

JANUARY 2024

# BEDC

*Digest*

VOL .17

**BEDC MD/CEO**

Deolu Ijose  
Charges Staff on  
Importance of  
Safety

A talk with the  
**Head HCM**  
reveals BEDC's plan  
to train technical  
and commercial staff  
on safety  
precautionary  
measures

## SAFETY BECKONS

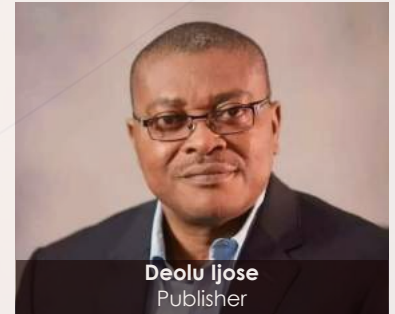
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**SPECIAL  
EDITION**

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## Meet the Editorial Team



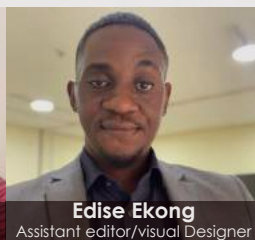
**Deolu Ijose**  
Publisher



**Esanye Mayor Esq**  
Company Secretary/Editor-in-Chief



**Evelyn Gbiwen**  
Head Branding and Corporate  
Communications/ Editor



**Edise Ekong**  
Assistant editor/visual Designer



**Caleb Ntem**  
Staff writer



**Precious Onyeze**  
Staff writer



## MD's New Year Message to Staff

Dear Colleagues,

As we stand at the threshold of a new year, I want us to reflect on our triumphs and shortcomings. 2023 was a challenging year, marked by losses due to crippling inflation and revenue shortfalls, among other factors. Yet, we stood firm; which is a testament to our collective resilience.

While we pushed our total collections to peak above **N7.5b** despite the negative gap in energy received from the grid, the non-MD and unmetered customers remain a gaping wound in our collections. To all staff that made us achieve this milestone, I say, 'thank you' and encourage you to intensify your efforts to achieve more. ATC&C losses must be reduced to a significant minimum.

The MAP metering scheme, Revenue Protection and Energy Audit/Accounting deserves unwavering focus. Eliminate bottlenecks, expedite processes, and eradicate unjustifiable delays. A strong word of warning: To those extorting customers for meters, tarnishing our name, be warned. We will find you, and we will apply sanctions and, in most cases, invite law enforcement to take its full course.

Safety demands absolute priority going forward. Every life lost due to negligence is a million-fold loss – in operations, productivity, and most importantly, human value. Let us prioritize workplace safety. Enforce safety protocols rigorously, and strive for *zero LTIs*. This is a collective responsibility, and **everyone must be a safety champion in BEDC**.

Dedication to service is the bedrock of our success. I urge each of you to uphold unwavering commitment to your duties, ensuring the smooth operation of our business with emphasis on customer satisfaction.

We understand the hardship of a struggling economy. Staff welfare remains a top priority. Policies are being implemented on a consistent basis to improve your welfare.

The dawn of a new year beckons. Let us rise with renewed purpose, unwavering dedication, and a shared vision for a brighter BEDC. May 2024 be a year of prosperity, progress, and unwavering safety for us, our families and loved ones.

***Together we build, together we rise!***

***Happy New Year to every BEDC employee!***

**Deolu Ijose**

**MD/CEO**  
1<sup>st</sup> January 2024



# BEDC Electricity Plc Promotes 783 Staff: MD/CEO Mr. Deolu Ijose Applauds Staff for Dedication and Performance

In a move to celebrate employee excellence and commitment, BEDC Electricity Plc, under the leadership of Managing Director/CEO Mr. Deolu Ijose, on the 1st of January 2024, announced the promotion of 783 staff members across various departments. This follows a comprehensive appraisal exercise conducted in 2023 to recognize and reward outstanding contribution to the company's success.

Mr Ijose noted, "At BEDC, we firmly believe that our people are our greatest asset. Their dedication, talent, and unwavering commitment are the backbone of our company's achievements. This promotion exercise is a testament to our deep appreciation for their exceptional performance and a cornerstone of our commitment to their career development and growth."

The appraisal process underscores BEDC's unwavering focus on fostering a culture of excellence and recognition within the organization. Mr. Ijose emphasized, "We understand that motivated and fulfilled employees are the driving force behind operational excellence and sustainable growth. By investing in their career progression, we are investing in the future of BEDC."

The promoted staff were from different departments which underscores the company's commitment to recognizing talents across all levels of the organization. Mr. Ijose extended his heartfelt congratulations to all promoted staff, stating, "This is a well-deserved recognition of your hard work, dedication, and significant contributions to BEDC. We encourage everyone to continue striving for excellence, knowing that your efforts are valued and rewarded."



Looking ahead, Mr. Ijose expressed optimism for the future, stating, “With a highly motivated and talented workforce, I am confident that BEDC is poised for exponential growth in 2024 and beyond. We are committed to providing our employees with the opportunities and resources they need to reach their full potential, and we believe that their continued success will translate into even greater achievements for the company.” The list of promoted and recognized staff has been shared internally with all employees. This recognition is expected to boost morale and further motivate staff to deliver exceptional performance, contributing to BEDC’s continued success in the Nigerian electricity sector.



**At BEDC, we firmly believe that our people are our greatest asset**

**- Deolu Ijose**  
MD/CEO, BEDC Electricity Plc



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**APPLICATION:**  
visit [www.beninelectric.com](http://www.beninelectric.com) to apply and get a MAP ID after successful application

2.

**TECHNICAL EVALUATION:**  
customer's premise will be visited for technical evaluation

3.

**PAYMENTS:**  
pay using your MAP ID to the dedicated MAP account only when prompted to.

4.

**INSTALLATION:**  
MAP installer installs the meter within 10 days of payment at no extra cost.

**REMEMBER!**

**NEVER PAY CASH TO ANY PERSON(S) FOR METER**

customers will be refunded the amount paid for the meter with energy credit/units



# SAFETY CHALLENGES IN THE ELECTRICITY DISTRIBUTION SECTOR

**Gilbert Nweke**  
Head, HSE

The challenges of managing work safety issues in the electricity distribution sector are enormous and sometimes, overwhelming. The reasons are obvious.

1. The versed areas covered by distribution companies. Some distribution companies cover between four to six states with many local government areas and numerous towns/communities.

2. Electricity distribution is the only sector in the electricity value chain that interfaces with customers and consumers of electricity. Activities of some members of the public pose serious safety challenges to distribution companies. For instance, some individuals and businesses violate the right of way of power lines. They erect illegal structures, shops, workshops and even caravans within the right of way of power lines. Some customers patronize roadside electricians who carry out illegal connections and reconnections in the network, thereby sabotaging the company's revenue efforts as well as causing damage to the Company's power infrastructure.

Nonetheless, there is no excuse for failure. Our

vision of **ZERO ACCIDENT** remains our cardinal objective at BEDC Electricity Plc.

Other factors that contribute to safety breaches in electricity distribution operations will be discussed briefly under the following headings: inadequate investment in power infrastructure, ageing/weak network, vandalization of power infrastructure, protection system failures, conductor/wire snaps, violation of right of way of power lines, undersized wires and conductors, attitude of some staff, illegal activities/trespass by some roadside electricians.

Investment in the power sector is capital intensive and necessary for replacing obsolete equipment/installations, line maintenance and rehabilitation, distribution substations and injection substations upgrade, automation of critical operational equipment, etc. Prompt attention and guided investment in this sector will certainly reduce accident resulting from operational limitations, obsolete equipment and weak network.

Sequel to the privatization of the electricity distribution sector, the new investors inherited weak and aged network. Conductors, poles and power transformers were inherited from the

defunct Electricity Corporation of Nigeria (ECN), NEPA and PHCN. The operational efficiency of some of these equipment/installations cannot be guaranteed and they have in some instances, been the cause of accidents recorded in field locations.

Another interesting dimension to electrical accidents in the distribution sector is the growing demand for copper in the open market. This has propelled many vandals to target and steal distribution companies' installations particularly armoured cables and even coils in transformers which are sold for financial gains. This results in frequent power cuts. Many vandals have lost their lives in these dangerous operations.

The issue of conductor snap has been a major headache for power utility companies. The investors who bought into distribution companies in 2013 inherited grossly undersized conductors and wires. Although they have been trying to address this problem, their efforts are yet to yield significant results. With increasing urbanization and its concomitant population explosion, most of these undersized conductors become overwhelmed with increasing energy loads which causes breakdown of the lines.

Also, some roadside electricians and community electricity committee members gain unfettered, yet unauthorized access into the distribution network to carry out illegal connections and reconnections. Unfortunately, this could lead to fatality.

Some field staff of distribution companies create safety challenges for the companies. They have wrong mindsets and have imbibed unsafe habits. Some also have a stereo-typed mentality which is the "na so we dey do am" syndrome. Safety challenge in the distribution sector is very serious but with proper planning and right strategies, they can be confronted.



**“ZERO ACCIDENT REMAINS OUR GOAL”**



## WE ARE COMMITTED TO THE TRAINING OF OUR TECHNICAL AND COMMERCIAL STAFF ON SAFETY PRECAUTIONARY MEASURES

-Dr.Obinna Obi  
Head, HCM

*Dr. Obinna Obi, Head of Human Capital Management at BEDC, in an interview, underscores the company's unwavering dedication to staff training, and welfare.*

### Excerpts:

**Interviewer:** Sir, Safety is one of BEDC's cardinal responsibilities to its staff. What effort is management making towards ensuring the safety of staff in the workplace?

**Dr. Obi:** Thank you. The safety of staff and assets is of significant concern for us. As an organization, we are committed to training our staff, both commercial and technical, on various safety issues. We prioritize precautionary measures to ensure staff safety.

**Interviewer:** How is this achievable?

**Dr. Obi:** The Heads of Safety Department and Human Capital Management Department are collaborating to conduct safety training across all regions. We have completed four regions, and this continuous process will run between November and December, 2023.

**Interviewer:** What is the reason behind this training?

**Dr. Obi:** The training ensures that staff have the

skills to understand safety requirements and behaviors necessary for efficient, effective, and safe execution of their roles.

**Interviewer:** Staff performance is a prerequisite for promotion. What is being done in this regard?

**Dr. Obi:** We are addressing performance issues, confirming new staff, and conducting appraisals which have been stalled for the past 10 years. Promotion of staff is underway, with shortlisting expected soon.

**Interviewer:** On the Federal Government palliative initiative, what package do you have for staff?

**Dr. Obi:** Due to economic challenges caused by fuel subsidy removal and fiscal policies, management has approved palliatives, with focus on junior and outsourced staff to mitigate the impact of these policies.

**Interviewer:** How long will the palliatives last?

**Dr. Obi:** The palliatives will last for six months, from October 2023 to March 2024. Its continuation is uncertain, pending government plans for minimum wage review in 2024.

**Interviewer:** Approaching Christmas, what is your message for staff?



**Dr. Obi:** Christmas is a season of love, and management expresses love to all staff and stakeholders. We encourage staff to embrace a new beginning and maintain best work practices. Plans for robust staff training in 2024 are underway to foster harmonious relationship between management and staff.

**Interviewer:** Thanks for granting us audience, Sir.

**Dr. Obi:** My pleasure.



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# SAFETY BECKONS

The first time the term “Safety Culture” appeared in the literature was when the International Atomic Energy Agency (IAEA) introduced it in its 1986 Chernobyl Accident Report Summary to describe how the thinking and behavior of people in the organization responsible for safety at the nuclear plant contributed to the accident.

In 1993, the Advisory Committee on Safety of Nuclear Installations (ACSNI) investigated disasters such as the Chernobyl Meltdown in Ukraine, the Kings Cross Fire in London, the Piper Alpha Explosion, North Sea Scotland and the train crash at Clapham Junction, London and concluded that safety systems in these workplaces had broken down. These breakdowns were not caused by the method of managing safety, but by problems with the “Safety Culture” of the responsible organizations. The lesson drawn from these disasters was that “it is essential to create a corporate atmosphere or culture in which safety is understood to be and is accepted as the number one priority”. Although technology and occupational health and safety management systems have contributed to the attainment of great strides in creating a safer world, the introduction and enhancement of

safety culture within the workplace is the key to further improvement.

Occupational safety and health management system is not effective unless it is accompanied by positive safety culture in the workplace. Safety culture has psychological, behavioral, and situational components. The psychological component consists of shared values, attitudes, perceptions, and beliefs that drive decisions and behavior regarding safety. The behavioral component can be defined as the methods regarding safety in the workplace, and the situational component as the policies, procedures, regulations, organizational structures, and management systems related to safety.

### ***Why is Safety Culture Important?***

The importance of safety cannot be over emphasized. People say – If you think safety is costly, try accident. A strong safety culture can help reduce the risk of accidents and injuries and also save the company from the potential costs and legal liabilities associated with workplace accidents. It also improves productivity, prevents payment of compensation, hospital bills and enhances the company’s image and reputation.

Building a strong safety culture requires commitment and effort from management and employees. In line with the Nigerian Electricity Regulatory Commission (NERC) Health and Safety Code Part 1 Section 1.4 A &B, here are

certain actions that employers and employees have to undertake in order to foster a culture of safety at work:

#### Responsibilities of an Employer

1. Establish and maintain a comprehensive occupational safety program, including a written safety policy and an accident investigation program in line with Part I Section I(b) of the Nigerian Electricity Health & Safety Standards Manual.
2. Provide a safe work environment for all employees, free from any hazard and comply with legal and recommended best practices defined in Part 1 Section 1(b) of the Nigerian Electricity Health & Safety Standards Manual.
3. Guarantee the health and safety of employees in the workplace and prevent work - related injury and disease.
4. Provide adequate training for employees on best practices to establish and maintain a safe work environment and keep records of such trainings.
5. Monitor/ inspect work places regularly, develop action plans to close-out observed findings and keep proper records.
6. Facilitate wide-spread employee awareness through consultations on workplace safety by mobilizing support for persons as well as interpreters for employees that might need such assistance.
7. Ensure that Occupational Health and Safety (OH&S) procedures are implemented wherever work is being carried out in accordance with the Nigerian Electricity Health and Safety Standards Manual .
8. Ensure that employees are trained on the Health and Safety policy during induction; given relevant training on any new equipment or machinery and provided with regular information and updates on safety training and re-training programs.
9. Provide adequate training on safety procedures in appropriate formats, including evacuation and general emergencies.
10. Make available to employees, copies of Health & Safety Policy, all other relevant Policies and display NERC Health and Safety Code or Regulations and any other relevant regulations at the Company's business locations.

#### Responsibilities of an Employee

1. Know and follow safety and health

regulations relating to the job.

2. Request to be trained before beginning work in a new area where skill is lacking.
3. Work safely at all times and encourage co-workers to do same.
4. Correct or immediately report any unsafe condition or act to the supervisor; and any injury to a first aid attendant or supervisor.
5. Take initiative to make suggestions for improved safety conditions in the work place and make the work place safe.

#### Penalties

The existence of an active safety culture is a mitigating factor likely to result in lesser penalties or no penalties at all. Lack of a safety culture is an aggravating factor likely to lead to more severe penalties. The following sanctions are indicated in NERC's Health and Safety Code Part 1 Section 1.6. for DisCos that violate safety standard:

- a. Any of the provisions of Part 1 Sections 1.2, 1.3, 1.4 and 1.5 of the NERC Health and Safety Code shall attract citations and subsequent violation shall attract fines as scheduled in Sub-paragraph (b) below;
- b. Any of the provisions of Part 1 Sections 1.2, 1.3, 1.4 and 1.5, shall be liable to a fine not exceeding Fifty Thousand Naira (₦50, 000.00) or upon proof in any court of competent jurisdiction an imprisonment term of not less than 3 months or both;
- c. Where a violation continues for up to a period of 30 days, it shall attract a fine of not less than Five Hundred Naira (₦500.00) per day in addition to the penalty in sub paragraph (b) above.
- d. Any further violation of sub paragraph (c) above and upon conviction for continuous violation, after exhaustive corrective measures without success, may attract the suspension or removal of management or suspension or cancellation of the license of the affected licensee as deemed appropriate by the Commission.

#### Reporting Obligations

Where either or combination of the following happens:

- Malfunctioning of equipment, apparatus within the Company as a result of accident;
- A person, or animal receives an electric shock, whether mild or serious or suffers an injury

or burn, directly or indirectly due to electrical causes, it shall be treated as a significant incident.

1. Every employee in charge of the concerned equipment, Apparatus or area shall report the accident to the employer within 24 hours.

2. The Safety Manager of the Company or his designated nominee shall reach the spot within 48 hours and assess the situation and probable cause of the accident, losses, and damage to equipment, apparatus of the Company and or the User(s).

3. In the event of an accident resulting in or likely to result in loss of life or injury to human beings or animals, the Company Safety Manager shall prepare a preliminary report within 72 hours.

4. The Company shall take all other statutorily required actions, such as reporting to the Nigerian Police, etc. The Company shall send a preliminary report to the Commission (NERC) of all accidents in its area of operation which result in substantial damage to equipment, loss of life, injury to human beings and or animals within 72 hours of its occurrence followed by a detailed report within four (4) weeks.

5. For every accident, the Commission shall order an in-depth inquiry of the event within twenty days (20 days).

Everyone must appreciate the importance of safety, act safe, and encourage others to do same.



**David Okechukwu**  
Regulatory Department

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**KU 92.3 FM**  
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**Ekiti State**  
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**Ondo State**  
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Fridays  
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# BEDC ADOPTS BUSINESS HUB MODEL TO ENHANCE PERFORMANCE AND SERVICE DELIVERY



**Mr. Akinleye Ogunleye**  
Chief Commercial Officer

In a bid to improve service delivery and drive performance, BEDC has transitioned from product-based model of commercial operation to customer-centric “Business Hub” approach.

## **Shifting from Products Based Model to Business Hub Model**

Previously, BEDC operated with separate models for Postpaid, Prepaid, and MD products. According to the Chief Commercial Officer (CCO), Mr. Akin Ogunleye, this segmentation created internal silos that often led to disjointed service delivery and low performance.

Mr. Akin noted, “the Business Hub Model currently being implemented across the four franchise states has enabled Management overcome these challenges, thereby bringing all customer segments under a single umbrella managed by a dedicated Business Manager in each Hub.”

The Distribution Substation Officer (DSSO) is the single point of contact for all customers within their assigned transformers. They are responsible for meter reading, billing, collection, and monitoring of all customers on their

transformers. This fosters deep understanding of individual needs and encourages ownership and accountability.

## **Driving Performance and Growth**

The Business Hub model is not just about improving customer satisfaction; it is also designed to drive positive outcomes for BEDC.

Mr. Akin noted, “Improved customer satisfaction reduces customer apathy to payment and translates directly to improved revenue and reduced complaints. Additionally, streamlined operations and increased accountability within business hubs will lead to greater efficiency and cost savings”. He expressed confidence that this holistic approach will drive sustainable growth and performance for BEDC.

## **The Road Ahead**

The Business Hub model is already being implemented across all BEDC’s twenty-eight (28) Business Units in the company’s four franchise states. These business units are managed by 28 business managers with a clear mandate to meet the collection targets, manage relationships, give appropriate direction to team members and monitor the performance of staff.

The CCO noted that, BEDC will continue to train technical and commercial staff. This ensures that they are equipped with the knowledge and skills necessary to excel in their roles and contribute to the company’s success and growth.

BEDC’s shift to the Business Hub model is a bold move that has the potential to significantly improve both customer experience and the company’s performance. By empowering its staff and focusing on customers’ needs, BEDC is positioning itself for a brighter future.



# The Basic Steps of Excellent Customer Service

*...First Impression Matters*

While delivering a speech in South Africa in 1890, Mahatma Gandhi said :

*“A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption of our work. He is the purpose for it. He is not an outsider of our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us the opportunity to do so.”*

Here are some basic steps towards achieving excellent customer service

## STEP 1: **First Impression Matters**

People see you first and hear you second.  
Wear appropriate clothing for the type of work you do.

Make sure you are well-groomed  
Maintain a relaxed and open demeanor

## STEP 2: **Courtesy Counts**

Say please, thank you, and you're welcome  
Say excuse me and I'm sorry  
Use sir and ma  
Use a person's name when you know it  
Use yes, rather than yeah  
Say it with a smile

## STEP 3: **Attitude Is Everything**

Attitude is everything—good or bad  
Appreciate the good in yourself and others  
Believe in yourself  
Believe you can make a difference  
Keep an open mind; do not stereotype people

## STEP 4: **Doing the Right Thing: Ethical Issues** **Always be honest**

Do the right thing  
Do what you say you will when you say you will  
Be accountable for your actions

**Think About this...**

Have you ever formed a wrong first impression? Mr. John walked into a Business Unit Office. He spotted two employees, one sorting out files and documents and the other behind the counter working with a computer. He liked the look of the employee behind the counter, but he did not like the look of the other employee. Without even thinking about it, Mr. John formed first impression of both employees.

The employee with the files looked at Mr. John, smiled warmly, and said, “Hi, welcome to the Business Unit Office, how may I help you?”

Mr. John ignored him and walked to the counter. No way do I want him helping me, he thought, not with the way he looks. He waited for the other employee, who was busy inputting information, to look up. Mr. John waited. And waited.

While he was waiting, another customer came in. The floor employee smiled and said, “Hi, welcome to the Business Unit Office. How can I help you?”

Mr. John, continuing to wait, noticed that the employee helping the customer went out of his way to listen and resolve the customer’s complaints. Actually, Mr. John thought, maybe I judged him incorrectly. He’s doing a great job educating and enlightening this customer. The employee was knowledgeable and answered all the customers’ questions while Mr. John continued to wait.

Finally, Mr. John said, “Excuse me, can you help me?”

Without looking up, the man behind the counter blandly said, “I’ll be with you as soon as I’m done.”

Meanwhile, the floor employee began making calls to other departments to ensure the customer issue was resolved.

Hmm, Mr. John thought, I definitely was wrong about him. He really is doing a great job helping that person.

The employee looked up from his computer. “OK, I’m done. What do you need?” No smile. No hello.

“That’s all right,” Calvin said, “I don’t want to bother you. I’ll wait until he’s done.”

Mr. John learned a valuable lesson about people. He began forming his first impression based on a stereotype he had about the way the floor employee looked, rather than noticing the employee’s courteous actions and positive attitude.

On the other hand, perhaps the floor employee did not present a favorable image to foster positive first impression. Because Mr. John formed a negative first impression, the employee had to show him, through his actions, that Mr. John was wrong in his opinion. By being courteous and having a helpful attitude, the employee was able to change Mr. John’s initial impression.



**Imoghome Umakhihe**  
Head, Customer Care



# SECURITY/SAFETY TIPS

BEDC occupies a unique terrain in the electricity distribution sector in Nigeria comprising Edo, Delta, Ondo and Ekiti States. Unique in the sense that the volatile nature of Edo and Delta States make customers' engagements and revenue drive an Augean task for BEDC.

Aside the regular threat of assault on BEDC personnel, the issue of kidnapping is another inherent threat to field personnel and staff.

It is no news to hear the atrocities committed by criminal elements who disguise as electricity distribution companies' staff.

In view of the above, all BEDC staff are advised as follows:

1. Field operation staff should be mindful of their environment and retreat at the slightest indication of danger and must report to their superiors and the Security Department.
2. Be vigilant, observe personal safety and maintain high situational awareness while commuting to work and back home as well as on the field.
3. Ensure safety of laptops and other company assets.
4. Do not allow your children who can't recognise voice, to open doors for strangers/visitors.

5. Always lock up your cars, even when parked in your compound.
6. Avoid your cars and house keys from being duplicated by unauthorized third parties.
7. Avoid your sim card, from being stolen by suspected criminals, else they can use it for ransom negotiation.
8. Tell the teachers of your children not to release them to anybody, except on your request with evidence from you.
9. While watching your favourite TV show using a generator and the generator suddenly goes off, do not rush out immediately to open your door. It could be armed robbers.
10. Do not allow strangers to pass the night in your house. Direct them to the nearest Police station, Nigeria Security and Civil Defence Corps (NSCDC), DSS.
11. Do not share your ATM pin or BVN with anyone.
12. Do not pay for any goods online, if you are not sure of the source.
13. Do not travel without informing anybody, especially close acquaintances.
14. Report all suspected criminals to the Police, Armed Forces, Nigeria Security and Civil Defence Corps (NSCDC) and DSS.
15. Do not engage in flamboyant display of empty cartons or casings of your newly acquired



expensive gadgets in your waste bins. Criminals can use this to know your worth and it makes you a target of kidnap for ransom.

16. For females, anytime you find yourself facing the threat of rape, do not put up physical resistance or panic, defecate and urinate on your body and the rapist will simply give you a few slaps and let go of you.

If you see something, say something. Security is everyone's concern!



## Don't get duped!

do not pay cash for meter to any person(s)  
pay only to the approved MAP account  
with your MAP ID when prompted.

visit [www.beninelectric.com](http://www.beninelectric.com) to apply for a meter

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Three-Phase Meter	N154,623.81

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  - Visit any of our offices to apply
  - Complete your application and get a **MAP ID**
- 2 TECHNICAL EVALUATION**
  - Customers premises will be visited for **inspection and evaluation**
- 3 PAYMENT**
  - Pay using your **Ticket ID** to the dedicated MAP account **only when prompted.**
- 4 INSTALLATION**
  - MAP installer installs the meter **within 10 days of payment at no extra cost.**

Customers will be refunded the amount paid for the meter with energy credit/units

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**PHOTO SPLASH!**



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## COMMUNITY ENGAGEMENT WARRI



**MD/CEO PAYS COURTESY VISIT TO NIGERIAN ARMY  
4BRIGADE HEADQUARTERS**



## 2023 CUSTOMER SERVICE WEEK