and performance monitoring ▪ Functionalities of MEX Assets Management System (outage/incidents/accidents registration and mandatory Reporting Tools) ▪ Special Course - Database Structure of MEX Assets Management System	▪ Live Line Maintenance Techniques (LLMT) ▪ Relay Maintenance ▪ Reduction in Power Distribution Losses ▪ Switchgear Maintenance ▪ Transformer maintenance ▪ Underground cable maintenance ▪ Electrical faults ▪ Functionalities of MEX Assets Management System (outage/incidents/accidents registration and mandatory Reporting Tools) ▪ Special Course - Database Structure of MEX Assets Management System	structures specific to local weather conditions ▪ DigSilent Software Training ▪ DSM (Demand Side management) programs ▪ Geo Explorer, Geospatial, Geomatics GIS ▪ Grid Energy Storage Technologies ▪ Grid stability issues ▪ Hydro-dam, penstock and generator surveillance training, inspection processes, safety issues and data collection ▪ Map-Info (Power-User) GIS Training ▪ MEX Software Training (Asset Management) ▪ Net metering policies ▪ Overview of **other** RE technologies ▪ Quality assurance/system improvement ▪ Smart Grid Training ▪ Tender documentation ▪ Use of infrared, thermometers for PV Inspection & troubleshooting	▪ Energy Storage ▪ Black Start ▪ Motor maintenance ▪ Grid connected solar ▪ Relay and program setting ▪ Thermal efficiency and performance monitoring ▪ Electrical Protection System ▪ High Voltage Testing ▪ Hot Stick Method (HSM) ▪ Live Line Maintenance Techniques (LLMT) ▪ Relay Maintenance ▪ Reduction in Power Distribution Losses ▪ Switchgear Maintenance ▪ Transformer maintenance ▪ Underground cable maintenance ▪ Electrical faults ▪ Special Course - GIS systems: Mapinfo, ArcGIS, Pathfinder, QGIS, GPSGate ▪ Functionalities of MEX Assets Management System (outage/incidents/accidents registration and mandatory Reporting Tools) ▪ Special Course - Database Structure of MEX Assets Management System

		▪ Vehicle Tracking system maintenance and operation ▪ Special Course - GIS systems: Mapinfo, ArcGIS, Pathfinder, QGIS, GPSGate	
▪ Power Control and Dispatch training ▪ Power Flow Data analysis ▪ Continuous Demand Management (CDM) ▪ Faults Service Electrical/Electronic ▪ Grid Management ▪ Grid Stability Issues ▪ ICT Networking Training ▪ Management of IPPs and PPAs ▪ Power Protection System ▪ SCADA Training	▪ Functionalities of Daffron Management Systems ▪ Database Structure of Daffron Management Systems ▪ Functionalities of Suprima, iPay and Itron Prepayment systems ▪ Database Structure of Suprima, iPay and Itron Prepayment systems ▪ Financial Analysis ▪ Economic Analysis of new projects ▪ Cash handling and control management ▪ Debt management ▪ Project accounting ▪ Proper methodology for calculating fuel savings and CO2 emissions and for calculating their monetary savings ▪ Public Private Partnerships financial reporting ▪ Reconciliation ▪ Smart Meter training ▪ Budget planning	▪ Daffron training ▪ Data management and analysis ▪ Performance management ▪ Contract management ▪ Occupational Health and Safety ▪ Risk Management ▪ Training Needs Analysis ▪ Training evaluation ▪ Process improvement ▪ Organization development ▪ Job evaluation and classification ▪ Strategic planning	▪ CISCO ▪ Database management ▪ Microsoft outlook email training ▪ Computer programming ▪ Trouble shooting network equipment ▪ VMware ▪ Functionalities of Daffron Management Systems ▪ Special Course - Database Structure of Daffron Management Systems ▪ Functionalities of Suprima, iPay and Itron Prepayment systems ▪ Special Course - Database Structure of Suprima, iPay and Itron Prepayment systems ▪ Functionalities of MEX Assets Management System (outage/incidents/accidents registration and mandatory Reporting Tools) ▪ Special Course - Database Structure of MEX Assets Management System ▪ Special Course - GIS systems: Mapinfo, ArcGIS, Pathfinder, QGIS, GPSGate