
PUBLIC UTILITIES COMMISSION
OF SRI LANKA
STRATEGIC PLAN
2027 – 2031
Level 6, BOC Merchant Tower,
28, St. Michael's Road, Colombo 03,
Sri Lanka.
+94 11 239 2600
info@pucsl.gov.lk
www.pucsl.gov.lk



Public Utilities
Commission of Sri Lanka

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EXECUTIVE SUMMARY

The Public Utilities Commission of Sri Lanka (PUCSL) Strategic Framework 2027–2031 provides a five-year strategic direction for strengthening the Commission's role as an independent, credible and forward-looking regulator of utility industries. The Framework has been developed in response to the significant transformation taking place in Sri Lanka's electricity and broader utility sectors, driven by structural reforms, increasing competition, technological advancement, renewable energy integration, sustainability imperatives, changing consumer expectations and the growing need for transparency and accountability.

The Strategic Framework translates PUCSL's statutory mandate into a coherent set of strategic priorities, objectives, measurable outcomes and implementation actions. It is intended to provide a clear link between the Commission's legal mandate, its vision, mission and core values, strategic objectives, divisional responsibilities, annual work programmes and budgets. In doing so, it moves the Commission from predominantly annual and activity-based planning towards a more structured, outcome-oriented and forward-looking approach. The Framework also provides a basis for stronger institutional accountability, evidence-based decision-making, efficient resource allocation and continuous performance improvement.

The Framework is guided by PUCSL's vision of being a credible, independent and trusted regulator ensuring fair, efficient, sustainable and future-ready utility services while protecting consumer interests and supporting national development. Its mission emphasizes independent regulation based on fairness, transparency, efficiency and sustainability, while protecting consumers, promoting competition and supporting national energy and economic goals. These directions are underpinned by six core values: **independence, transparency, integrity, accountability, stakeholder focus and excellence**.

The strategic direction of PUCSL is organized around **six interrelated strategic themes**:

1. **Strengthening Consumer Protection and Quality of Service** – enhancing consumer protection, complaint resolution, service quality, tariff transparency, consumer awareness, grievance redress mechanisms and the protection of vulnerable consumers.
2. **Enhancing Regulatory Excellence, Good Governance and Independence** – strengthening the quality, consistency and credibility of regulatory decision-making through evidence-based regulation, regulatory impact assessment, transparency, international benchmarking, good governance and safeguards for regulatory independence.
3. **Fostering Efficient and Sustainable Utility Market Development** – supporting the gradual development of competitive and efficient utility markets through market reforms, non-discriminatory network access, competition monitoring, private sector participation, appropriate market rules and transparent market information systems.

4. **Driving Sustainability and Energy Transition** – supporting Sri Lanka's transition towards a sustainable, low-carbon and resilient energy system through renewable energy integration, energy efficiency, demand-side management, emerging technologies, energy storage and enhanced system resilience. The Framework specifically seeks to support national objectives including achieving **70% renewable electricity generation by 2030 and carbon neutrality by 2050**.
5. **Building Institutional Capacity and Digital Transformation** – developing a future-ready workforce, strengthening institutional knowledge and governance, modernizing internal processes, expanding data-driven regulation, digitizing licensing and regulatory monitoring, and strengthening cybersecurity and digital resilience.
6. **Strengthening Stakeholder Engagement and Transparency** – enhancing meaningful stakeholder participation, public disclosure, access to regulatory information, feedback mechanisms and proactive communication in order to strengthen public trust and institutional legitimacy.

Together, these six themes provide an integrated strategic response to the changing role of regulation. The transformation of the electricity sector, including structural unbundling, greater market-based competition, renewable energy integration, tariff and financial reforms, digitalization and smart-grid development, and increasing emphasis on energy security and climate resilience, requires PUCSL to move beyond traditional regulatory oversight. The Framework therefore positions the Commission as an enabler of market reform, facilitator of the energy transition, guardian of consumer interests and system reliability, and steward of transparency, institutional excellence and long-term sector sustainability.

A major emphasis of the Framework is the strengthening of consumer outcomes. This includes reducing the time required to resolve consumer complaints, improving quality, continuity and safety of utility services, strengthening tariff transparency and predictability, expanding consumer awareness and participation, institutionalizing utility-level grievance redress mechanisms, benchmarking service performance and strengthening protections for vulnerable consumers.

The Framework also gives significant importance to the modernization of the regulatory environment. Key priorities include the introduction of a standardized Regulatory Impact Assessment framework, greater transparency and disclosure of regulatory decisions, digital transformation of regulatory processes, international benchmarking and strengthened stakeholder consultation. In parallel, PUCSL will facilitate the development of competitive electricity markets, open and non-discriminatory network access, improved market rules and increased private sector participation.

Sustainability and energy transition constitute another major pillar of the Framework. PUCSL will support the integration of renewable energy while maintaining system security and reliability, promote energy efficiency and demand-side management, and establish appropriate regulatory frameworks for emerging

technologies such as energy storage, electric mobility, distributed energy resources and smart grids. These priorities are complemented by measures to strengthen the resilience of utility infrastructure against climate-related and other emerging risks.

Equally important is the transformation of PUCSL itself. The Framework recognizes that effective regulation requires strong institutional capacity, competent human resources, modern systems and reliable data. Accordingly, it provides for workforce and leadership development, knowledge management, digitalization of internal and regulatory processes, centralized regulatory data and analytics, digital licensing and monitoring, strengthened governance and internal controls, cybersecurity, and integrated performance management.

The Strategic Framework is translated into implementation through division-level targets, activities and Key Performance Indicators (KPIs). During the first phase, detailed targets and activities have been established up to 2029, covering the Tariff and Economic Affairs, Consumer Affairs, Environment, Renewable Energy and Efficiency, Inspectorate, Regulatory Affairs, Licensing, Corporate Communication, Human Resources and Administration, Legal, Finance, and IT and MIS Divisions. The targets for 2030 and 2031 will be developed and incorporated during the subsequent phase of strategic planning and budgeting.

The implementation approach is intended to ensure that the Strategic Framework is not merely a statement of aspirations but a practical management instrument. The alignment of strategic objectives with divisional activities, annual targets and measurable KPIs provides a basis for monitoring progress, strengthening accountability and linking institutional performance with the Commission's broader strategic outcomes. The Framework therefore establishes a foundation for more systematic prioritization of resources, improved coordination across divisions and continuous review of regulatory and institutional performance.

Ultimately, the PUCSL Strategic Framework 2027–2031 seeks to position the Commission as a credible, independent, trusted and future-ready regulator capable of responding effectively to the evolving needs of consumers, utilities and the national economy. Through stronger consumer protection, regulatory excellence, efficient market development, sustainable energy transition, institutional modernization and transparent stakeholder engagement, PUCSL will seek to create greater public value while supporting a reliable, affordable, efficient, sustainable and resilient utility sector in Sri Lanka.

1. INTRODUCTION

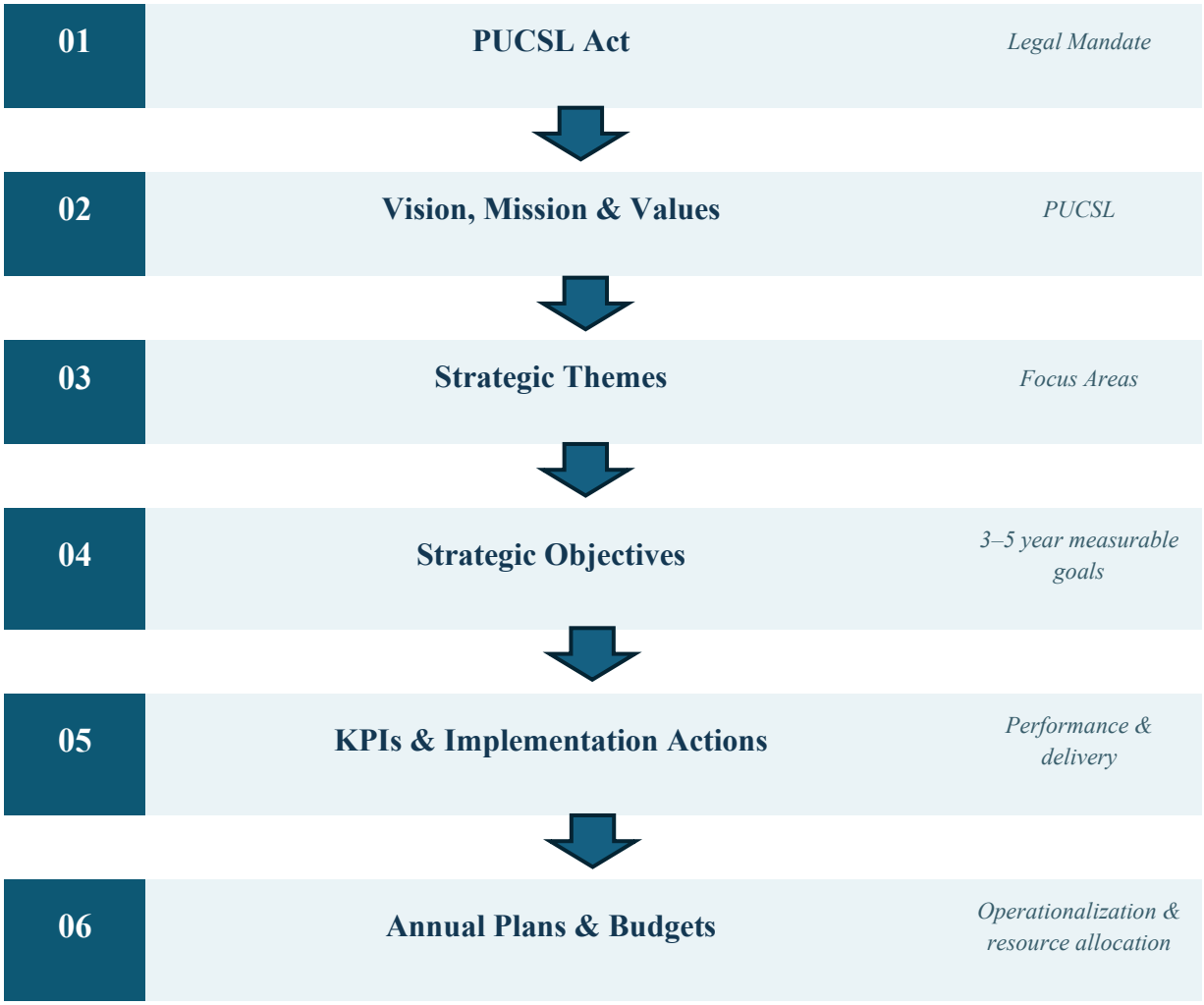
The Public Utilities Commission of Sri Lanka (PUCSL), established under the PUCSL Act, No. 35 of 2002, is supposed to serve as the independent regulator of utility industries, particularly the electricity sector, petroleum and water sector, under the PUCSL Act.

At present, PUCSL is fully regulating the electricity sector and the shadow regulator in the lubricant sector. In the context of ongoing sector reforms, increasing demand for transparency, and the transition towards sustainable, competitive, reliable energy systems and markets, PUCSL requires a structured, and forward-looking strategic framework. So far, PUCSL has primarily relied on annual activity plans, with limited use of indicative rolling plans for subsequent years. However, the Commission is now moving towards a structured five-year strategic planning approach to guide the formulation of annual work programs, in accordance with the provisions of Section 33 of the PUCSL Act.

This strategic plan establishes a comprehensive framework that cascades statutory mandates into clearly defined strategic themes, objectives, and measurable regulatory outcomes, thereby strengthening coherence, accountability, and long-term institutional direction.

2. STRATEGIC FRAMEWORK STRUCTURE

This strategic framework follows the model outlined below:



Hence, this strategic framework ensures:

- Alignment between law and execution
- Measurable performance and
- Strong Board oversight and accountability

3. STRATEGIC CONTEXT

This section outlines the external and internal environment within which PUCSL operates and provides the foundation for the Strategic Plan. It begins by presenting the statutory mandate of the Commission, which defines its legal responsibilities and regulatory functions under the PUCSL Act. It then examines the ongoing transformation of the utility sector, including emerging challenges and opportunities driven by policy reforms, technological advancements, market evolution, and sustainability imperatives. Finally, it explains the rationale for developing a strategic plan, highlighting the need for a coherent, forward-looking framework to guide regulatory priorities, strengthen institutional performance, and ensure effective delivery of PUCSL's mandate in a rapidly changing sector environment.

3.1 Statutory Mandate

In terms of PART IV, 14 and section 2 of the PUCSL act, PUCSL is mandated:

- To protect and promote the interests of all consumers.
- To promote competition where appropriate.
- To promote efficiency in both operations and capital investment in utility industries.
- To promote efficient allocation of resources within regulated industries.
- To promote safety and service quality in utility industries.
- To benchmark utility services against international standards.
- To ensure that price-regulated entities are able to finance their operations and invest to meet consumer needs.

3.2 Sector Transformation

The electricity sector is undergoing significant structural and operational transformation driven by national policy reforms, technological change, and sustainability commitments. These changes are reshaping the role of regulation and the functioning of the entire value chain.

Structural reforms and unbundling

The sector is moving towards greater functional separation of generation, transmission, distribution, and system operations. This unbundling is intended to improve efficiency, accountability, and transparency in sector operations while enabling clearer regulatory oversight.

Market-based competition

Gradual introduction of competitive mechanisms, particularly in generation and procurement, is reshaping traditional monopoly structures. This transition aims to improve efficiency, reduce costs, and enhance service delivery through greater private sector participation and market discipline.

Renewable energy transition

The increasing integration of renewable energy sources such as solar and wind is transforming the generation mix. This shift supports national sustainability goals but also introduces new challenges related to grid stability, intermittency management, and system flexibility.

Tariff reforms and financial restructuring

Ongoing reforms in tariff setting and financial arrangements are aimed at ensuring cost-reflective pricing, improving sector financial viability, and enabling utilities to recover investments while maintaining affordability for consumers.

Digitalization and Smart Grid Transformation

The electricity sector is increasingly being reshaped by digital technologies, including smart grids, advanced metering infrastructure (AMI), automation, and data-driven system operations. These developments are improving operational efficiency, enabling real-time monitoring, and transforming how utilities and regulators manage demand, reliability, and system performance.

Energy Security and System Resilience

The sector is placing greater emphasis on ensuring energy security, reliability, and resilience in response to climate risks, fuel price volatility, and supply disruptions. This requires strengthening system planning, reserve capacity management, and adaptive regulatory frameworks to maintain continuity and stability of supply.

Climate Policy Integration and Decarbonization Pressure

Electricity sector planning is increasingly aligned with national and global climate commitments, including carbon neutrality targets. This introduces regulatory pressures to decarbonize the generation mix, reduce emissions intensity, and align investment decisions with long-term environmental sustainability objectives.

The cumulative effect of these sector transformations is a significant evolution in the role of regulation. The regulator is no longer limited to traditional oversight and tariff determination but is increasingly required to act as an enabler of market reform, a facilitator of energy transition, a guardian of system reliability and consumer protection, and a steward of transparency, digital transformation, and long-term sector sustainability.

3.3 Need for Strategic Planning

For a public utility regulator such as PUCSL, a strategic plan is essential to provide a clear long-term direction, ensure regulatory effectiveness, and respond proactively to the rapidly evolving energy and utility sectors. The increasing complexity of electricity, petroleum, water, and emerging utility services, together with technological advancements, sustainability imperatives, consumer expectations, and policy reforms, requires the Commission to align its resources, priorities, and actions with national development goals. The strategic plan also ensures alignment with the latest electricity sector policies, tariff frameworks, and government priorities, enabling the Commission to effectively support sector reforms while maintaining a fair balance between consumer protection and industry sustainability. In addition, it strengthens accountability, enhances institutional performance, supports evidence-based decision-making, and enables the PUCSL to deliver greater value to consumers, industry stakeholders, and the nation over the medium to long term.

More specifically, a structured plan ensures:

- Alignment of annual activities with long-term mission and goals
- Avoidance of reactive decision-making
- Capacity planning and efficient allocation of resources
- Continuous improvements in performance
- Transparency and stakeholder trust
- Preparedness for future sector challenges

4. VISION AND MISSION

Vision

To be a credible, independent, and trusted regulator ensuring fair, efficient, sustainable, and future-ready utility services while protecting consumer interests and supporting national development.

Mission

To independently regulate utility industries by ensuring fairness, transparency, efficiency, and sustainability, while protecting consumers, promoting competition, and supporting national energy and economic goals.

This mission statement is well aligned with the statutory mandate of the PUCSL as per PART IV, 14, and section 2 of the PUCSL Act.

5. CORE VALUES OF PUCSL

PUCSL will operate every function adhering to the following core values:

- Independence – Free from undue influence
- Transparency – Open and accountable decision-making
- Integrity – Ethical and professional conduct
- Accountability – Responsibility for regulatory outcomes
- Stakeholder Focus – Inclusive and participatory regulation
- Excellence – Continuous improvement and innovation

6. SWOT ANALYSIS

Strengths:

1. Regulatory Authority: PUCSL has the authority to regulate and oversee the electricity industry in Sri Lanka.

2. Expertise: PUCSL consists of a team of experts in energy regulation and policy.

3. Independence: PUCSL operates independently, which helps ensure unbiased decision-making.

4. Stakeholder Engagement: PUCSL collaborates with various stakeholders, including government bodies, utilities, and consumers.

5. Transparency: PUCSL maintains transparency in its operations and decision-making processes.

Weaknesses:

1. Limited Resources: PUCSL may face resource constraints in terms of funding and staffing.

2. Capacity Building: Continuous training and development programs may be needed to enhance the skills of the staff.

3. Enforcement Challenges: Ensuring compliance with regulations by all industry players can be a challenge.

4. Public Awareness: Limited public awareness about the role and functions of PUCSL may hinder its effectiveness.

5. Regulatory Framework: Constantly evolving regulatory frameworks and policies may pose challenges for effective regulation.

Opportunities:

1. Renewable Energy Integration: PUCSL can play a key role in promoting the integration of renewable energy sources into the national grid.

2. Technological Advancements: Embracing technological advancements can enhance efficiency and effectiveness in regulatory functions.

3. Market Expansion: Opportunities for market expansion and diversification within the energy sector may arise.

4. Policy Influence: PUCSL can influence policy decisions to promote sustainable energy practices and grid reliability.

5. International Collaboration: Collaborating with international energy regulatory bodies can facilitate knowledge exchange and best practices.

Threats:

1. Political Interference: Potential political interference may impact the independence and effectiveness of PUCSL.

2. Market Instability: Fluctuations in energy prices and market dynamics can pose challenges for regulatory oversight.

3. Legal Challenges: Legal disputes and challenges to regulatory decisions can affect the authority of PUCSL.

4. Cybersecurity Risks: Increasing cybersecurity threats can expose the security of critical energy infrastructure.

5. Climate Change Impacts: Climate change-related events can disrupt energy supply and infrastructure, posing threats to regulatory stability.

This SWOT analysis provides a snapshot of the internal strengths and weaknesses of PUCSL, as well as external opportunities and threats that may impact its operations and effectiveness in regulating the electricity industry in Sri Lanka.

7. OVERVIEW OF THE STRATEGIC PLAN

7.1 SUMMARY OF THE STRATEGIC PLAN

The PUCSL Strategic Plan 2027–2031 provides a clear strategic direction for strengthening the Commission's role as an independent, credible and forward-looking regulator in a rapidly transforming utility sector. It reflects the need for regulation to evolve in response to structural reforms, technological developments, increasing consumer expectations, the transition towards sustainable energy and the growing importance of transparency, accountability and good governance.

The Plan is built around six interconnected strategic themes: **consumer protection and quality of service; regulatory excellence, good governance and independence; efficient and sustainable utility market development; sustainability and energy transition; institutional capacity and digital transformation; and stakeholder engagement and transparency.** Together, these themes provide a balanced framework for strengthening both the regulatory functions of PUCSL and its institutional capacity to respond effectively to emerging challenges.

Successful implementation of the Plan will require strong institutional commitment, effective coordination among divisions, continuous engagement with stakeholders and the efficient allocation of human and financial resources. The division-level targets, activities and Key Performance Indicators provide the basis for translating the strategic priorities into measurable results and ensuring accountability for implementation.

The Strategic Plan is therefore not intended to be a static document. It provides a framework within which PUCSL can continuously assess changing sector conditions, learn from experience and adapt its regulatory approaches while remaining firmly aligned with its statutory mandate and strategic objectives. Regular monitoring and review will be essential to maintain its relevance and effectiveness throughout the planning period.

Ultimately, the successful implementation of this Strategic Plan will strengthen PUCSL's regulatory effectiveness, institutional resilience and stakeholder confidence. More importantly, it will enable the Commission to make a meaningful contribution towards ensuring that utility services in Sri Lanka are **reliable, affordable, efficient, sustainable, resilient and responsive**

to the needs of consumers, while **s**upporting the country's broader economic and sustainable development objectives.

7.2 STRATEGIC THEMES & OBJECTIVES (2027–2031)

The PUCSL's strategic direction is articulated through a set of key strategic themes that collectively translate its vision and mission into actionable priorities. These themes provide a structured framework for guiding regulatory focus, institutional strengthening, and sectoral development over the planning period. Each theme is supported by specific objectives designed to enhance regulatory effectiveness, promote efficiency and transparency, safeguard consumer interests, and ensure the long-term sustainability of utility services in line with national policy directions. Accordingly, the following strategic themes have been formulated in line with the statutory mandate, vision, and mission of PUCSL.

1. Strengthening consumer protection and quality of service
2. Enhancing regulatory excellence, good governance and independence
3. Fostering efficient and sustainable utility market development
4. Driving sustainability and energy transition
5. Building institutional capacity and digital transformation
6. Strengthening stakeholder engagement and transparency

Table 1 below presents the alignment of the six strategic themes with the statutory mandate of the PUCSL, demonstrating how each theme collectively translates legislative responsibilities into strategic priorities and regulatory outcomes.

Table 1 Alignment of the six strategic themes with the statutory mandate

Statutory Mandate	Strategic Themes					
	Theme 1: Strengthening Consumer Protection and Quality of Service	**Theme 2: Enhancing Regulatory Excellence, Good Governance and Independence**	**Theme 3: Fostering Efficient and Sustainable Utility Market Development**	**Theme 4: Driving Sustainability & Energy Transition**	**Theme 5: Building Institutional Capacity & Digital Transformation**	**Theme 6: Strengthening Stakeholder Engagement & Transparency**
To protect and promote the interests of all consumers.	√					√
To promote competition where appropriate		√	√			√
To promote efficiency in both operations and capital investment in utility industries		√	√		√	
To promote efficient allocation of resources within regulated industries		√	√			
To promote safety and service quality in utility industries.	√	√		√		
To benchmark utility services against international standards		√		√	√	
To ensure that price-regulated entities are able to finance their operations and invest to meet consumer needs	√	√	√			

Strengthening Consumer Protection and Quality of Service

The PUCSL aims to enhance consumer protection and improve the quality, reliability, and fairness of utility services through a strengthened, transparent, and outcome-oriented regulatory framework. This will be achieved through improved complaint resolution systems, strengthened service quality standards, enhanced tariff transparency, greater consumer engagement, and reinforced accountability mechanisms across all regulated utilities. The Consumer Affairs, Tariff and Economic Affairs, Regulatory Affairs, Inspectorate, and Legal Divisions of PUCSL bear primary responsibility for formulating the strategic objectives and associated activities for the planning period. Accordingly, the following strategic objectives have been formulated for the planning period.

7.2.1 Strategic Objectives for Theme 1

***Objective 1*– Efficient Consumer Complaint Resolution**

Reduce the average consumer complaint resolution time by 80% by 2032 compared to the 2026 baseline, while improving first-contact resolution rates and expanding digital and accessible complaint-handling mechanisms.

***Objective 2* – Quality, Continuity, and Safety of Utility Services**

Achieve at least 80% compliance with defined quality and continuity of service standards and ensure 100% compliance with safety standards across all regulated utility services.

***Objective 3* – Tariff Transparency and Regulatory Predictability**

Strengthen tariff transparency and predictability through rule-based, consultative, and evidence-driven regulatory mechanisms that enhance affordability, public trust, and confidence in regulatory decisions.

***Objective 4* – Consumer Awareness and Engagement**

Increase consumer awareness, participation, and engagement in regulatory processes by 75% by 2032, compared to the 2026 baseline, through structured outreach, communication strategies, and inclusive stakeholder engagement programs.

***Objective 5* – Strengthening Utility-Level Grievance Redress Systems**

Ensure that all licensed utilities establish, implement, and maintain standardized, accessible, and time-bound internal grievance redress mechanisms in compliance with PUCSL regulatory requirements.

***Objective 6* – Service Performance Benchmarking and Accountability**

Develop and institutionalize performance benchmarking systems for service quality, reliability, and efficiency across all regulated utilities to promote accountability and continuous improvement by 2027.

***Objective 7* – Protection of Vulnerable Consumers**

Strengthen regulatory mechanisms to safeguard vulnerable consumer groups through targeted protections, equitable access provisions, and supportive regulatory interventions to ensure inclusive utility service delivery.

Enhancing Regulatory Excellence, Good Governance and Independence

This strategic theme focuses on strengthening PUCSL's institutional capability to deliver high-quality, credible, and impartial regulatory decisions in line with its statutory mandate. It emphasizes the continuous improvement of regulatory processes, systems, and competencies to ensure decisions are transparent, evidence-based, and consistent with principles of good governance. The theme also reinforces the importance of safeguarding regulatory independence, enhancing accountability, and promoting ethical conduct across all functions of the Commission. Collectively, it aims to build a robust and trusted regulatory institution capable of responding effectively to the evolving complexities of the utility sector while maintaining public confidence and institutional integrity.

Regulatory Affairs, Legal, Tariff and Economic Affairs, Inspectorate, Compliance & Research, Licensing, and Corporate Communications divisions bear primary responsibility for formulating the strategic objectives and associated activities for the planning period. Accordingly, the following strategic objectives have been formulated for the planning period.

7.2.2 Strategic Objectives for Theme 2

Objective 1 **– Digital Regulatory Transformation**

Implement a fully integrated digital regulatory decision-making system by 2032 to support end-to-end regulatory processes, data management, and analytics.

Objective 2 **– Transparency and Public Disclosure of Decisions**

Ensure 100% publication of regulatory decisions with clear justification, supporting data, and stakeholder accessibility by 2032.

Objective 3 **– Regulatory Impact Assessment (RIA) Framework**

Introduce and institutionalize a standardized Regulatory Impact Assessment (RIA) framework for all major regulatory decisions by 2027.

Objective 4 **– International Benchmarking and Recognition**

Achieve recognition as an internationally benchmarked regulator by 2032, aligned with best practices of leading regulatory bodies such as Ofgem, NARUC, and CERC.

Objective 5 **– Strengthening Regulatory Independence and Governance Safeguards**

Strengthening institutional and procedural safeguards to ensure regulatory independence, transparency, and accountability in all decision-making processes.

Objective 6 **– Strengthening Stakeholder Consultation and Participatory Regulation**

Institutionalize structured stakeholder consultation mechanisms to ensure inclusive, transparent, and evidence-informed regulatory decision-making.

Fostering Efficient and Sustainable Utility Market Development

This strategic theme focuses on strengthening the structure, performance, and long-term sustainability of Sri Lanka's utility markets through effective regulation that promotes efficiency, fair competition, and responsible investment. It aims to create a regulatory environment that encourages innovation, improves resource allocation, and facilitates the gradual development of competitive dynamics where feasible, while ensuring the continued reliability and sustainability of essential utility services. The theme also emphasizes the importance of balancing market development with consumer protection and national policy objectives, thereby supporting a resilient, transparent, and future-oriented utility sector.

Regulatory, Tariff and Economic Affairs, Licensing, Environment, Renewables and Efficiency, Inspectorate, Consumer Affairs and Legal divisions bear primary responsibility for formulating the strategic objectives and associated activities for the planning period. Accordingly, the following strategic objectives have been formulated for the planning period.

7.2.3 Strategic Objectives for Theme 3

Objective 1 **– Electricity Market Development**

Facilitate the phased establishment and operationalization of a competitive wholesale electricity market by 2030, in line with national energy policy and sector reform roadmap.

Objective 2 **– Non-Discriminatory Network Access**

Ensure transparent, fair, and non-discriminatory access to transmission and distribution networks for all licensed participants.

Objective 3 **– Competition Monitoring and Enforcement**

Strengthen regulatory frameworks for monitoring market behavior and enforcing competition rules to prevent anti-competitive practices and ensure market integrity.

Objective 4 **– Private Sector Participation in Generation**

Promote increased and efficient private sector participation in electricity generation through transparent procurement, competitive bidding processes, and regulatory certainty.

Objective 5 **– Market Rules and Institutional Framework Development**

Develop and continuously refine market rules, codes, and regulatory frameworks required for efficient functioning of competitive utility markets while delivering fair prices, improved service quality, and enhanced consumer welfare.

Objective 6 – Market Transparency and Information Systems

Establish transparent market information systems to support efficient decision-making, price discovery, and regulatory oversight.

Driving Sustainability and Energy Transition

This strategic theme focuses on guiding Sri Lanka's utility sector towards a more sustainable, low-carbon, and resilient energy future through effective regulatory interventions. It emphasizes facilitating the integration of renewable energy, improving energy efficiency, and supporting the gradual transition away from conventional energy systems in line with national policy objectives. The theme also prioritizes strengthening system reliability and resilience in the face of climate change, technological disruption, and evolving demand patterns. Through forward-looking regulation, PUCSL seeks to enable a balanced energy transition that ensures environmental sustainability, energy security, affordability, and long-term sector stability.

Environment, Renewables and Efficiency, Licensing, Regulatory Affairs, Tariff and Economic Affairs, Inspectorate and Legal divisions bear primary responsibility for formulating the strategic objectives and associated activities for the planning period. Accordingly, the following strategic objectives have been formulated for the planning period.

7.2.4 Strategic Objectives for Theme 4

Objective 1 **– Supporting National Energy Transition Targets**

Facilitate the achievement of national renewable energy and decarbonization targets, including 70% renewable electricity generation by 2030 and carbon neutrality by 2050, through effective regulatory frameworks and market mechanisms.

Objective 2 **– Renewable Energy Integration and System Readiness**

Develop and implement regulatory, technical, and forecasting standards to support the secure and efficient integration of renewable energy into the electricity system and to facilitate the competitive market integration of distributed generation through appropriate regulatory mechanisms.

Objective 3 **– Energy Efficiency and Demand-Side Management**

Promote energy efficiency and demand-side management initiatives through regulatory incentives and performance-based mechanisms that deliver measurable reductions in energy consumption and peak demand.

Objective 4 **– Emerging Technologies and Innovation**

Establish regulatory frameworks for energy storage, electric mobility, distributed energy resources, smart grids, and other clean energy technologies by 2030.

Objective 5 **– Enhancing Energy System Resilience**

Strengthen the resilience and reliability of utility infrastructure and services to address climate-related risks, extreme weather events, and emerging system challenges.

Building Institutional Capacity and Digital Transformation

This strategic theme focuses on strengthening PUCSL's institutional capabilities, human resources, systems, and technological infrastructure to enhance organizational effectiveness and regulatory performance. It emphasizes developing a skilled and future-ready workforce, improving internal processes, strengthening knowledge management, and fostering a culture of continuous learning and innovation. The theme also prioritizes digital transformation through the adoption of modern technologies, data-driven decision-making, integrated information systems, and digital service delivery. Collectively, these efforts will enable PUCSL to operate more efficiently, respond effectively to emerging regulatory challenges, and deliver high-quality services to stakeholders in an increasingly dynamic utility sector.

Human Resources & Administration Division, Information and Communication Technology (ICT), Finance and Regulatory Affairs divisions bear primary responsibility for formulating the strategic objectives and associated activities for the planning period. Accordingly, the following strategic objectives have been formulated for the planning period.

7.2.5 Strategic Objectives for Theme 5

Objective 1 **– Workforce Capacity and Organizational Development**

Develop a future-ready workforce through competency-based human resource management, continuous professional development, leadership development, and succession planning programs while establishing an institutional knowledge management framework to capture, share, and retain organizational knowledge, regulatory expertise, and lessons learned.

Objective 2 **– Digital Transformation of Internal Processes**

Modernize and automate core organizational and regulatory processes through integrated digital systems to improve efficiency, transparency, and service delivery.

Objective 3 **– Data-Driven Regulation and Analytics**

Establish a centralized regulatory data management and analytics platform to support evidence-based decision-making, performance monitoring, forecasting, and regulatory oversight.

Objective 4 **– Digital Licensing and Regulatory Monitoring**

Achieve end-to-end digitization of licensing, compliance monitoring, inspection, and reporting processes to enhance regulatory efficiency and stakeholder accessibility by 2028.

Objective 5 **– Governance and Institutional Excellence**

Strengthen institutional governance, accountability, risk management, and internal control systems in line with national and international best practices in public sector governance.

Objective 6 **– Cybersecurity and Digital Resilience**

Strengthen cybersecurity, data protection, and digital resilience capabilities to safeguard critical information assets and ensure continuity of operations.

Objective 7 **– Performance Management and Organizational Effectiveness**

Implement an integrated performance management framework with measurable indicators of institutional and individual performance to enhance accountability and continuous improvement.

Strengthening Stakeholder Engagement and Transparency

This strategic theme focuses on enhancing PUCSL's openness, accountability, and responsiveness through structured and meaningful engagement with all key stakeholders, including consumers, utilities, government institutions, and the broader public. It emphasizes improving transparency in regulatory processes, decisions, and communications to strengthen public trust and institutional legitimacy. The theme also promotes inclusive and participatory regulatory practices that enable stakeholders to contribute effectively to policy development, regulatory decision-making, and performance monitoring. Through proactive communication, open access to information, and continuous dialogue, PUCSL aims to build stronger relationships with stakeholders and reinforce confidence in the regulatory system.

Consumer Affairs, Corporate Communications, Human Resources, Regulatory Affairs, and Legal divisions bear primary responsibility for formulating the strategic objectives and associated activities for the planning period. Accordingly, the following strategic objectives have been formulated for the planning period.

7.2.6 Strategic Objectives for Theme 6

Objective 1 **– Enhancing Stakeholder Consultation in Line with International Best Practices**

Continuously strengthen stakeholder consultation mechanisms for major regulatory decisions in line with international best practices to promote transparency, inclusiveness, and evidence-based decision-making.

Objective 2 **– Stakeholder Satisfaction and Trust Measurement**

Develop and implement a stakeholder satisfaction and trust index and achieve a sustained annual improvement of at least 10% based on structured feedback mechanisms.

Objective 3 **– Regulatory Transparency and Sector Reporting**

Ensure systematic public disclosure of all non-confidential regulatory decisions, data, and reports, and publish an annual State of the Utilities Sector Report.

Objective 4 **– Digital Public Access to Regulatory Information**

Enhance public access to regulatory information through integrated digital platforms, including real-time dashboards, open data systems, and user-friendly information portals.

Objective 5 **– Strengthening Grievance Transparency and Feedback Integration**

Establish a transparent feedback loop mechanism that systematically integrates consumer and stakeholder inputs from complaints, consultations, and engagements into regulatory decision-making processes.

Objective 6 **– Enhancing Open Regulation and Proactive Disclosure**

Adopt an open regulation framework that ensures proactive disclosure of regulatory methodologies, decision rationales, and performance outcomes in a timely and accessible manner.

7.3 KEY TARGETS, ACTIVITIES AND KEY PERFORMANCE INDICATORS

This section sets out the key targets each PUCSL division must achieve under each strategic theme, along with the corresponding activities and Key Performance Indicators (KPIs) to measure progress and performance.

The Strategic Plan covers five years from 2027 to 2031. However, as part of the first phase of implementation, key targets and activities have been identified and planned up to 2029. The next phase of the strategic planning and budgeting process will develop and incorporate targets and activities for the remaining two years, 2030 and 2031.

Accordingly, targets and activities have been developed for the following divisions:

(a) Tariff and Economic Affairs Division;

(b) Consumer Affairs Division;

(c) Environment, Renewable Energy and Efficiency Division;

(d) Inspectorate Division;

(e) Regulatory Affairs Division;

(f) Licensing Division;

(g) Corporate Communication Division;

(h) Human Resources and Administration Division;

(i) Legal Division;

(j) Finance Division

(k) IT and MIS Division

(h) Compliance Division

7.3.1 TARIFF AND ECONOMIC AFFAIRS DIVISION

Table 2 Key Targets, Activities and KPIs for Tariff and Economic Affairs Division

Strategic Theme	Strategic Objectives	Key Targets		Activities	Relevant year/s for each activity	KPIs
		Key Targets (Results)	Year to achieve			
Theme 1: Strengthening consumer protection and quality of service	ObjStrategic PlanStrategic Planective 3: Tariff Transparency and Regulatory Predictability	**Completion of routine reviews:** 1. Tariff reviews (Bulk supply, Uniform National Tariff, End-user) (RU) 2. Review of RE feed-in tariffs (RU) 3. Administer Bulk Supply Transaction Account (BSTA) (RU) 4. Review of commercial terms of Power Purchase Agreements of new generation plants (RU) 5. Tariff review for exempted (re-distribution/supply) parties (RU) 6. Review of allowed charges (RU	2027 2028 2029	Routine: AP27/TEA/RU/01 AP28/TEA/RU/01 AP29/TEA/RU/01 AP27/TEA/RU/02 AP28/TEA/RU/02 AP29/TEA/RU/02 AP27/TEA/RU/03 AP28/TEA/RU/03 AP29/TEA/RU/03 AP27/TEA/RU/04 AP28/TEA/RU/04 AP29/TEA/RU/04 AP27/TEA/RU/05 AP28/TEA/RU/05 AP29/TEA/RU/05 AP27/TEA/RU/06 AP28/TEA/RU/06 AP29/TEA/RU/06	2027 2028 2029	1.Percentage of required review completion yearly 2.Percentage of required review completion yearly 3.Percentage of required review completion yearly 4.Percentage of required review completion yearly 5. Percentage of required review completion yearly 6.Percentage of required review completion yearly

		Data audit 1. Completion of data audit 2. Issuance of data submission guidelines	2027 2028	Corporate: AP27/TEA/CP/01 AP28/TEA/CP/01	2027 2028	1. Audit report received. 2. Data submission guidelines issued to the Licensees.
		Electricity cost reflectivity 1. Review of commercial agreements of existing Licensees	2027	Corporate: AP27/TEA/CP/02	2027	1. Percentage completion of agreement reviews (of existing Licensees)
		Cost Reflective Pricing 1. Completion of cost of supply study 2. Establishing the road map for cost reflectivity of tariffs, 3. Report on introducing demand response pricing	2027 2028 2029	Corporate: AP27/TEA/CP/03 AP28/TEA/CP/02 AP29/TEA/CP/01	2027 2028 2029	6. Cost of supply study report received 7. Completed road map on achieving cost reflectivity 8. Completed report on Demand Response (DR) pricing strategies.
	Objective 7: Protection of Vulnerable Consumers	**Lifeline Tariffs** 1. Completion of energy poverty study 2. Designing of lifeline tariffs	2027 2028	Corporate: AP27/TEA/CP/04 AP28/TEA/CP/03	2027 2028	1. Energy poverty study report received. 2. Completed report on lifeline tariff design.
Theme 2: Enhancing Regulatory Excellence, Good Governance and Independence	Objective 2 – Transparency and Public Disclosure of Decisions	**Tariff transparency** 1. Completion of routine reports on utility financial position 2. Completion of utility cost true-up, with the cost audit	2027 2028 2029	Routine: AP27/TEA/RU/07 AP28/TEA/RU/07 AP29/TEA/RU/07	2027 2028 2029	1. Completed reports on utility financial position every year.
				Routine: AP27/TEA/RU/08 AP28/TEA/RU/08 AP29/TEA/RU/08		2. Completed report on utility cost audit Results of utility cost true-up, every year.
Theme 3: Fostering Efficient and Sustainable Utility Market Development	Objective 1: Electricity Market Development Objective 2: Non-Discriminatory Network Access	**Open Access & Electricity Markets** 1. Completion of open access charges methodology	2027 2028	Corporate: AP27/TEA/CP/05 AP28/TEA/CP/05	2027 2028	1.Completed methodology on open access charges

	Objective 6: Market Transparency and Information Systems	2. Developing market rules	2028	Corporate: AP28/TEA/CP/04	2028	2.Completed market rules report.
			2029	Corporate: AP28/TEA/CP/02	2029	
	Objective 3: Competition monitoring and Enforcement	**Dispatch Audit** 1. Completion of merit order dispatch audit	2027 2028 2029	Routine: AP27/TEA/RU/09 AP28/TEA/RU/09 AP29/TEA/RU/09	2027 2028 2029	1. Completed merit order dispatch audit report.
Theme 4: Driving Sustainability and Energy Transition	Objective 2: Renewable Energy Integration and System Readiness	**System development** 1. Completion of routine monitoring report on utility investments on network development	2027 2028 2029	Routine: AP27/TEA/RU/10 AP28/TEA/RU/10 AP29/TEA/RU/10	2027 2028 2029	1.Completed network investment status report for utilities

List of Activities for the 2027-2029 period

S/N	Activity Code	Activity
1	AP27/TEA/RU/01, AP28/TEA/RU/01, AP29/TEA/RU/01	Tariff reviews (Bulk supply, Uniform National Tariff, End-user) (RU)
2	AP27/TEA/RU/02, AP28/TEA/RU/02, AP29/TEA/RU/02	Review of RE feed-in tariffs (RU)
3	AP27/TEA/RU/03, AP28/TEA/RU/03, AP29/TEA/RU/03	Administer Bulk Supply Transaction Account (BSTA) (RU)
4	AP27/TEA/RU/04, AP28/TEA/RU/04, AP29/TEA/RU/04	Review of commercial terms of Power Purchase Agreements of new generation plants (RU)
5	AP27/TEA/RU/05, AP28/TEA/RU/05, AP29/TEA/RU/05	Tariff review for exempted (re-distribution/supply) parties (RU)

6	AP27/TEA/RU/06, AP28/TEA/RU/06, AP29/TEA/RU/06	Review of allowed charges (RU)
7	AP27/TEA/RU/07, AP28/TEA/RU/07, AP29/TEA/RU/07	Monitor utility financial position and disseminate data (RU)
8	AP27/TEA/RU/08, AP28/TEA/RU/08, AP29/TEA/RU/08	True up and cost audit of Licensees (RU)
9	AP27/TEA/RU/09, AP28/TEA/RU/09, AP29/TEA/RU/09	Merit order dispatch audit (RU)
10	AP27/TEA/RU/10, AP28/TEA/RU/10, AP29/TEA/RU/10	Monitoring of Transmission and Distribution Licensee investment activities on network development (RU)
11	AP27/TEA/CP/01	Audit on Licensee data submissions (CP)
12	AP27/TEA/CP/02	Review PPA, PSA, FSA and verification of heat rates (CP)
13	AP27/TEA/CP/03	Load survey and cost of supply study (CP)
14	AP27/TEA/CP/04	Survey on Energy Poor consumer groups (CP)
15	AP27/TEA/CP/05	Developing a methodology for Open Access charges (CP)
16	AP28/TEA/CP/01	Issuance of data submission guidelines together with templates (CP)
17	AP28/TEA/CP/02	Formulating the road map on establishing electricity cost reflectivity (CP)
18	AP28/TEA/CP/03	Lifeline tariff designing (CP)
19	AP28/TEA/CP/04	Developing market rules (CP)
20	AP28/TEA/CP/05	Developing a methodology for Open Access charges (CP)
21	AP29/TEA/CP/01	Development of Demand Response (DR) pricing strategies (CP)
22	AP29/TEA/CP/02	Developing market rules (CP)

7.3.2 CONSUMER AFFAIRS DIVISION

Table 3 Key Targets, Activities and KPIs for Consumer Affairs Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Theme - 01 Strengthening consumer protection and quality of service	Objective - 01 Efficient Consumer Complaint Resolution	**Resolutions for Consumer complaints** 1. Facilitate all complaints/requests made by consumers/DLs 2. Resolve 90 (avg) complaints per month and inform DLs/consumers to comply	2027 2028 2029	Routine: AP27/CA/01/RU/01 AP28/CA/01/RU/01 AP29/CA/01/RU/01	2027 2028 2029	1. Percentage complaints/ requests facilitated 2. No. of consumer complaints resolved
		Resolutions for Disputes through Mediation 1. Determine resolutions for all mediation requests	2027 2028 2029	Routine: AP27/CA/01/RU/02 AP28/CA/01/RU/02 AP29/CA/01/RU/02	2027 2028 2029	1. Percentage of mediation requests resolved

		Compliance Audit on Implementation of Regulatory Decisions 1. Complete 25 area-based compliance audit – phase I 2. Complete 25 awareness sessions – phase I 3. Completion of annual audit report	2027-2029	Corporate: AP27/CA/01/CP/01	2027	1. Number of compliance audits completed annually
		1. Complete 25 area-based compliance audit – phase II 2. Complete 25 awareness sessions – phase II 3. Completion of annual audit report		AP28/CA/01/CP/01	2028	2. No. of awareness sessions completed annually
		1. Complete 25 area-based compliance audit – phase III 2. Complete 25 awareness sessions – phase III 3. Completion of annual audit report		AP29/CA/01/CP/01	2029	3. Final audit report completed annually

	Objective - 02 Quality, Continuity, and Safety of Utility Services	**Guidelines for Installation of Underground (UG) Electricity Lines** 1. Completion of guidelines for installation of underground (UG) electricity lines 1. Complete 25 annual compliance audit on implementation of UG electricity lines – phase I 1. Complete 27 annual compliance audit on implementation of UG electricity lines – phase II	2027-2029	Corporate: AP27/CA/01/CP/0 AP28/CA/01/CP/02 AP29/CA/01/CP/02	2027 2028 2029	1. Completion of the guideline 1. No. of compliance audits completed 1. No. of compliance audits completed
	Objective - 04 Consumer Awareness and Engagement	**Interactions with RCNs by CCC** 1. Conducting 25 RCN Annual General Meetings	2027	Routine: AP27/CA/01/RU/03	2027	1. No of annual General meetings

		2. Four advices to the Commission to protect rights of consumers	2028 2029	AP28/CA/01/RU/03 AP29/CA/01/RU/03	2028 2029	2. No of advices to the commission
		Awareness Campaign to Protect Interest of Consumers 1. Six Consumer awareness campaigns per annum on protecting consumer interests	2027-2029	Corporate: AP27/CA/01/CP/03 AP28/CA/01/CP/03 AP29/CA/01/CP/03	2027 2028 2029	1. Number of consumer awareness campaigns conducted annually
	Objective – 05 Strengthening Utility-Level Grievance Redress Systems	**Implementation and capacity enhancement programme for EGRF** 1. Five capacity building programmes for GRF members 2. Prepare annual evaluation report on resolving consumer grievances by the GRF	2027-2029	Corporate: AP27/CA/01/CP/04	2027	1. Number of capacity-building programmes conducted 2. Completion of annual evaluation report
		1. Mechanism for implementation of digitized GRF system		AP28/CA/01/CP/04	2028	1. Completion of digitized system

		1. Evaluation of effectiveness of the GRF system		AP29/CA/01/CP/04	2029	1. Completion of the evaluation report
	Objective - 06 Service Performance Benchmarking and Accountability	**Analysis of Customer Service Performance of DLs** 1. Analysis of customer service performance of DLs – quarterly reports annually 2. Analysis of customer service performance of DLs – annual report	2027 2028 2029	Routine: AP27/CA/01/RU/04 AP28/CA/01/RU/04 AP29/CA/01/RU/04	2027 2028 2029	1. Completion of quarterly performance reports 2. Completion of annual performance report
	Objective – 07 Protection of Vulnerable Consumers	**Assessment on Impact of Tariff revisions to Prices of Goods & Services** 1. Assessment report on impact of tariff revisions (as revisions announced) on prices of goods and services	2027 2028 2029	Routine: AP27/CA/01/RU/05 AP28/CA/01/RU/05 AP29/CA/01/RU/05	2027 2028 2029	1. Completion of assessment report

		Setting up of Consumer Advocates 1. Appointment of 300 consumer advocates – phase I 2. Five Capacity development programs for consumer advocates per annum	2027-2029	Corporate: AP27/CA/01/CP/05	2027	1. No. of appointed consumer advocates 2. No. capacity development programmes completed
		1. Appointment of 300 consumer advocates – phase II 2. Five Capacity development programs for consumer advocates per annum 3. Establish nine consumer advocate clusters and form non-profit consumer organizations		AP28/CA/01/CP/05 AP29/CA/01/CP/05	2028 2029	1. No. of appointed consumer advocates 2. No. capacity development programmes completed 1. No. of clusters established

		Mechanism to Support Rural and Underserved Community Electrification 1. Completion of mechanism to support rural and underserved community electrification 2. Complete rural and underserved community electrification programmes – phase I 1. Complete rural and underserved community electrification programmes – phase II	2027-2029	Corporate: AP27/CA/01/CP/06 AP28/CA/01/CP/06 AP29/CA/01/CP/06	2027 2028 2029	1. Completion of the mechanism 1. No. of electrification programmes completed 1. No. of electrification programmes completed
Theme - 05 Building Institutional Capacity and Digital Transformation	Objective - 02 Digital Transformation of Internal Processes	**Development of an Enterprise Resource Planner** 1. Completion of technology research report 2. SRS document finalization	2027-2029	Corporate: AP27/CA/02/CP/01	2027	1. Completion of technology research report 2. Completion of the SRS document

		3. Software and data architecture report				3. Finalization of software and data architecture report
		1. Development of Enterprise Resource Planner – phase I		AP28/CA/02/CP/01	2028	1. Completion of Enterprise Resource Planner - phase I
		1. Development of Enterprise Resource Planner – phase II		AP29/CA/02/CP/01	2029	1. Completion of Enterprise Resource Planner – phase II

Activity List

ACTIVITY NUMBER	ACTIVITY NAME
AP27/CA/01/RU/01	DETERMINE DECISIONS FOR REQUESTS/COMPLAINTS MADE BY CONSUMERS AND UTILITY PROVIDERS
AP27/CA/01/RU/02	DETERMINE RESOLUTIONS FOR MEDIATION REQUESTS IN THE ELECTRICITY INDUSTRY
AP27/CA/01/RU/03	COORDINATE CONSUMER CONSULTATIVE COMMITTEE (CCC) ON FUNCTIONALITY OF REGIONAL CONSUMER NETWORK AND CCC ADVICES & MEETINGS
AP27/CA/01/RU/04	DISSEMINATION OF INFORMATION RELATED TO CONSUMER PROTECTION IN THE ELECTRICITY INDUSTRY
AP27/CA/01/RU/05	PERIODIC ASSESSMENT OF THE IMPACT OF END-USER TARIFF REVISIONS ON PRICES OF CONSUMER GOODS AND SERVICES
AP27/CA/01/CP/01	COMPLIANCE AUDIT ON IMPLEMENTATION OF COMMISSION DECISIONS BY DLS AND AN AWARENESS FOR DLS ON RELATED REGULATORY TOOLS & THE DIGITAL APPLICATIONS - PHASE I
AP27/CA/01/CP/02	GUIDELINES FOR DLS ON INSTALL AND KEEP INSTALLED UNDERGROUND ELECTRICITY LINES
AP27/CA/01/CP/03	IMPLEMENT NATIONWIDE CONSUMER AWARENESS CAMPAIGNS THROUGH MEDIA, COMMUNITY PROGRAMS, AND DIGITAL PLATFORMS
AP27/CA/01/CP/04	IMPLEMENTATION AND CAPACITY ENHANCEMENT PROGRAMME FOR ELECTRICITY GRIEVANCE REDRESSAL FORUMS
AP27/CA/01/CP/05	SETTING UP OF CONSUMER ADVOCATES TO PROTECT RIGHTS OF ELECTRICITY CONSUMERS AT GRIEVANCE HANDLING -PHASE I
AP27/CA/01/CP/06	MECHANISM TO SUPPORT A RURAL AND UNDERSERVED COMMUNITY ELECTRIFICATION SUPPORT PROGRAMME
AP27/CA/02/CP/01	SOFTWARE ARCHITECTURE AND SRS DESIGNING FOR INTEGRATED SOFTWARE SYSTEM FOR THE COMMISSION (ENTERPRISE RESOURCE PLANNER)
AP28/CA/01/RU/01	DETERMINE DECISIONS FOR REQUESTS/COMPLAINTS MADE BY CONSUMERS AND UTILITY PROVIDERS

AP28/CA/01/RU/02	DETERMINE RESOLUTIONS FOR MEDIATION REQUESTS IN THE ELECTRICITY INDUSTRY
AP28/CA/01/RU/03	COORDINATE CONSUMER CONSULTATIVE COMMITTEE(CCC) ON FUNCTIONALITY OF REGIONAL CONSUMER NETWORK AND CCC ADVICES & MEETINGS
AP28/CA/01/RU/04	DISSEMINATION OF INFORMATION RELATED TO CONSUMER PROTECTION IN THE ELECTRICITY INDUSTRY
AP28/CA/01/RU/05	PERIODIC ASSESSMENT OF THE IMPACT OF END-USER TARIFF REVISIONS ON CONSUMER GOODS AND SERVICES PRICES
AP28/CA/01/CP/01	COMPLIANCE AUDIT ON IMPLEMENTATION OF COMMISSION DECISIONS BY DLS AND AN AWARENESS FOR DLS ON RELATED REGULATORY TOOLS & THE DIGITAL APPLICATIONS - PHASE II
AP28/CA/01/CP/02	COMPLIANCE AUDIT ON IMPLEMENTATION OF COMMISSION DECISIONS BY DLS RELATED TO THE ISSUED GUIDELINE – PHASE I
AP28/CA/01/CP/03	IMPLEMENT NATIONWIDE CONSUMER AWARENESS CAMPAIGNS THROUGH MEDIA, COMMUNITY PROGRAMS, AND DIGITAL PLATFORMS
AP28/CA/01/CP/04	MECHANISM FOR IMPLEMENTATION OF DIGITIZED GRF SYSTEM
AP28/CA/01/CP/05	REGISTRATION AND CAPACITY DEVELOPMENT PROGRAMME FOR CONSUMER ADVOCATES – PHASE II
AP28/CA/01/CP/06	IMPLEMENTATION OF RURAL AND UNDERSERVED COMMUNITY ELECTRIFICATION SUPPORT PROGRAMME WITH RELEVANT STAKEHOLDERS
AP27/CA/02/CP/01	DEVELOPMENT OF PHASE1 OF THE ENTERPRISE RESOURCE PLANNER
AP29/CA/01/RU/01	DETERMINE DECISIONS FOR REQUESTS/COMPLAINTS MADE BY CONSUMERS AND UTILITY PROVIDERS
AP29/CA/01/RU/02	DETERMINE RESOLUTIONS FOR MEDIATION REQUESTS IN THE ELECTRICITY INDUSTRY
AP29/CA/01/RU/03	COORDINATE CONSUMER CONSULTATIVE COMMITTEE (CCC) ON FUNCTIONALITY OF REGIONAL CONSUMER NETWORK AND CCC ADVICES & MEETINGS
AP29/CA/01/RU/04	DISSEMINATION OF INFORMATION RELATED TO CONSUMER PROTECTION IN THE ELECTRICITY INDUSTRY

AP29/CA/01/RU/05	DEVELOPMENT AND IMPLEMENTATION OF A TARIFF IMPACT MITIGATION AND CONSUMER PROTECTION FRAMEWORK
AP29/CA/01/CP/01	COMPLIANCE AUDIT ON IMPLEMENTATION OF COMMISSION DECISIONS BY DLS AND AN AWARENESS FOR DLS ON RELATED REGULATORY TOOLS & THE DIGITAL APPLICATIONS - PHASE III
AP29/CA/01/CP/02	COMPLIANCE AUDIT ON IMPLEMENTATION OF COMMISSION DECISIONS BY DLS RELATED TO THE ISSUED GUIDELINE – PHASE II
AP29/CA/01/CP/03	IMPLEMENT NATIONWIDE CONSUMER AWARENESS CAMPAIGNS THROUGH MEDIA, COMMUNITY PROGRAMS, AND DIGITAL PLATFORMS
AP29/CA/01/CP/04	EVALUATION OF EFFECTIVENESS OF THE GRF MECHANISM
AP29/CA/01/CP/05	CLUSTERING CONSUMER ADVOCATES INTO NON-PROFIT CONSUMER ORGANIZATIONS/MOVEMENTS
AP29/CA/01/CP/06	IMPLEMENTATION OF RURAL AND UNDERSERVED COMMUNITY ELECTRIFICATION SUPPORT PROGRAMME WITH RELEVANT STAKEHOLDERS
AP27/CA/02/CP/01	COMPLETION OF DEVELOPMENT OF THE ENTERPRISE RESOURCE PLANNER (PHASE II AND III)

7.3.3 ENVIRONMENT, RENEWABLE AND EFFICIENCY DIVISION

Table 4 Key Targets, Activities and KPIs for Environment, Renewable and Efficiency Division

Strategic Theme (The broad long-term direction of the organization)	**Strategic Objectives**	KPI		**Activities**	**Relevant year/s for each activity**	**KPIs**
		Key Targets (Results)	**Year to achieve**			
Theme 1 Strengthening consumer protection and quality of service	Objective 2 Quality, Continuity, and Safety of Utility Services	1. 12 annual inspections of licensees/exempted parties for compliance with the regulatory tools	2027, 2028, 2029	Routine AP27/EER/RU/03 AP28/EER/RU/03 AP29/EER/RU/03	2027 2028 2029	1. Completed number of inspections annually.
	Objective 7 Protection of Vulnerable Consumers	1. Providing effective technical support on time for fair and transparent complaint resolution (90% of complaints every year)	2027, 2028, 2029	Routine AP27/EER/RU/02 AP28/EER/RU/02 AP29/EER/RU/02	2027 2028 2029	1. Percentage of provided technical input on complaints every year
Theme 2 Enhancing Regulatory Excellence, Good Governance and Independence	Objective 5 Strengthening Regulatory Independence and Governance Safeguards	1. Compliance monitoring framework will be established.	2030	Corporate AP27/EER/CP/04 AP28/EER/CP/04	2027 2028	1. Finalized framework 2. Completion of hiring an entity

				AP29/EER/CP/04 AP30/EER/CP/04	2029 2030	for compliance monitoring. 3. Approved reporting system is in place 4. Completed performance report
Theme 3 Fostering Efficient and Sustainable Utility Market Development	Objective 5 Market Rules and Institutional Framework Development	1. Ensure the regulatory frameworks are ready for emerging technologies.	2030	Corporate AP27/EER/CP/03 AP28/EER/CP/03 AP29/EER/CP/03 AP30/EER/CP/03	2027 2028 2029 2030	1. Published regulatory frameworks phase 1 2. Published regulatory frameworks phase 2 3. Finalized operational guidelines and LISS formats 4. Completed performance report.

Theme 4 Driving Sustainability and Energy Transition	Objective 1 Supporting National Energy Transition Targets	1. Externality costs will be fully integrated into generation expansion planning.	2029	Corporate AP27/EER/CP/05 AP28/EER/CP/05 AP29/EER/CP/05	2027 2028 2029	1. Completion of the externality cost report 2. Completion of the Methodology document 3. Generation plan included with the externality costing is in place.
		2. Establishment of regulatory framework for end-of-life management and compliance monitoring	2031	Corporate AP27/EER/CP/06 AP28/EER/CP/06 AP29/EER/CP/06 AP30/EER/CP/06 AP31/EER/CP/06	2027 2028 2029 2030 2031	1. Completed Review Report 2. Finalized Disposal guideline 3. Completed extended producer responsibility framework 4. Published Rule/Regulation 5. Completed annual compliance report

		3. Ensure the on-time commissioning of renewable energy power plants as per the plan (90% approved every year)	2027, 2028, 2029	Routine AP27/EER/RU/01 AP28/EER/RU/01 IAP29/EER/RU/01	2027 2028 2029	Percentage of granted approvals annually.
	Objective 2 Renewable Energy Integration and System Readiness	1. Ensure only grid code-compliant inverters are imported to Sri Lanka.	2029	Corporate AP27/EER/CP/02 AP28/EER/CP/02 AP29/EER/CP/02	2027 2028 2029	1. Completed draft Rule/ Regulation 2. Published gazette 3. Completed annual compliance report
	Objective 3 Energy Efficiency and Demand-Side Management	1. Full implementation of the UDSM regulation.	2027 2028 2029	Routine AP27/EER/RU/05 AP28/EER/RU/05 AP29/EER/RU/05	2027 2028 2029	1. Submitted of Master plan 2. Completed Progress report 3. Completed Progress report
	Objective 4 Emerging Technologies and Innovation	1. Ensure only standard EV/RTSPV equipment comes into SL.	2029	Corporate AP27/EER/CP/01 AP28/EER/CP/01 AP29/EER/CP/01	2027 2028 2029	1. Finalized mechanism 2. Completed annual compliance report 3. Completed annual compliance report

Theme 5 Building institutional capacity and digital transformation	Objective 3 Data-Driven Regulation and Analytics	1. Setting up a solution for EV roaming and interoperability.	2029	Corporate AP27/EER/CP/07 AP28/EER/CP/07 AP29/EER/CP/07	2027 2028 2029	1. Completed Implementation plan on EV interoperability 2. Proposed solution is in place 3. Online portal/Dashboard is in place for EV interoperability
Theme 6 Strengthening Stakeholder Engagement and Transparency	Objective 3 Regulatory Transparency and Sector Reporting	1. Dissemination of information through four (04) annual publications related to the electricity sector	2027 2028 2029	Routine AP27/EER/RU/04 AP28/EER/RU/04 AP29/EER/RU/04	2027 2028 2029	Number of reports published annually

Activity List

AP27/EER/RU/02	Providing technical support to the Consumer Affairs Division in resolving consumer complaints
AP28/EER/RU/02	Providing technical support to the Consumer Affairs Division in resolving consumer complaints
AP29/EER/RU/02	Providing technical support to the Consumer Affairs Division in resolving consumer complaints
AP27/EER/RU/03	Inspection programs to monitor compliance by licensees and exempted parties
AP28/EER/RU/03	Inspection programs to monitor compliance by licensees and exempted parties
AP29/EER/RU/03	Inspection programs to monitor compliance by licensees and exempted parties
AP27/EER/CP/04	Development of a framework to conduct inspections through external entities
AP28/EER/CP/04	Procuring external entity for the inspections
AP29/EER/CP/04	Conducting training for hired entity and development of reporting framework (with LISS formats) for inspections
AP30/EER/CP/04	Compilation of performance report based on the inspections data
AP27/EER/CP/03	Develop a regulatory framework for captive generation, virtual power plants and aggregators
AP28/EER/CP/03	Develop a regulatory framework for demand-side flexibility mechanisms and demand response programs
AP29/EER/CP/03	Develop operational guidelines and LISS templates
AP30/EER/CP/03	Compilation of performance report based on the data
AP27/EER/CP/05	Conduct consultant-led study and determine technology-specific externality values
AP28/EER/CP/05	Develop methodology and incorporate values into sector planning guidelines
AP29/EER/CP/05	Integrate externality costs into generation expansion planning
AP27/EER/CP/06	Conduct consultant-led study and determine end of life management of solar modules and battery energy storage
	systems
AP28/EER/CP/06	Develop end of life management guidelines
AP29/EER/CP/06	Develop extended producer responsibility framework
AP30/EER/CP/06	Enforcing the end of life management guidelines and producer responsibility framework
AP31/EER/CP/06	Conducting inspection programs

AP27/EER/RU/01	Approving the commercial terms of agreements for procuring renewable energy
AP28/EER/RU/01	Approving the commercial terms of agreements for procuring renewable energy
AP29/EER/RU/01	Approving the commercial terms of agreements for procuring renewable energy
AP27/EER/CP/02	Development of draft rule/regulation and country code specification
AP28/EER/CP/02	Conduct stakeholder consultations and gazette the rule/regulation
AP29/EER/CP/02	Conduct compliance monitoring program
AP27/EER/RU/05	Implementation of UDSM regulation - Master action plan submission stage
AP28/EER/RU/05	Monitoring the progress of the implementation of the master plan
AP29/EER/RU/05	Monitoring the progress of the implementation of the master plan
AP27/EER/CP/01	Development of a mechanism to include the inverters in the Import Controller Gazette.
AP28/EER/CP/01	Conduct market monitoring program.
AP29/EER/CP/01	Conduct market monitoring program.
AP27/EER/CP/07	Undertake a foundational study to determine the optimal regulatory and technical solution
AP28/EER/CP/07	Procurement of the optimal solution
AP29/EER/CP/07	Development of the online portal/dashboard
AP27/EER/RU/04	Publication of reports based on the renewable energy data
AP28/EER/RU/04	Publication of report based on the renewable energy data
AP29/EER/RU/04	Publication of report based on the renewable energy data

7.3.4 INSPECTORATE DIVISION

Table 5 Key Targets, Activities and KPIs for Inspectorate Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Theme 01: Strengthening consumer protection and quality of service	Objective 1 - Efficient Consumer Complaint Resolution	**Investigating Electricity-Related Disputes** 1. Completing all inspection requests annually.	2027 2028 2029	Routine AP/27/INS/RU/01 AP/28/INS/RU/01 AP/29/INS/RU/01	2027 2028 2029	1. Percentage of inspections completed annually.
	Objective 2 – Improving Quality, Continuity, and Safety of Utility Services	**Regulatory Safety Inspections** 1. Completing 8 safety inspections. 2. Completing 8 safety follow-up inspections. 3. Safety audit report from each Distribution Licensee.	2027 2028 2029	Corporate AP/27/INS/CP/01 AP/28/INS/CP/01 AP/29/INS/CP/01	2027 2028 2029	1.Number of inspections completed 2. Number of follow-up inspections completed. 3. Number of safety audits reports.
		Review of Safety, Quality and Continuity Regulations 1. Preparation of advice to the Government with reference to electricity quality, continuity and safety 2. Completing 10 inspections on monitoring implementation. 3. Completing 10 inspections on compliance monitoring.	2027 2028 2029	AP/27/INS/CP/03 AP/28/INS/CP/03 AP/29/INS/CP/03	2027 2028 2029	1. Completion of advice to the Government. 2. No. of inspections to review implementation 3. No. of inspections (Compliance monitoring)

		Safety Guidelines 1. Preparation of a safety guideline. 2. Completing 10 inspections to monitor implementation. 3. Reviewing the safety guideline	2027 2028 2029	AP/27/INS/CP/04 AP/28/INS/CP/04 AP/29/INS/CP/04	2027 2028 2029	1. Finalizing the safety guideline. 2. No. of inspections 3. Completion of reviewing safety guideline
		Inspection Program to Verify Public EV Chargers 1. Completing 15 inspections. 2. Completing 10 follow-up inspections. 3. Establishing routine safety inspection program	2027 2028 2029	AP/27/INS/CP/07 AP/28/INS/CP/07 AP/29/INS/CP/07	2027 2028 2029	1. Number of inspections completed. 2. Number of follow-up inspections completed. 3.Routine safety inspection program is in place.
		1. Evaluating all import applications each year.	2027 2028 2029	Routine AP/27/INS/RU/03 AP/28/INS/RU/03 AP/29/INS/RU/03	2027 2028 2029	1. Number of import applications evaluated each year.
		2. Completing 5 inspections yearly	2027 2028 2029		2027 2028 2029	2. Number of inspections per year.
		Electrocutions-related inspections 1. Completing 20 electrocutions-related inspections annually.	2027 2028 2029	Routine AP/27/INS/RU/06 AP/28/INS/RU/06 AP/29/INS/RU/06	2027 2028 2029	1. Number of inspections completed annually.
	Objective 4- Consumer Awareness and Engagement	**Electricity Safety Awareness Kit** 1. Preparation of the Electricity Safety Awareness Kit. 2. Distribution of the safety awareness kit among relevant government officers covering all districts. 3. Completion of the Review of the awareness kit	2027 2028 2029	Corporate AP/27/INS/CP/02 AP/28/INS/CP/02 AP/29/INS/CP/02	2027 2028 2029	1. Electricity Safety Awareness Kit is in place. 2.Percentage of the completion of the distribution of awareness kit among the government offices of each district. 3.Updated Electricity Safety Awareness Kit is in place

		Risk-based electricity safety awareness program 1. Publishing 50 awareness contents yearly. 2. Conducting 10 awareness programs each year.	2027 2028 2029	Routine AP/27/INS/RU/04 AP/28/INS/RU/04 AP/29/INS/RU/04 AP/27/INS/RU/05 AP/28/INS/RU/05 AP/29/INS/RU/05	2027 2028 2029	1.Number of safety awareness contents in each year. 2.No. of awareness programs per year.
Theme 02. Enhancing Regulatory Excellence, Good Governance and Independence	Objective 5 – Strengthening Regulatory Independence and Governance Safeguards	**Rules related to Electrical Inspectors** 1. Preparation of Rules relating to Electrical Inspectors. 2. Preparation of Standard Operating Procedures for Electrical Inspectors.' 3. 5 monitoring programs to check compliance.	2027 2028 2029	Corporate AP/27/INS/CP/05 AP/28/INS/CP/05 AP/29/INS/CP/05	2027 2028 2029	1.Rules for Electrical Inspectors are in place. 2.SOPs for Electrical Inspectors are in place. 3.No of monitoring programs conducted.
Theme 04 - Driving Sustainability and Energy Transition	Objective 2 – Renewable Energy Integration and System Readiness	**Inspection program to verify rooftop solar inverter settings** 1. Completing 10 inspections yearly to verify rooftop solar inverter settings are complying to applicable regulatory requirements.	2027 2028 2029	Routine AP/27/INS/RU/08 AP/28/INS/RU/08 AP/29/INS/RU/08	2027 2028 2029	1.Number of inspections per year.
	Objective 4 – Emerging Technologies and Innovation	**Safety Assessment and Inspection Programme for BESS** 1. Completing 10 inspections related to Safety Assessment and Inspection Programme for Battery Energy Storage Systems (BESS) 2. Preparation of recommendation report on Safety Assessment and Inspection Programme for Battery Energy Storage Systems (BESS) 3. Establishing a routing BESS safety inspection program.	2027 2028 2029	Corporate AP/27/INS/CP/06 AP/28/INS/CP/06 AP/29/INS/CP/06	2027 2028 2029	1.Number of inspections 2.Completion of the report on regulatory (safety) recommendations. 3.BESS safety inspection program is in place.

Theme 05 - Building Institutional Capacity and Digital Transformation	Objective 2- Digital Transformation of Internal Processes	**Evaluation of sanction applications** 1. Evaluating all sanction applications received. 2. Digitized system for sanction application submission.	2027 2028 2029	Routine AP/27/INS/RU/02 AP/28/INS/RU/02 AP/29/INS/RU/02	2027 2028 2029	1.Number of sanction applications evaluated each year. 2.Completion of digitalization of sanction application submission.
	Objective 3 – Data-Driven Regulation and Analytics	**Implementation of a national Incident Reporting System** 1. Operationalize Incident reporting on one hospital as the pilot project. 2. Implementing the system with 05 hospitals 3. Development of mobile app for incident reporting	2027 2028 2029	Routine AP/27/INS/RU/07 AP/28/INS/RU/07 AP/28/INS/RU/07	2027 2028 2029	1. Operationalized pilot project. 2.No. of hospitals with Incident reporting system implemented. 3.Mobile app for incident reporting is in place.

Note:

Our initial target was to achieve the Reduction in annual number of Electrocutions to 60 cases by 2032. (50% reduction in 2024 base value of 120 cases)

Activity List

Activity Ref	Activity
AP/27/INS/CP/01	Regulatory safety inspections to prevent electrocutions resulting from failures of medium voltage power lines.
AP/27/INS/CP/02	Develop a "Electricity Safety Awareness Kit", including short visual presentations, pocket guides, and practical demonstration methodologies tailored for Government field officers and to school science teachers to educate communities/students.
AP/27/INS/CP/03	Review of Safety, Quality and Continuity Regulations and provide advice to the government on necessary amendments required in the said regulation.
AP/27/INS/CP/04	Preparation of safety guideline (s) based on Safety, Quality and Continuity regulations.
AP/27/INS/CP/05	Preparation of Rules related to Electrical Inspectors
AP/27/INS/CP/06	Safety Assessment and Inspection Programme for Battery Energy Storage Systems (BESS)
AP/27/INS/CP/07	Inspection program to verify that public EV chargers are complying with applicable regulatory requirements.
AP/27/INS/RU/01	Inspections of Licensee Installations and Consumer Premises Based on Complaints Received by PUCSL to Investigate Electricity-Related Disputes. (Routine Activity)
AP/28/INS/RU/01	
AP/29/INS/RU/01	
AP/27/INS/RU/02	Evaluation of sanction applications submitted by distribution licensees to institute proceedings against illegal electricity tapping and improper use of electricity (Routine activity)
AP/28/INS/RU/02	
AP/29/INS/RU/02	
AP/27/INS/RU/03	Regulatory Inspection and monitoring program to ensure only standardized and certified RCDs / plugs & sockets are available in the local market.
AP/28/INS/RU/03	
AP/29/INS/RU/03	
AP/27/INS/RU/04	Risk-based electricity safety awareness program through media to change the behaviour of the public.
AP/28/INS/RU/04	
AP/29/INS/RU/04	
AP/27/INS/RU/05	Community-level focused electricity safety awareness
AP/28/INS/RU/05	
AP/29/INS/RU/05	
AP/27/INS/RU/06	Post-Electrocution Site Investigation and on-site information collection, and Preventive Safety Intervention Programme.
AP/28/INS/RU/06	
AP/29/INS/RU/06	

AP/27/INS/RU/07	Implementation of a national Incident Reporting System.
AP/28/INS/RU/07	
AP/29/INS/RU/07	
AP/27/INS/RU/08	Inspection program to verify rooftop solar inverter settings are complying to applicable regulatory requirements.
AP/28/INS/RU/08	
AP/29/INS/RU/08	

7.3.5 REGULATORY AFFAIRS DIVISION

Table 6 Key Targets, Activities and KPIs for Regulatory Affairs Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Strategic Theme 3: Fostering Efficient and Sustainable Utility Market Development	Strategic Objective 4: Private Sector Participation in Generation	1. Report on envisaged regulatory framework 2. Revised contractual framework for RTSPV 3. Recommendations on technology-agnostic framework	2027 2028 2029	Corporate AP/27/RA/CP/01/01 AP/27/RA/CP/01/02 AP/27/RA/CP/01/03	2027 2028 2029	1. Completion of the report on the envisaged regulatory framework. 2. Completion of the revised contractual framework for RTSPV. 3. Completion of the recommendations on a technology-agnostic framework.
	Strategic Objective 2: Non-Discriminatory Network Access	1. Discussion paper on open access regime. 2. Draft regulations on open access 3. Recommended Regulatory framework.	2027 2028 2029	Corporate AP/27/RA/CP/02/01 AP/27/RA/CP/02/02 AP/28/RA/CP/02/03	2027 2028 2029	1. Discussion paper is in place. 2. Preparation of regulations is completed. 3. Regulatory framework is in place
	Strategic Objective 1: Electricity Market Development	1. Discussion Paper and roadmap on National Energy Market (NEM).	2028	Corporate AP/28/RA/CP/03/01	2028	1. Discussion paper and roadmap are completed.
	Strategic Objective 5: Market Rules and	2. Draft regulatory instruments on NEM.	2029	AP/29/RA/CP/03/02	2029	2. Preparation of regulatory instruments is completed.

	Institutional Framework Development	3. Recommended regulatory framework on NEM.	2030	AP/30/RA/CP/03/03	2030	3. Regulatory framework is in place.
Strategic Theme 2: Enhancing Regulatory Excellence, Good Governance and Independence	Strategic Objective 3: Regulatory Impact Assessment (RIA) Framework	1. Guidelines for conducting regulatory impact analysis (Ex-Ante) 2. Training and Pilot Run of RIA	2027 2028	Corporate AP/27/RA/CP/04/01 AP/28/RA/CP/04/02	2027 2028	1. Guidelines are in place. 2. Training and Pilot Run are completed.

Activity List

AP/27/RA/CP/01/01	Review legal framework and identify envisaged regulatory framework pertaining to prosumer generation, including RTSPV (instruments and interventions)
AP/27/RA/CP/01/02	Review and revise the contractual framework for Rooftop Solar PV (RTSPV) and Distributed Energy Resources (DER)
AP/27/RA/CP/01/03	Recommendations for a technology
AP/27/RA/CP/02/01	Discussion paper and roadmap on open access regime
AP/27/RA/CP/02/02	Draft regulations on open access
AP/28/RA/CP/02/03	Formulating and recommending regulatory framework on open access
AP/28/RA/CP/03/01	Discussion Paper and roadmap on National Energy Market
AP/29/RA/CP/03/02	Draft Regulatory Instruments on National Energy Market
AP/30/RA/CP/03/03	Formulating and recommending regulatory framework on NEM
AP/27/RA/CP/04/01	Guidelines for conducting regulatory impact analysis (Ex
AP/28/RA/CP/04/02	Training and Pilot Run

7.3.6 LICENSING DIVISION

Table 7 Key Targets, Activities and KPIs for Licensing Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Theme 1 Strengthening consumer protection and quality of service	**Objective 2** Quality, Continuity, and Safety of Utility Services	1. Issuance of 4 quarterly SAIDI/SAIFI reports per annum.	2027 2028 2029	**Corporate** AP27/LIC/CP/03 AP28/LIC/CP/03 AP29/LIC/CP/03	2027 2028 2029	1.No. of reports in every year
		2. Determination of values for SAIDI/SAIFI for all DL.	2027 2028 2029	AP27/LIC/CP/03	2027 2028 2029	2.No. of DLs covered.
		3. Issuance of new distribution performance regulations.	2027	AP27/LIC/CP/03	2027	3.Completed issuance of Regulation
		4. Issuance of 4 quarterly reports per annum under Transmission Performance Standards Regulations.	2027	AP27/LIC/CP/04 AP28/LIC/CP/04 AP29/LIC/CP/04	2027	4.No. of reports in every year.
		5. Issuance of new transmission performance regulations.	2027 2028 2029	AP27/LIC/CP/04	2027 2028 2029	5.Completed issuance of Regulation
		6. Implementation of the decisions taken at the DCERP meetings.	2027	**Routine** AP27/LIC/RU/01 AP28/LIC/RU/01 AP29/LIC/RU/01	2027	6.Percentage of DCERP decisions implemented in every year.

		7. Issuance of 4-quarter Risk reports on Continuous Power Supply	2027 2028 2029	AP27/LIC/RU/04 AP28/LIC/RU/04 AP29/LIC/RU/04	2027 2028 2029	7.Number of Reports in every year.
		8. Issuance of 2 bi–annual reports on Implementation of directions made under the Public Hearing held related to the blackout that occurred on 09th February 2025.	2027 2028 2029	AP27/LIC/RU/15 AP28/LIC/RU/15 AP29/LIC/RU/15	2027 2028 2029	8.Number of Reports issued every year.
Theme 1 Strengthening consumer protection and quality of service	**Objective 6** Service Performance Benchmarking and Accountability	1. Issuance of Annual Performance Report (Incorporating Benchmarks) on Operational Efficiency of Distribution Licensees 2. Issuance of Formal Guidelines to Distribution Licensees for Preparation of MV/LV Development Plan	2027	**Corporate** AP27/LIC/CP/01 AP27/LIC/CP/02	2027	1. Completed the Report 2. Completed the Guideline
Theme 4 Driving Sustainability and Energy Transition	**Objective 1** Supporting National Energy Transition Targets	1. Completion of Stakeholder Consultation for the Long-Term Power System Development Plan	2027 2029	**Corporate** AP27/LIC/CP/05 AP29/LIC/CP/05	2027 2029	1.Completed Stakeholder Consultation (2027 and 2029)
		2. Submission of Recommendations to NSO for the Long-Term Power System Development Plan	2027 2029	AP27/LIC/CP/05 AP29/LIC/CP/05	2027 2029	2.Completed the submission of Recommendations (2027 and 2029)
		3. Approval of the technical and commercial terms of new generation, transmission and	2027 2028 2029	**Routine** AP27/LIC/RU/02 AP28/LIC/RU/02 AP29/LIC/RU/02	2027 2028 2029	3. Percentage of decisions forwarded to NSO against no. of approval requests

		energy storage capacity received from NSO, every year				received in every year.
		4. Approval of the Annual Power Procurement Plan received from NSO, every year	2027 2028 2029	**Routine** AP27/LIC/RU/03 AP28/LIC/RU/03 AP29/LIC/RU/03	2027 2028 2029	4. Completed the submission of decision
		5. Issuance of 2 Bi–Annual Reports on Implementation of Long-Term Power System Development Plan, every year.	2027 2028 2029	**Routine** AP27/LIC/RU/14 AP28/LIC/RU/14 AP29/LIC/RU/14	2027 2028 2029	5.No. of Reports per year.
Theme 5 Building Institutional Capacity and Digital Transformation	**Objective 4** Digital Licensing and Regulatory Monitoring	1. Completion of Processing License Applications received every year in compliance with Regulation	2027 2028 2029	**Routine** AP27/LIC/RU/05 AP28/LIC/RU/05 AP29/LIC/RU/05	2027 2028 2029	1.Percentage of decisions issued to license applicants against the number of license applications received.
		2. Completion of Dispatching Annual Levy Orders.	2027 2028 2029	**Routine** AP27/LIC/RU/06 AP28/LIC/RU/06 AP29/LIC/RU/06	2027 2028 2029	2.Percentage of Levy Orders dispatched against the number of active licensees
		3. Issuance of Licence Compliance Report, every year	2027 2028 2029	**Routine** AP27/LIC/RU/07 AP28/LIC/RU/07 AP29/LIC/RU/07	2027 2028 2029	3.Completed the Report
		4. 100% issues of the Licensing Management System are resolved in time	2027 2028 2029	**Routine** AP27/LIC/RU/08 AP28/LIC/RU/08 AP29/LIC/RU/08	2027 2028 2029	4.Percentage of issues resolved
		5. 100% issues of the Licensee Information Submission System are resolved in time	2027 2028 2029	**Routine** AP27/LIC/RU/09 AP28/LIC/RU/09 AP29/LIC/RU/09	2027 2028 2029	5. Percentage of issues resolved

Theme 6 Strengthening Stakeholder Engagement and Transparency	**Objective 4** Digital Public Access to Regulatory Information	1. Launch of new developments of the dispatch data dashboard	2027	**Routine** AP27/LIC/RU/10	2027	1.Availability of new information interfaces of the dashboard
		2. 100% issues of the Dispatch Data Dashboard are resolved in time	2027 2028 2029	**Routine** AP27/LIC/RU/10 AP28/LIC/RU/10 AP29/LIC/RU/10	2027 2028 2029	2. Percentage of issues resolved
		3. Issuance of Annual Generation Performance Reports	2027 2028 2029	**Routine** AP27/LIC/RU/11 AP28/LIC/RU/11 AP29/LIC/RU/11	2027 2028 2029	3.Completed Report
		4. Issuance of Weekly Generation and Cost Reports (52)	2027 2028 2029	**Routine** AP27/LIC/RU/11 AP28/LIC/RU/11 AP29/LIC/RU/11	2027 2028 2029	4.No. of Reports
		5. Issuance of Annual Transmission Performance Reports	2027 2028 2029	**Routine** AP27/LIC/RU/12 AP28/LIC/RU/12 AP29/LIC/RU/12	2027 2028 2029	5.Completed Report
		6. Issuance of Weekly Dispatch Analysis Reports (52)	2027 2028 2029	**Routine** AP27/LIC/RU/12 AP28/LIC/RU/12 AP29/LIC/RU/13	2027 2028 2029	4.No. of Reports

List of Activities

Activity No	Activity
AP27/LIC/CP/01	Preparation of Annual Performance Reports (Incorporating Benchmarks) on Operational Efficiency of Distribution Licensees
AP27/LIC/CP/02	Issuance of Formal Guidelines to Distribution Licensees for Preparation of MV/LV Development Plan
AP27/LIC/CP/03, AP28/LIC/CP/03, AP29/LIC/CP/03	Complete Implementation of Distribution Performance Standards Regulations
AP27/LIC/CP/04, AP28/LIC/CP/04, AP29/LIC/CP/04	Complete Implementation of Transmission Performance Standards Regulations
AP27/LIC/CP/05, AP29/LIC/CP/05	Formulation of Recommendations for the Long Term Power System Development Plan under Section 5(3)(k) of SLEA 2024
AP27/LIC/RU/01, AP28/LIC/RU/01, P29/LIC/RU/01	Facilitation and Oversight of Distribution Code Review and Enforcement Panel Activities
AP27/LIC/RU/02, AP28/LIC/RU/02, P29/LIC/RU/02	Reviewing and approving the technical and commercial terms of new generation, transmission and energy storage capacity under Section 5(3)(n) and 11(2) of SLEA 2024
AP27/LIC/RU/03, AP28/LIC/RU/03, P29/LIC/RU/03	Reviewing and approving the annual power procurement plan under Section 5(3)(o) of SLEA 2024 and monitoring its implementation
AP27/LIC/RU/04, AP28/LIC/RU/04, P29/LIC/RU/04	Risk report on Continuous Power Supply
AP27/LIC/RU/05, AP28/LIC/RU/05, P29/LIC/RU/05	Licensing process (new applications, renewal applications, addendum for existing licenses)
AP27/LIC/RU/06, AP28/LIC/RU/06, P29/LIC/RU/06	Annual Levy Order and Levy Invoicing
AP27/LIC/RU/07, AP28/LIC/RU/07, AP29/LIC/RU/07	License compliance monitoring program
AP27/LIC/RU/08, AP28/LIC/RU/08, AP29/LIC/RU/08	Operational Oversight and Maintenance of Licensing Management System
AP27/LIC/RU/09, AP28/LIC/RU/09, AP29/LIC/RU/09	Operational Oversight and Maintenance of Licensee Information Submission System
AP27/LIC/RU/10, AP28/LIC/RU/10, AP29/LIC/RU/10	Dispatch Data Dissemination through Dispatch Data Dashboard
AP27/LIC/RU/11, AP28/LIC/RU/11, AP29/LIC/RU/11	Generation Performance and Cost Reports
AP27/LIC/RU/12, AP28/LIC/RU/12, AP29/LIC/RU/12	Transmission Performance Report – 2026
AP27/LIC/RU/13, AP28/LIC/RU/13, AP29/LIC/RU/13	Dispatch Analysis Reports
AP27/LIC/RU/14, AP28/LIC/RU/14, AP29/LIC/RU/14	Monitoring of Implementation of Long Term Power System Development Plan 2027-2026
AP27/LIC/RU/15, AP28/LIC/RU/15, AP29/LIC/RU/15	Monitoring of Implementation of Directions made under the Public Hearing held in regard to the Blackout occurred on 09th February 2025

7.3.7 CORPORATE COMMUNICATION DIVISION

Table 8 Key Targets, Activities and KPIs for Corporate Communication Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Theme 1 – Strengthening consumer protection and quality of service	**Objective 2 –** Quality, Continuity, and Safety of Utility Services	**Qualifying NVQ3 passed electricians** Qualifying 1000 NVQ3 passed electricians Qualifying 1000 NVQ3 passed electricians Qualifying 1000 NVQ3 passed electricians	2027 2028 2029	**Routine** AP27/RU/CCO/01/01 AP28/RU/CCO/01/01 AP29/RU/CCO/01/01	2027 2028 2029	No.of qualified electricians
Theme 1 – Strengthening consumer protection and quality of service	Objective 2 – Quality, Continuity, and Safety of Utility Services	**Qualifying Solar Technicians** 200 qualified solar technicians 200 qualified solar technicians 200 qualified solar technicians	2027 2028 2029	**Routine** AP27/RU/CCO/01/02 AP28/RU/CCO/01/02 AP29/RU/CCO/01/02	2027 2028 2029	No. of qualified Solar Technicians
Theme 4 - Driving sustainability and energy transition	Objective 2 –Renewable Energy Integration and System Readiness					
Theme 1 – Strengthening consumer protection and quality of service	Objective 2 – Quality, Continuity, and Safety of Utility Services	**Qualifying RAC Technicians:** 200 RAC technicians 200 RAC technicians 200 RAC technicians	2027 2028 2029	**Routine** AP27/RU/CCO/01/03 AP28/RU/CCO/01/03 AP29/RU/CCO/01/03	2027 2028 2029	No. of qualified RAC Technicians

Theme 1 – Strengthening consumer protection and quality of service	Objective 2 – Quality, Continuity, and Safety of Utility Services	**Qualifying Other Technicians (Plumbers and others):** 100 qualified other technicians 100 qualified other technicians 100 qualified other technicians	2027 2028 2029	**Routine** AP27/RU/CCO/01/04 AP28/RU/CCO/01/04 AP29/RU/CCO/01/04	2027 2028 2029	No. of qualified Other Technicians
Theme 1 – Strengthening consumer protection and quality of service	**Objective** 1 – Enhancing Stakeholder Consultation	**Issuance of ID Cards:** Issuance of 1000 ID cards Issuance of 1000 ID cards Issuance of 1000 ID cards	2027 2028 2029	**Routine** AP27/RU/CCO/01/05 AP28/RU/CCO/01/05 AP29/RU/CCO/01/05	2027 2028 2029	Number of ID card issuances
	Objective 4 – Consumer Awareness and Engagement	**Networks Establishments in 24 Districts** Networks Establishments in 10 Districts Networks Establishments in 07 Districts Networks Establishments in 07 Districts	2027 2028 2029	**Routine** AP27/RU/CCO/02/01 AP28/RU/CCO/02/01 AP29/RU/CCO/02/01	2027 2028 2029	No. of Networks Established
Theme 1 – Strengthening Consumer Protection and Quality of Service	Objective 4 – Consumer Awareness and Engagement	**EUIT's Women Empowerment Programme for 100 Women** EUIT's Women Empowerment Programme for 30 Women EUIT's Women Empowerment Programme for 30Women EUIT's Women Empowerment Programme for 40 Women	2027 2028 2029	**Routine** AP27/RU/CCO/03/01 AP28/RU/CCO/03/01 AP29/RU/CCO/03/01	2027 2028 2029	No. of Women Empowered
Theme 4 – Driving Sustainability and Energy Transition	**Objective** 2 -Renewable Energy Integration and System Readiness	**Awareness Programme for 3,000 Stakeholders** Awareness Programme for 1,000 Stakeholders Awareness Programme for 1,000 Stakeholders Awareness Programme for 1,000 Stakeholders	2027 2028 2029	**Routine** AP27/RU/CCO/04/01 AP28/RU/CCO/04/01 AP29/RU/CCO/04/01	2027 2028 2029	Number of Stakeholders Made Aware
Theme 6 – Strengthening		**Corporate Reports, Events and Activities**		**Routine**		

Stakeholder Engagement and Transparency	Objective 3 – Regulatory Transparency and Sector Reporting	1.Annual Report Writing & Submission for 2026,2027,2028	2027	AP27/RU/CCO/05/01	2027	Submission of the Annual Report in time
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		2. Activity Plan Writing & Submission for 2028, 2029, 2030	2027	AP27/RU/CCO/05/01	2027	Submission of the Activity Plan for the respective next year in time
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		3.12 Monthly Reports each year	2027	AP27/RU/CCO/05/01	2027	No of Monthly Reports
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		4 - Mid-Year Report for 2027, 2028, 2029	2027	AP27/RU/CCO/05/01	2027	Submission of Mid-Year Report in each year.
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		5.Completion of responding all RTI requests	2027	AP27/RU/CCO/05/01	2027	No. Completed RTI responses
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		6. RTI Report Writing & Submission for 2026,2027,2028	2027	AP27/RU/CCO/05/01	2027	Submission of the RTI Report in time to RTI Commission
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		7. Provision of answers to all the queries of auditor general department 2026,2027,2028	2027	AP27/RU/CCO/05/01	2027	Percentage of answers provided to the audit queries in timely manner
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		8 - Quarterly Progress Reports	2027	AP27/RU/CCO/05/01	2027	No. of Quarterly Progress Reports
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		Coordination and Response to Information Requests from Ministries, the Central Bank, and Other Government Agencies	2027	AP27/RU/CCO/05/01	2027	No. of Completed Responses
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
		Coordination and Facilitation of SAFIR Activities	2027	AP27/RU/CCO/05/01	2027	No. of Coordination and Facilitation
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	

						Activities Completed
		Organization of Decided Public Consultations	2027	AP27/RU/CCO/05/01	2027	% of Public Consultations Organized
			2028	AP28/RU/CCO/05/01	2028	
			2029	AP29/RU/CCO/05/01	2029	
Theme 6 – Strengthening Stakeholder Engagement and Transparency	**Objective** 1 – Enhancing Stakeholder Consultation	**Information Dissemination:** Conducting all the required press briefings, media dialogues, and regulatory communication sessions annually.	2027 2028 2029	**Routine** AP27/RU/CCO/06/01 AP28/RU/CCO/06/01 AP29/RU/CCO/06/01	2027 2028 2029	Percentage of press briefings, media dialogues, and regulatory communication sessions annually.
Theme 1 – Strengthening Consumer Protection and Quality of Service	**Objective** 2 – Quality, Continuity, and Safety of Utility Services	Implement a structured national-level competition to encourage the design of innovative, user-friendly mobile application concepts for the Technician Information System (TIS)	2027	**Corporate** AP27/CP/CCO/01	2027	Successfully completion of the completion and finding scalable solution
Theme 1- Strengthening consumer protection and quality of service	**Objective 4 –** Consumer Awareness and Engagement	**A fully operational, continuously enhanced and stakeholder-centric PUCSL digital service ecosystem** 1. Develop and maintain the phase 2 PUCSL website and digital services.	2027	**Corporate** AP27/CP/CCO/02/01	2027	Completion of Phase 2 website and digital services operational.
Theme 5 – Building Institutional Capacity and Digital Transformation	**Objective 2 –** Digital Transformation of Internal Processes	2. Enhance the functionality and user experience of PUCSL digital platforms.	2027 2028	AP27/CP/CCO/02/02 AP28/CP/CCO/02/02	2027 2028	Growth of website users in each year
		3. Develop and implement stakeholder-focused digital services and online tools	2027 2028	AP28/CP/CCO/02/03 AP29/CP/CCO/02/03	2027 2028	No. of additional tools deployed in each year.
		4. Maintain and continuously improve PUCSL digital platforms and online services.	2027 2028 2029	**Routine** AP27/RU/CCO/07/01 AP28/RU/CCO/07/01 AP29/RU/CCO/07/01	2027 2028 2029	Growth of website users and AI references

Theme 5 – Building Institutional Capacity and Digital Transformation	**Objective 2 –** Digital Transformation of Internal Processes	**Efficient, standardized and digitally enabled business processes within the Corporate Communication Division.** 1. Developing and implementing 02 digital solutions to improve operational efficiency. 2. Expand digital process automation across Corporate Communication Division functions 3. Monitor, review and continuously improve automated business processes.	2027 2028 2029	**Corporate** AP27/CP/CCO/03/01 AP28/CP/CCO/03/01 AP28/CP/CCO/03/01	2027 2028 2029	Number of business processes automated. Reduction of human hours in manual work Completion of timely automation improvements every year
Theme 1 – Strengthening Consumer Protection and Quality of Service	**Objective 4 –** Consumer Awareness and Engagement	**Enhanced public awareness and stakeholder engagement through AI-assisted digital communications** 1. Minimum 18 AI-assisted awareness videos and 60 AI-assisted visual communication materials (infographics, knowledge sharing material, general communications material) are produced annually	2027 2028 2029	**Routine** AP27/RU/CCO/09/01 AP28/RU/CCO/09/01 AP29/RU/CCO/09/01	2027 2028 2029	Number of AI-assisted content produced each year.
		2. 10% year-on-year increase in Meta followers.	2027 2028 2029	AP27/RU/CCO/09/02 AP28/RU/CCO/09/02 AP29/RU/CCO/09/02	2027 2028 2029	Year-on-year growth in Meta followers.
		3. 5% year-on-year increase in LinkedIn and X followers.	2027 2028 2029	AP27/RU/CCO/09/03 AP28/RU/CCO/09/03 AP29/RU/CCO/09/03	2027 2028 2029	Year-on-year growth in LinkedIn and X followers.
		4. At least 75% of prescribed weekly Facebook content and engagement targets achieved	2027 2028 2029	AP27/RU/CCO/09/04 AP28/RU/CCO/09/04 AP29/RU/CCO/09/04	2027 2028 2029	Achievement of prescribed weekly Facebook content and engagement targets

Theme 6 – Strengthening Stakeholder Engagement and Transparency	**Objective 4 –** Digital Public Access to Regulatory Information	**Timely, accurate and consistent dissemination of regulatory information through PUCSL digital communications.** 1. 100% of approved regulatory information disseminated through designated digital platforms.	2027 2028 2029	**Routine** AP27/RU/CCO/10/01 AP28/RU/CCO/10/01 AP29/RU/CCO/10/01	2027 2028 2029	Percentage of approved regulatory information disseminated through designated digital platforms.
Theme 5 – Building Institutional Capacity and Digital Transformation	**Objective 2 –** Digital Transformation of Internal Processes	**Accessible, reliable and data-driven communication performance mechanism** 1. Minimum of 01 digital communication performance dashboard operationalized.	2027 2028	**Corporate** AP27/CP/CCO/04/01 AP28/CP/CCO/04/01	2027 2028	Number of digital communication performance dashboards operationalized and maintained.
	Objective 3 - Data-Driven Regulation and Analytics	2. 04 quarterly digital communication performance reports produced annually.	2027 2028 2029	**Routine** AP27/RU/CCO/11/01 AP28/RU/CCO/11/01 AP29/RU/CCO/11/01	2027 2028 2029	Frequency of digital communication performance reporting.

List of Activities:

Activity Number	Activity Name
AP27/RU/CCO/01/01	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed electricians
AP27/RU/CCO/01/02	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed solar technicians
AP27/RU/CCO/01/03	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed RAC technicians
AP27/RU/CCO/01/04	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed other technicians
AP27/RU/CCO/01/04	Issuing ID for EUIT.
AP27/RU/CCO/02/01	District wise Networking Events
AP27/RU/CCO/03/01	EUIT's Women Empowerment
AP27/RU/CCO/04/01	EUIT's Women Empowerment Programme
AP27/RU/CCO/04/01	Promoting Renewable Energy and Electric Vehicle Charging Stations Among EUIT.
AP27/RU/CCO/05/01	Corporate Reports: reports submitted by deadlines: Annual Report, Activity Plan, Central Bank, Responding to Information Requests from Government Agencies and special reports, RTI report, Auditor General responses, quarterly and mid-year progress reports, Corporate Events and Activities: SAFIR Activities and Public Consultations
AP27/RU/CCO/06/01	Information Dissemination: Conducting all the required press briefings, media dialogues, and regulatory communication sessions annually.
	Conducting all the required press briefings, media dialogues, and regulatory communication sessions annually.

AP27/CP/CCO/01/01	Youth Innovation and Digital Engagement through TIS Mobile App Design Competition
AP27/CP/CCO/02/01	Develop and maintain the phase 2 PUCSL website and digital services.
AP27/CP/CCO/02/02	Enhance the functionality and user experience of PUCSL digital platforms.
AP27/RU/CCO/07/01	Maintain and continuously improve PUCSL digital platforms and online services.
AP27/CP/CCO/03/01	Developing and implementing 02 digital solutions to improve operational efficiency.
AP27/CP/CCO/03/02	Expand digital process automation across Corporate Communication Division functions
AP27/RU/CCO/08/01	Monitor, review and continuously improve automated business processes
AP27/RU/CCO/09/01	Minimum 18 AI-assisted awareness videos and 60 AI-assisted visual communication materials (infographics, knowledge sharing material, general communications material) are produced annually.
AP27/RU/CCO/09/02	10% year-on-year increase in Meta followers
AP27/RU/CCO/09/03	5% year-on-year increase in LinkedIn and X followers.
AP27/RU/CCO/09/04	At least 75% of prescribed weekly Facebook content and engagement targets achieved
AP27/RU/CCO/10/01	100% of approved regulatory information disseminated through designated digital platforms
AP27/CP/CCO/04/01	Minimum of 01 digital communication performance dashboard operationalized.
AP27/RU/CCO/11/01	04 quarterly digital communication performance reports produced annually.

Activity Number	Activity Name
AP28/RU/CCO/01/01	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed electricians
AP28/RU/CCO/01/02	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed solar technicians
AP28/RU/CCO/01/03	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed RAC technicians
AP28/RU/CCO/01/04	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed other technicians
AP28/RU/CCO/01/04	Issuing ID for EUIT.
AP28/RU/CCO/02/01	District wise Networking Events
AP28/RU/CCO/03/01	EUIT's Women Empowerment
AP28/RU/CCO/04/01	EUIT's Women Empowerment Programme
AP28/RU/CCO/04/01	Promoting Renewable Energy and Electric Vehicle Charging Stations Among EUIT.
AP28/RU/CCO/05/01	Corporate Reports: reports submitted by deadlines: Annual Report, Activity Plan, Central Bank, Responding to Information Requests from Government Agencies and special reports, RTI report, Auditor General responses, quarterly and mid-year progress reports, Corporate Events and Activities: SAFIR Activities and Public Consultations
AP28/RU/CCO/06/01	Information Dissemination: Conducting all the required press briefings, media dialogues, and regulatory communication sessions annually. Conducting all the required press briefings, media dialogues, and regulatory communication sessions annually.

AP28/CP/CCO/02/02	Enhance the functionality and user experience of PUCSL digital platforms.
AP28/CP/CCO/02/03	Develop and implement stakeholder-focused digital services and online tools.
AP28/RU/CCO/07/01	Maintain and continuously improve PUCSL digital platforms and online services.
AP28/CP/CCO/03/02	Expand digital process automation across Corporate Communication Division functions
AP28/RU/CCO/08/01	Monitor, review and continuously improve automated business processes
AP28/RU/CCO/09/01	Minimum 18 AI-assisted awareness videos and 60 AI-assisted visual communication materials (infographics, knowledge sharing material, general communications material) are produced annually.
AP28/RU/CCO/09/02	10% year-on-year increase in Meta followers
AP28/RU/CCO/09/03	5% year-on-year increase in LinkedIn and X followers.
AP28/RU/CCO/09/04	At least 75% of prescribed weekly Facebook content and engagement targets achieved
AP28/RU/CCO/10/01	100% of approved regulatory information disseminated through designated digital platforms
AP28/CP/CCO/04/01	Minimum of 01 digital communication performance dashboard operationalized.
AP28/RU/CCO/11/01	04 quarterly digital communication performance reports produced annually.

Activity Number	Activity Name
AP29/RU/CCO/01/01	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed electricians
AP29/RU/CCO/01/02	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed solar technicians
AP29/RU/CCO/01/03	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed RAC technicians
AP29/RU/CCO/01/04	Pre-awareness, Pre-assessment, gap filling and final assessments related to qualifying NVQ3 passed other technicians
AP29/RU/CCO/01/04	Issuing ID for EUIT.
AP29/RU/CCO/02/01	District wise Networking Events
AP29/RU/CCO/03/01	EUIT's Women Empowerment
AP29/RU/CCO/04/01	EUIT's Women Empowerment Programme
AP29/RU/CCO/04/01	Promoting Renewable Energy and Electric Vehicle Charging Stations Among EUIT.
AP29/RU/CCO/05/01	Corporate Reports: reports submitted by deadlines: Annual Report, Activity Plan, Central Bank, Responding to Information Requests from Government Agencies and special reports, RTI report, Auditor General responses, quarterly and mid-year progress reports, Corporate Events and Activities: SAFIR Activities and Public Consultations
AP29/RU/CCO/06/01	Information Dissemination: Conducting all the required press briefings, media dialogues, and regulatory communication sessions annually.

	Conducting all the required press briefings, media dialogues, and regulatory communication sessions annually.
AP29/CP/CCO/02/03	Develop and implement stakeholder-focused digital services and online tools.
AP29/RU/CCO/07/01	Maintain and continuously improve PUCSL digital platforms and online services.
AP29/RU/CCO/08/01	Monitor, review and continuously improve automated business processes
AP27/RU/CCO/09/01	Minimum 18 AI-assisted awareness videos and 60 AI-assisted visual communication materials (infographics, knowledge sharing material, general communications material) are produced annually.
AP29/RU/CCO/09/02	10% year-on-year increase in Meta followers
AP29/RU/CCO/09/03	5% year-on-year increase in LinkedIn and X followers.
AP29/RU/CCO/09/04	At least 75% of prescribed weekly Facebook content and engagement targets achieved
AP29/RU/CCO/11/01	100% of approved regulatory information disseminated through designated digital platforms
AP29/RU/CCO/11/01	04 uarterly digital communication performance reports produced annually.

7.3.8 HUMAN RESOURCE AND ADMINISTRATION DIVISION

Table 9 Key Targets, Activities and KPIs for Human Resource and Administration Division

Strategic Theme	Strategic Objectives	Key Targets		Activities	Relevant year/s for each activity	KPIs
		Key Targets (Results)	**Year to achieve**			
Theme 5: Building Institutional Capacity and Digital Transformation	Objective 1: Workforce Capacity and Organizational Development	**Completion of Routine Tasks Annually:**		Routine:		
		1. Renovation and furniture requirements (RU)	2027 2028 2029	AP27/HR/RU/01 AP28/HR/RU/01 AP29/HR/RU/01	2027 2028 2029	1. Percentage of completion of routine tasks
		2. Activity plan presentation for the following year (RU)	2027 2028 2029	AP27/HR/RU/02 AP28/HR/RU/02 AP29/HR/RU/02	2027 2028 2029	2. Percentage of completion of routine tasks
		3. Supportive operational activities (RU)	2027 2028 2029	AP27/HR/RU/03 AP28/HR/RU/03 AP29/HR/RU/03	2027 2028 2029	3. Percentage of completion of routine tasks
		4. General services and utilities (RU)	2027 2028 2029	AP27/HR/RU/04 AP28/HR/RU/04 AP29/HR/RU/04	2027 2028 2029	4. Percentage of completion of routine tasks
		5. Transport Operations (RU)	2027 2028 2029	AP27/HR/RU/05 AP28/HR/RU/05 AP29/HR/RU/05	2027 2028 2029	5. Percentage of completion of routine tasks
		Staff Training 1. Completion of staff training plan and preparing next year's plan every year	2027 2028 2029	Corporate: AP27/HR/CP/01 AP28/HR/CP/01 AP29/HR/CP/01	2027 2028 2029	1. Completion of annual staff training plan 2. Complete the staff training plan for the next year each year. 3. Percentage of training conducted out of the

						planned number for each year
		Succession Plan 1. Completion of succession plan	2027 2028 2029	Corporate: AP27/HR/CP/02 AP28/HR/CP/02 AP29/HR/CP/02	2027 2028 2029	1. Completed succession plan
		Digitizing and improving HR processes 1. Completing digital induction programme 2. Completing HR analytics dashboard	2027 2028	Corporate: AP27/HR/CP/03 AP28/HR/CP/03	2027 2028	1. Completed digital induction program 2. Completed HR analytic dashboard
		Competency Framework 1. Completing the report on competency framework and skills gap assessment 2. Completion of the evaluation report on the effectiveness of the competency framework 3. Completing recruitment, retentions and staff mobility to address identified competency gaps	2028 2029	Corporate: AP28/HR/CP/04 AP29/HR/CP/04	2028 2029	1. Completed report on the competency framework and skill gap assessment 2. Completed evaluation report 3. Percentage completion of recruitments, retentions and staff mobility to address identified competency gaps

	Objective 7: Performance Management and Organizational Effectiveness	**Improving performance management process** 1. Completing performance management framework 2. Completing organizational transformation roadmap 3. Completing report detailing the performance calibration and modernization process 4. Completing the report detailing the linkage of performance outcomes with training, career development, succession planning and recognition mechanism 5. Completing implementation of organizational transformation roadmap	2027 2028 2029	Corporate: AP27/HR/CP/05 AP28/HR/CP/05 AP29/HR/CP/05	2027 2028 2029	1. Completed performance management framework 2. Completed organizational transformation roadmap 3. Completed report 4. Completed report 5. Completed implementation of organizational transformation roadmap

List of Activities

Activity Code	Activity
AP27/HR/RU/01, AP28/HR/RU/01, P29/HR/RU/01	Renovation and furniture requirements (RU)
AP27/HR/RU/02, AP28/HR/RU/02, AP29/HR/RU/02	Activity plan presentation for the following year (RU)
AP27/HR/RU/03, AP28/HR/RU/03, AP29/HR/RU/03	Supportive operational activities (RU)
AP27/HR/RU/04, AP28/HR/RU/04, AP29/HR/RU/04	General services and utilities (RU)
AP27/HR/RU/05, AP28/HR/RU/05, AP29/HR/RU/05	Transport Operations (RU)
AP27/HR/CP/01	Implementation of 2027 training plan and preparation of 2028 training plan (CP)
AP27/HR/CP/02	Implementation of Succession Plan (CP)
AP27/HR/CP/03	Preparation of Digital Induction Program (CP)
AP27/HR/CP/04	Introduction of Performance Management Framework (CP)
AP28/HR/CP/01	Implementation of 2028 training plan and preparation of 2029 training plan, aligned with tariff regulation, quality-of-supply, consumer affairs, petroleum regulation and digital skills (CP)
AP28/HR/CP/02	Launch competency framework and skills-gap assessment for all divisions, with individual capacity-development plans linked to job roles (CP)

AP28/HR/CP/03	Implement HR analytics dashboard covering staff profile, training hours, leave trends, vacancy status and performance cycle tracking (CP)
AP28/HR/CP/04	Prepare organisational transformation roadmap covering structure, governance, workflow simplification, digital forms and change-management actions (CP)
AP28/HR/CP/05	Introduce annual performance calibration and moderation process to improve consistency, fairness and accountability across divisions (CP)
AP29/HR/CP/01	Implementation of 2029 training plan and preparation of 2030 training plan, prioritising advanced regulatory economics, energy transition, data analytics, legal/regulatory drafting and consumer protection (CP)
AP29/HR/CP/02	Evaluate effectiveness of the competency framework, succession plan and leadership development programme; update talent pipeline and critical-role coverage (CP)
AP29/HR/CP/03	Implement targeted recruitment, retention and staff mobility initiatives to address priority competency gaps and support continuity of regulatory expertise (CP)
AP29/HR/CP/04	Link performance outcomes with training, career development, succession planning and recognition mechanisms, subject to Commission-approved policy parameters (CP)
AP29/HR/CP/05	Implement organisational transformation roadmap, including revised workflows, digital HR services, process automation and service-level monitoring for internal support functions (CP)

7.3.9 LEGAL DIVISION

Table 10 Key Targets, Activities and KPIs for Legal Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Theme 1: Strengthening Consumer Protection and Quality of Service	Objective 7: Protection of Vulnerable Consumers	1. To complete and submit comparative legal analysis report.	2027	Corporate AP 27/LEG/CP/06	2027	1. Completion of the report
Theme 2: Enhancing Regulatory Excellence, Good Governance and Independence.	Objective 4: International Benchmarking and Recognition	1. Completing and submitting the legal analysis report.	2027	Corporate AP27/LEG/CP/05	2027	1. Completion of the report.
	Objective 5: Strengthening Regulatory Independence and Governance Safeguards.	1. Handling all matters efficiently and taking all necessary steps within the timeline annually.	2027 2028 2029	Routine AP27/LEG/RU/01 AP28/LEG/RU/01 AP29/LEG/RU/01	2027 2028 2029	1. Percentage of compliance with court-imposed and statutory deadlines every year.
		2. 100% of providing timely legal opinions and advice.	2027 2028 2029	Routine AP27/LEG/RU/02 AP28/LEG/RU/02 AP29/LEG/RU/02	2027 2028 2029	1. Percentage of legal opinions and advice issued within the timeline.
		3. 100% of ensuring legal compliance with the terms and conditions, scope, and other requirements of the contracts, agreements, and MOUs.	2027 2028 2029	Routine AP27/LEG/RU/03 AP28/LEG/RU/03 AP29/LEG/RU/03	2027 2028 2029	1. Percentage of contracts, agreements, and MOUs reviewed within the timeline and found compliant with legal and regulatory requirements.
		4. 100% of ensuring legal compliance in the process of carrying out divisional Activities and Sub Activities.	2027 2028 2029	Routine AP27/LEG/RU/04 AP28/LEG/RU/04 AP29/LEG/RU/04	2027 2028 2029	1. Percentage of legal compliance reviews completed for divisional activities and sub-activities within the timeline.

List of activities.

AP27/LEG//RU/01 AP28/LEG//RU/01 AP29/LEG//RU/01	Safeguarding the interests of the Commission, members, and officials in the litigation process, representing the Commission before courts, and taking legal action on non-compliance	Handling Litigation
AP27/LEG//RU/02 AP28/LEG//RU/02 AP29/LEG//RU/02	Legal Opinions/Advices are required by the divisions of the Commission while completing their routine activities on day-to-day basis and annual activities. In such circumstances, Legal Opinions/Advices are provided by the Legal Division in an accurate and timely manner in compliance with applicable laws and other regulatory tools.Furthermore, with a view to enhancing the quality of legal advisory services, the Legal Division will develop Legal Advice Procedure.	Providing Legal opinion /advice for the divisions of the commission.
AP27/LEG//RU/03 AP28/LEG//RU/03 AP29/LEG//RU/03	Ensuring legal compliance with the terms and conditions, scope, and other requirements of the contracts, agreements, and MOUs	Managing Contracts/Agreements/MOUs of the Commission.
AP27/LEG//RU/04 AP28/LEG//RU/04 AP29/LEG//RU/04	Ensuring legal compliance in the process of carrying out divisional Activities and Sub Activities	Management of the Sub activities of the other divisions which are assigned to legal division.

AP 27/LEG/CP/05	Conduct comparative legal benchmarking study of selected international utility regulators. Identify best practices Repository on utility regulation. Identify structures , functions and responsibilities of the legal divisions of the other utilities. Gap Analysis Report comparing PUCSL's legal and regulatory framework with international standards. Recommendations for legal, regulatory, and policy reforms. Presentation of findings to Management.	Enhance regulatory excellence through the adoption of best international practices and identification of legal and regulatory reforms that strengthen governance, consumer protection, transparency, and regulatory effectiveness of the Commission. Review and benchmark the structure, functions of the Legal Divisions of international utility regulators and identify legal and regulatory developments.
AP 27/LEG/CP/06	Conduct a comprehensive legal analysis of the Public Utilities Commission of Sri Lanka Act, No. 35 of 2002, the Sri Lanka Electricity Act, No. 36 of 2024, and the Consumer Affairs Authority Act, No. 9 of 2003 to identify areas where the PUCSL and the Electricity Act do not contain specific provisions relating to consumer protection, consumer rights, unfair practices etc.	Conduct a Comparative Legal Analysis on Consumer Protection Frameworks Applicable to the Electricity Sector.

7.3.10 FINANCE DIVISION

Table 11 Key Targets, Activities and KPIs for Finance Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Theme 5: Building institutional capacity and digital transformation	**Objective 2:** Digital Transformation of Internal Processes	**Fully digitized payments** 1. Fully digitized staff-related payments 2. Fully digitized other payments	2027 2028	Corporate AP27/FIN/CP/1 AP28/FIN/CP/1	2027 2028	1. Completion of digitized staff payment systems in 2027 2. Completion of digitized other payment systems in 2028
	Objective 5: Governance and Institutional Excellence	**Cash flow management:** Successful completion of Routine Activities with the achievement of specific KPIs	2027	AP27/FIN/RU /1 AP27/FIN/RU /1/1 AP27/FIN/RU /1/2 AP27/FIN/RU /1/3	2027	1. Maintain Liquidity ratio of 2 : 1 2. Percentage of timely settlement of supplier, statutory, and employee obligations. 3. Achieve ROI of a minimum 6%.
			2028	AP28/FIN/RU /1 AP28/FIN/RU /1/1 AP28/FIN/RU /1/2 AP28/FIN/RU /1/3 AP29/FIN/RU /1	2028	
			2029	AP29/FIN/RU /1/1 AP29/FIN/RU /1/2 AP29/FIN/RU /1/3	2029	
		Revenue & collection Process: Successful completion of Routine Activities with the achievement of specific KPIs	2027	AP27/FIN/RU /2 AP27/FIN/RU /2/1 AP27/FIN/RU /2/2	2027	1.Achive Revenue collection rate of 100% 2.Collction efficiency ratio of -75% within 3.months of the invoice date
			2028	AP28/FIN/RU /2 AP28/FIN/RU /2/1 AP28/FIN/RU /2/2	2028	
			2029	AP29/FIN/RU /2 AP29/FIN/RU /2/1 AP29/FIN/RU /2/2	2029	

5. Building institutional capacity and digital transformation	5. Governance and Institutional Excellence	**Budgetary process:** 1. Successful completion of Routine Activities with the achievement of specific KPIs	2027	AP27/FIN/RU /3 AP27/FIN/RU /3/1 AP27/FIN/RU /3/2 AP27/FIN/RU /3/3	2027	1. Timely submission & gazetting (by 30th September). 2. Achieve above 70 % budget performance.
			2028	AP28/FIN/RU /3 AP28/FIN/RU /3/1 AP28/FIN/RU /3/2 AP28/FIN/RU /3/3	2027	
			2029	AP29/FIN/RU /3 AP29/FIN/RU /3/1 AP29/FIN/RU /3/2 AP29/FIN/RU /3/3	2028	
		Financial Reporting: 2. Successful completion of Routine Activities with the achievement of specific KPIs	2027	AP27/FIN/RU /4 AP27/FIN/RU /4/1 AP27/FIN/RU /4/2 AP27/FIN/RU /4/3	2027	1. Achievement of timely submissions-Monthly reports by 10th and annual reports by 28th February 2. Get an Unqualified Audit opinion. 3. Reduce the number of audit queries for finance matters to zero.
			2028	AP28/FIN/RU /4 AP28/FIN/RU /4/1 AP28/FIN/RU /4/2 AP28/FIN/RU /4/3	2028	
			2029	AP29/FIN/RU /4 AP29/FIN/RU /4/1 AP29/FIN/RU /4/2 AP29/FIN/RU /4/3	2029	
		Assets Management: 3. Successful completion of Routine Activities with the achievement of specific KPIs	2027	AP27/FIN/RU /5 AP27/FIN/RU /5/1 AP27/FIN/RU /5/2 AP27/FIN/RU /5/3	2027	1. 100% Completeness of the asset records 2. Timely conducting of Board of Survey & disposal (BOS by 31st December of year)

			2028	AP28/FIN/RU /5 AP28/FIN/RU /5/1 AP28/FIN/RU /5/2 AP28/FIN/RU /5/3	2028	
			2029	AP29/FIN/RU /5 AP29/FIN/RU /5/1 AP29/FIN/RU /5/2 AP29/FIN/RU /5/3	2029	
		External stakeholder coordination: 4. Successful completion of Routine Activities with the achievement of specific KPIs	2027	AP27/FIN/RU /6 AP27/FIN/RU /6/1 AP27/FIN/RU /6/2 AP27/FIN/RU /6/3	2027	1.Completing of requested information /reports with in the required time.
			2028	AP28/FIN/RU /6 AP28/FIN/RU /6/1 AP28/FIN/RU /6/2 AP28/FIN/RU /6/3	2028	
			2029	AP29/FIN/RU /6 AP29/FIN/RU /6/1 AP29/FIN/RU /6/2 AP29/FIN/RU /6/3	2029	
		Procurement Management: 1. Successful completion of Routine Activities with the achievement of specific KPIs	2027	AP27/FIN/RU /7 AP27/FIN/RU /7/1 AP27/FIN/RU /7/2 AP27/FIN/RU /7/3	2027	1.Completion of a procurement plan and get the approval of Procurement committee by December of each year for the following year 2. Percentage of achievement of the procurement plan.(target 90%)
			2028	AP28/FIN/RU /7 AP28/FIN/RU /7/1 AP28/FIN/RU /7/2 AP28/FIN/RU /7/3	2028	
			2029	AP29/FIN/RU /7 AP29/FIN/RU /7/1 AP29/FIN/RU /7/2 AP29/FIN/RU /7/3	2029	

List of Activities

AP2027/FIN/CP /1	Digitization of Staff related payment procedures(Loan Interest reimbursement/Telephone reimbursement and payment for outstation programs.)
AP2028/FIN/CP /1	Digitization of other payment procedures
AP27/FIN/RU /1	Cash flow management
AP27/FIN/RU /1/1	Ensure effective working capital management to maintain sufficient liquidity for meeting short-term obligations.
AP27/FIN/RU /1/2	Ensure timely settlement of supplier, statutory, and employee obligations with robust internal controls and regulatory compliance.
AP27/FIN/RU /1/3	Optimize investment portfolio performance to maximize returns while ensuring full compliance with applicable regulations
AP28/FIN/RU /1	Cash flow management
AP28/FIN/RU /1/1	Ensure effective working capital management to maintain sufficient liquidity for meeting short-term obligations.
AP28/FIN/RU /1/2	Ensure timely settlement of supplier, statutory, and employee obligations with robust internal controls and regulatory compliance.
AP28/FIN/RU /1/3	Optimize investment portfolio performance to maximize returns while ensuring full compliance with applicable regulations
AP29/FIN/RU /1	Cash flow management
AP29/FIN/RU /1/1	Ensure effective working capital management to maintain sufficient liquidity for meeting short-term obligations.
AP29/FIN/RU /1/2	Ensure timely settlement of supplier, statutory, and employee obligations with robust internal controls and regulatory compliance.
AP29/FIN/RU /1/3	Optimize investment portfolio performance to maximize returns while ensuring full compliance with applicable regulations
AP27/FIN/RU /2	Revenue & collection Process.
AP27/FIN/RU /2/1	Enhance accuracy in forecasting revenue requirements and ensure timely accounting of the regulatory levy.

AP27/FIN/RU /2/2	Improve efficiency and timeliness of regulatory levy collection to strengthen revenue streams.
AP28/FIN/RU /2	Revenue & collection Process.
AP28/FIN/RU /2/1	Enhance accuracy in forecasting revenue requirements and ensure timely accounting of the regulatory levy.
AP28/FIN/RU /2/2	Improve efficiency and timeliness of regulatory levy collection to strengthen revenue streams
AP29/FIN/RU /2	Revenue & collection Process.
AP29/FIN/RU /2/1	Enhance accuracy in forecasting revenue requirements and ensure timely accounting of the regulatory levy.
AP29/FIN/RU /2/2	Improve efficiency and timeliness of regulatory levy collection to strengthen revenue streams
AP27/FIN/RU /3	Budgetary process
AP27/FIN/RU /3/1	Establish a transparent budgeting framework, including timely preparation and gazetting of the budget with coordination of other divisions.
AP27/FIN/RU /3/2	Monitoring the budgetary process.
AP27/FIN/RU /3/3	Ensure timely review and revision mechanism of the Budget.
AP28/FIN/RU /3	Budgetary process
AP28/FIN/RU /3/1	Establish a transparent budgeting framework, including timely preparation and gazetting of the budget with coordination of other divisions.
AP28/FIN/RU /3/2	Monitoring the budgetary process.
AP28/FIN/RU /3/3	Ensure timely review and revision mechanism of the Budget.
AP289FIN/RU /3	Budgetary process
AP29/FIN/RU /3/1	Establish a transparent budgeting framework, including timely preparation and gazetting of the budget with coordination of other divisions.
AP29/FIN/RU /3/2	Monitoring the budgetary process.
AP298/FIN/RU /3/3	Ensure timely review and revision mechanism of the Budget
AP27/FIN/RU /4	Financial Reporting

AP27/FIN/RU /4/1	Ensure completeness, accuracy, and integrity of financial data within the accounting information system (SAP).
AP27/FIN/RU /4/2	Deliver timely and reliable monthly management accounts and budget reports to support strategic and operational decisions.
AP27/FIN/RU /4/3	Submit annual financial statements in full compliance with applicable Accounting standards within stipulated timelines.
AP28/FIN/RU /4	Financial Reporting
AP28/FIN/RU /4/1	Ensure completeness, accuracy, and integrity of financial data within the accounting information system (SAP).
AP28/FIN/RU /4/2	Deliver timely and reliable monthly management accounts and budget reports to support strategic and operational decisions.
AP28/FIN/RU /4/3	Submit annual financial statements in full compliance with applicable Accounting standards within stipulated timelines.
AP29/FIN/RU /4	Financial Reporting
AP29/FIN/RU /4/1	Ensure completeness, accuracy, and integrity of financial data within the accounting information system (SAP).
AP29/FIN/RU /4/2	Deliver timely and reliable monthly management accounts and budget reports to support strategic and operational decisions.
AP29/FIN/RU /4/3	Submit annual financial statements in full compliance with applicable Accounting standards within stipulated timelines.
AP27/FIN/RU /5	Assets Management
AP27/FIN/RU /5/1	Ensure accuracy of recording of assets owned by PUCSL
AP27/FIN/RU /5/2	Ensure effective execution of annual board of survey activities to validate asset existence and condition.
AP27/FIN/RU /5/3	Optimize asset lifecycle management through proper disposal of obsolete and scrap assets.
AP28/FIN/RU /5	Assets Management
AP28/FIN/RU /5/1	Ensure accuracy of recording of assets owned by PUCSL
AP28/FIN/RU /5/2	Ensure effective execution of annual board of survey activities to validate asset existence and condition.
AP28/FIN/RU /5/3	Optimize asset lifecycle management through proper disposal of obsolete and scrap assets.

AP29/FIN/RU /5	Assets Management
AP29/FIN/RU /5/1	Ensure accuracy of recording of assets owned by PUCSL
AP29/FIN/RU /5/2	Ensure effective execution of annual board of survey activities to validate asset existence and condition.
AP29/FIN/RU /5/3	Optimize asset lifecycle management through proper disposal of obsolete and scrap assets.
AP27/FIN/RU /6	External stakeholder coordination
AP27/FIN/RU /6/1	Coordination with external and internal audit functions to ensure compliance and continuous improvement.
AP27/FIN/RU /6/2	Collaboration with the Ministry of Finance for various reporting requirements
AP27/FIN/RU /6/3	Maintain effective relationships with revenue authorities and banking institutions to ensure smooth financial operations.
AP28/FIN/RU /6/1	Coordination with external and internal audit functions to ensure compliance and continuous improvement.
AP28/FIN/RU /6/2	Collaboration with the Ministry of Finance for various reporting requirements
AP28/FIN/RU /6/3	Maintain effective relationships with revenue authorities and banking institutions to ensure smooth financial operations.
AP29/FIN/RU /6/1	Coordination with external and internal audit functions to ensure compliance and continuous improvement.
AP29/FIN/RU /6/2	Collaboration with the Ministry of Finance for various reporting requirements
AP29/FIN/RU /6/3	Maintain effective relationships with revenue authorities and banking institutions to ensure smooth financial operations.
AP27/FIN/RU /7/1	Procurement Management
AP27/FIN/RU /7/1	Develop and implement a comprehensive procurement plan aligned with organizational priorities.
AP27/FIN/RU /7/2	Ensure proper governance by establishing relevant procurement committees in line with regulations.
AP27/FIN/RU /7/3	Execute the procurement process efficiently including sourcing evaluation and documentation

AP27/FIN/RU /7/4	Strengthening monitoring and reporting of procurement activities to the Commission and National Procurement Commission.
AP28/FIN/RU /7/1	Procurement Management
AP28/FIN/RU /7/1	Develop and implement a comprehensive procurement plan aligned with organizational priorities.
AP28/FIN/RU /7/2	Ensure proper governance by establishing relevant procurement committees in line with regulations.
AP28/FIN/RU /7/3	Execute the procurement process efficiently including sourcing evaluation and documentation
AP28/FIN/RU /7/4	Strengthening monitoring and reporting of procurement activities to the Commission and National Procurement Commission.
AP29/FIN/RU /7/1	Procurement Management
AP29/FIN/RU /7/1	Develop and implement a comprehensive procurement plan aligned with organizational priorities.
AP29/FIN/RU /7/2	Ensure proper governance by establishing relevant procurement committees in line with regulations.
AP29/FIN/RU /7/3	Execute the procurement process efficiently including sourcing evaluation and documentation
AP29/FIN/RU /7/4	Strengthening monitoring and reporting of procurement activities to the Commission and National Procurement Commission.

7.3.11 IT AND MIS DIVISION

Table 12 Key Targets, Activities and KPIs for IT and MIS Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Theme 2: Enhancing Regulatory Excellence, Good Governance and Independence	**Objective 1 –** Digital Regulatory Transformation **Objective 6** – Cybersecurity and Digital Resilience	**Data Intelligence Platform and integration with AI driven solution:** 1. 20% of AI-based technology integration with application and introducing AI with intelligent data platform 2. 60 % of Implementation of Data intelligent platform with Agentic AI based solution 3. Fully integrated with API platform with data intelligent platform and total AI-based solution	2027 2028 2029	Corporate AP27/IT/CP/01 AP28/IT/CP/01 AP29/IT/CP/01	2027 2028 2029	1. Percentage of completion of the AI /BI based technology implementation in 2027. 2. Percentage of completion of the AI /BI based technology implementation in 2028. 3. Fully integrated Data intelligent platform and AI /BI based total solution are in place in 2029.
Theme 5. Building Institutional Capacity and Digital Transformation	**Objective 2:** Digital Transformation of Internal Processes	**Autonomous Enterprise Platform:** 1 completion of 80% of digitalization of internal processes 2 completion of digitalization and 20% integration of intelligent data platform with AI /BI based outputs 3 Integrating the fully completed digitalized solution with the data intelligence platform with AI	2027 2028 2029	Corporate AP27/IT/CP/02 AP27/IT/CP/01 AP28/IT/CP/02 AP28/IT/CP/01 AP29/IT/CP/02 AP29/IT/CP/01	2027 2027 2028 2028 2029 2029	1.Percentage of completion of digitalization in 2027. 2.Completion of the digitalization in 2028. 3.Completion of the fully integrated AI enabled system in 2029.

		Enhancement of Cyber Security and BCP/DR for business resilience with IT Policies and IT Audit: 1. Implementation of virus scanning with ransomware protection solution 2. Integration of backup (Veeam) and virtualization (Vmware) solution for data centre 3. Evaluating IT security Maturity and ICT Audit & ICT Policies 4. Renewal of subscription of existing security mechanisms such as Firewall, Spam-wall, SSL, etc.	2027	Routine AP27/IT/RU/03	2027	1. Completion of implementation of virus scanner & ransomware solution in 2027 2. Completion of backup & Virtual solution in 2027 3. completion of evaluating ICT security in 2027 4. Renewed subscriptions & implementation in 2027
		1. Continuation of virus scanning with ransomware protection solution 2. Further improvements of standards to augment security and BCP/DR 3. Renewal of subscription of existing security mechanisms such as Firewall, Spam-wall, SSL, etc.	2029	AP29/IT/RU/03	2029	1. Completion of implementation of virus scanner & ransomware solution in 2029 2. Based on the IT security maturity evaluation, completion of the necessary improvements. 3. Renewed subscriptions & implementation in 2029

		Continuation of cloud service: 1. Implementation & enhancement of cloud service based on 2027 requirements would be fully (100%) completed 2. Implementation and consolidation of cloud services based on 2028 requirements would be fully (100%) completed 3. Implementation and optimization (based on actual resource utilization) of cloud services based on 2029 requirements would be fully (100%) completed	2029	AP27/IT/RU/01 AP28/IT/RU/01 AP29/IT/RU/01	2029	1. Percentage of completion of the implementation of cloud platform in 2027. 2. Percentage of completion of the implementation of the cloud platform 3. Percentage of completion of the implementation of the cloud platform
		Enhancing existing business applications (LMS, IRS, TIS, DMS, SAP, HR, Payroll, Data Submission System [new LISS], Website, Intranet, Procurement Workflow system, Workflow Platform, AI System, and any other cloud-based solution) based on identified requirements: 1. Enhancing new LISS & IRS based on the new requirements identified (and enhancements to be made based on identified requirements in other systems) in 2027 would be fully (100%) completed 2. Enhancements to be made based on identified requirements in 2028 would be fully (100%) completed 3. Enhancements to be made based on identified requirements in 2029 would be fully (100%) completed	2027 2028 2029	AP28/IT/RU/02 AP29/IT/RU/02 AP27/IT/RU/02	2027 2028 2029	1.Percentage of completion of identified enhancements in 2027 2.Percentage of completion of identified enhancements in 2028 3.Percentage of completion of identified enhancements in 2029

Theme 5. Building Institutional Capacity and Digital Transformation		**Refreshing IT Hardware Items for ensuring continued operations:** 1. Acquiring ICT equipment (laptop computers, mobile phones, UPS, printer, network switch, etc.) would be fully (100%) completed 2. Acquiring ICT equipment (based on identified requirements) would be fully (100%) completed 3. Acquiring ICT equipment (based on identified requirements) would be fully (100%) completed	2027 2028 2029	AP27/IT/RU/04 AP28/IT/RU/04 AP29/IT/RU/04	2027 2028 2029	1.Percentage of completion of identified equipment in 2027 2..Percentage of completion of identified equipment in 2028 3 .Percentage of completion of identified equipment in 2029
		License renewal 1. Renewing licenses (M365 accounts, AI accounts, Power BI accounts, BoardPAC, SAP cloud, etc.) in 2027 would be fully (100%) completed 2. Renewing the same above licenses and any additional licenses in 2028 would be fully (100%) completed 3. Renewing the same above licenses and any additional licenses in 2029 would be fully (100%) completed	2027 2028 2029	AP27/IT/RU/05 AP28/IT/RU/05 AP29/IT/RU/05	2027 2028 2029	1.Percentage of completion of License renewals in 2027 2.Percentage of completion of License renewals in 2028 3.Percentage of completion of License renewals in 2029
	Objective 2: Digital Transformation of Internal Processes	**Maintenance (Application SLAs, subscription renewals, etc.):** 1. Maintenance tasks planned for 2027 would be fully (100%) completed 2. Maintenance tasks planned for 2028 would be fully (100%) completed 3. Maintenance tasks planned for 2029 would be fully (100%) completed	2027 2028 2029	AP27/IT/RU/06 AP28/IT/RU/06 AP29/IT/RU/06	2027 2028 2029	1. Percentage of completion of maintenance tasks in 2027 2. Percentage of completion of maintenance tasks in 2028 3. Percentage of completion of

						maintenance tasks in 2029
		System Management and Enhancement (tightening security, ensure system continuity, system migration, etc.) (no budget allocation) 1. Managing and enhancing the systems in 2027 based on requirements would be fully (100%) completed 2. Managing and enhancing the systems in 2028 based on requirements would be fully (100%) completed 3. Managing and enhancing the systems in 2029 based on requirements would be fully (100%) completed	2027 2028 2029	AP27/IT/RU/07 AP28/IT/RU/07 AP29/IT/RU/07	2027 2028 2029	1. Percentage of completion of system management and enhancement activities in 2027 2. Percentage of completion of system management and enhancement activities in 2028 3. Percentage of completion of system management and enhancement activities in 2029
		Future-proofing, initiating, planning new systems (testing PoC, etc.) (no budget allocation) 1. Evaluating new technologies and planning & initiating new systems in 2027 would be fully (100%) completed 2. Evaluating new technologies and planning & initiating new systems in 2028 would be fully (100%) completed 3. Evaluating new technologies and planning & initiating new systems in 2029 would be fully (100%) completed	2027 2028 2029	AP27/IT/RU/08 AP28/IT/RU/08 AP29/IT/RU/08	2027 2028 2029	1. Percentage of completion of the testing of technologies and systems to be adopted in 2027 2. Percentage of completion of the testing of technologies and systems to be adopted in 2028 4. Percentage of completion of the testing of technologies and systems to be adopted in 2029

		Maintenance, Administration, Configuration (patch updates, user support, updating configurations) (no budget allocation): 1. Maintaining, administering & configuring system in 2027 would be fully (100%) completed 2. Maintaining, administering & configuring system in 2028 would be fully (100%) completed 3. Maintaining, administering & configuring system in 2029 would be fully (100%) completed		AP27/IT/RU/09 AP28/IT/RU/09 AP29/IT/RU/09		1.Percentages of completion of ensuring that systems are in working order in 2027 2.Percentages of completion of ensuring that systems are in working order in 2028 3.Percentages of completion of ensuring that systems are in working order in 2029

List of Activities	
AP27/IT/CP/01, AP28/IT/CP/01, AP29/IT/CP/01	Utilization of public cloud-based AI technologies for improving staff productivity
AP27/IT/CP/02, AP28/IT/CP/02, AP29/IT/CP/02	Autonomous Enterprise Platform
AP27/IT/RU/01, AP28/IT/RU/01, AP29/IT/RU/01	Continuation of cloud service
AP27/IT/RU/02, AP28/IT/RU/02, AP29/IT/RU/02	Enhancing existing business applications
AP27/IT/RU/03, AP28/IT/RU/03, AP29/IT/RU/03	Security with BCP/DR and IT Policies
AP27/IT/RU/04, AP28/IT/RU/04, AP29/IT/RU/04	Refreshing IT Hardware items for ensuring continued operations
AP27/IT/RU/05, AP28/IT/RU/05, AP29/IT/RU/05	License Renewal
AP27/IT/RU/06, AP28/IT/RU/06, AP29/IT/RU/06	Maintenance
AP27/IT/RU/07, AP28/IT/RU/07, AP29/IT/RU/07	System management & enhancement
AP27/IT/RU/08, AP28/IT/RU/08, AP29/IT/RU/08	Future-proofing, initiating, planning new systems
AP27/IT/RU/09, AP28/IT/RU/09, AP29/IT/RU/09	Maintenance, Administration & Configuration

7.3.12 COMPLIANCE AND RESEARCH DIVISION

Table 13 Key Targets, Activities and KPIs for Compliance and Research Division

Strategic Theme	Strategic Objectives	Key Targets (Results)	Year to achieve	Activities	Relevant year/s for each activity	KPIs
Theme 2: Enhance Regulatory Excellence, Good Governance and Independence	**Objective 4:** International Benchmarking and Recognition.	1. Design the benchmark criteria (BC)based on the SOPs: 15 Benchmark Criteria 15 Benchmark criteria	2028 2029	Corporate AP/28/COMP/CP/02 AP/29/COMP/CP/02	2028 2029	Number of Benchmark criteria developed each year.
Theme 5: Building Institutional Capacity and Digital Transformation	**Objective 5:** Governance and Institutional Excellence	1. Completion of drafting the SOPs: 24 SOPs for selected divisions 23 SOPs for selected divisions 16 SOPs	2027 2028 2029	Corporate AP/27/COMP/CP/01 AP/28/COMP/CP/01 AP/29/COMP/CP/01	2027 2028 2029	Number of SOPs drafted each year
		2. Coordination of Internal Audit Activities: 04 quarterly internal audit reports 04 quarterly internal audit reports 04 quarterly internal audit reports	2027 2028 2029	Routing AP/27/COMP/RU/01 AP/28/COMP/RU/01 AP/29/COMP/RU/01	2027 2028 2029	Number of internal audit reports per year

		3. Coordination of Audit Committee Meeting and follow-up activities: Conducting 04 quarterly audit committee meetings Conducting 04 quarterly audit committee meetings Conducting 04 quarterly audit committee meetings	2027 2028 2029	Routing AP/27/COMP/RU/02 AP/28/COMP/RU/02 AP/29/COMP/RU/02	2027 2028 2029	Number of Audit Committee meetings per year

List of Activities

AP/2027/COMP/CP/01	Draft Standard Operating Procedure (SOP)
AP/2028/COMP/CP/01	Draft Standard Operating Procedure (SOP)
AP/2029/COMP/CP/01	Draft Standard Operating Procedure (SOP)
AP/2028/COMP/CP/02	Identify the Benchmark Criteria (BC) with initial data
AP/2029/COMP/CP/02	Identify the Benchmark Criteria (BC) with initial data
AP/2027/COMP/RU/01	Coordination of Internal Audit Activities
AP/2028/COMP/RU/01	Coordination of Internal Audit Activities
AP/2029/COMP/RU/01	Coordination of Internal Audit Activities
AP/2027/COMP/RU/02	Coordination of Audit Committee Meeting and follow-up activities
AP/2028/COMP/RU/02	Coordination of Audit Committee Meeting and follow-up activities
AP/2029/COMP/RU/02	Coordination of Audit Committee Meeting and follow-up activities

8. 2027 ANNUAL BUDGET

Table 14 Budget Summary for The Year 2027

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
1	TARIFF AND ECONOMIC AFFAIRS DIVISION	AP27/TEA/RU/01	Tariff reviews (Bulk supply, Uniform National Tariff, End-user) (RU)	Electricity	1	14,000,000
2		AP27/TEA/RU/02	Review of RE feed-in tariffs (RU)	Electricity	1	1,200,000
3		AP27/TEA/RU/03	Administer Bulk Supply Transaction Account (BSTA) (RU)	Electricity	1	60,000
4		AP27/TEA/RU/04	Review of commercial terms of Power Purchase Agreements of new generation plants (RU)	Electricity	1	
5		AP27/TEA/RU/05	Tariff review for exempted (re-distribution/supply) parties (RU)	Electricity	1	
6		AP27/TEA/RU/06	Review of allowed charges (RU)	Electricity	1	
7		AP27/TEA/CP/01	Audit on Licensee data submissions (CP)	Electricity	1	2,000,000
8		AP27/TEA/CP/02	Review PPA, PSA, FSA and verification of heat rates (CP)	Electricity	1	1,200,000
9		AP27/TEA/CP/03	Load survey and cost of supply study (CP)	Electricity	1	8,000,000
10		AP27/TEA/CP/04	Survey on Energy Poor consumer groups (CP)	Electricity	1	6,000,000
11		AP27/TEA/RU/07	Monitor utility financial position and disseminate data (RU)	Electricity	2	
12		AP27/TEA/RU/08	True up and cost audit of Licensees (RU)	Electricity	2	
13		AP27/TEA/CP/05	Developing a methodology for Open Access charges (CP)	Electricity	3	

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
14		AP27/TEA/RU/09	Merit order dispatch audit (RU)	Electricity	3	60,000
15		AP27/TEA/RU/10	Monitoring of Transmission and Distribution Licensee investment activities on network development (RU)	Electricity	4	
16		General	Other Official Activities	Electricity	5	
						32,520,000
17	**ENVIRONMENT, RENEWABLE ENERGY AND EFFICIENCY DIVISION**	AP27/EER/CP/01	Develop a mechanism for verifying compliance of imported EV Supply Equipment (EVSE), Solar PV inverters and Battery Energy Storage Systems (BESS) with Sri Lankan standards	Electricity	4	300,000
18		AP27/EER/CP/02	Develop National Inverter Compliance and Grid Support Capability Regulation (Improved Country Code for Grid-Connected Inverters)	Electricity	4	300,000
19		AP27/EER/CP/03	Develop a regulatory framework for demand-side flexibility mechanisms, captive generation, VPPs, aggregators, and demand response programmes	Electricity	3	300,000
20		AP27/EER/CP/04	Develop a Compliance Monitoring Scheme for Licensed and Exempted Electricity Activities, including outsourced inspection mechanisms	Electricity	2	500,000
21		AP27/EER/CP/05	Estimate externality costs associated with renewable and conventional electricity generation technologies	Electricity	4	5,000,000
22		AP27/EER/CP/06	Conduct a study on recycling and end-of-life management of batteries, solar PV modules and related equipment	Electricity	4	500,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
23	ENVIRONMENT, RENEWABLE ENERGY AND EFFICIENCY DIVISION	AP27/EER/CP/07	Develop a National EV Charging Portal with Interoperability and Open Data Framework	Electricity	5	500,000
24		AP27/EER/RU/01	Reviewing and approving the commercial terms of new RE generation and energy storage capacity under Section 5(3)(n) of SLEA 2024.	Electricity	4	50,000
25		AP27/EER/RU/02	Resolving Consumer complaints related to Renewable energy and Environmental issues related to the electricity sector.	Electricity	1	50,000
26		AP27/EER/RU/03	License/Exemption condition compliance monitoring and EnMS awareness program	Electricity	1	500,000
27		AP27/EER/RU/04	Dissemination of Information Related to Renewable Power Generation/EV charging stations/Environmental Performance of the Power plants and maintaining the Dispatch Database and Visualization Dashboard.	Electricity	6	-
28		AP27/EER/RU/05	Monitoring and reporting of energy efficiency measures in thermal power plants, efficiency KPIs of utility operations across the supply chain, and implementation of UDSM proposals received through the utilities (Microgrids, distribution-level BESS, smart meter projects, etc.).	Electricity	4	100,000
29		General	Inter divisional Activities	Electricity	5	
						8,100,000
30		AP27/CA/01/CP/01	Compliance Audit on implementation of Commission decisions by DLs and an	**Electricity**	1	5,000,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
	CONSUMER AFFAIRS DIVISION		awareness for DLs on related regulatory tools & the digital applications - Phase I			
31		AP27/CA/01/RU/01	Determine decisions for requests/complaints made by consumers and utility providers	**Electricity**	1	1,400,000
32		AP27/CA/01/RU/02	Determine Resolutions for Mediation Requests in the Electricity Industry	**Electricity**	1	250,000
33		AP27/CA/01/CP/02	Guidelines for Distribution Licensees on install and keep installed underground electricity lines	**Electricity**	1	
34		AP27/CA/01/CP/03	Implement nationwide consumer awareness campaigns through media, community programs, and digital platforms	**Electricity**	1	6,000,000
35		AP27/CA/01/RU/03	Coordinate Consumer Consultative Committee(CCC) on functionality of Regional Consumer Network and CCC advices & meetings	**Electricity**	1	12,200,000
36		AP27/CA/01/CP/04	Implementation and capacity enhancement programme for Electricity Grievance Redressal Forums	**Electricity**	1	700,000
37		AP27/CA/01/RU/04	Dissemination of information related to consumer protection in the electricity industry	**Electricity**	1	
38		AP27/CA/01/CP/05	Setting up of Consumer Advocates to protect rights of electricity consumers at grievance handling -Phase I	**Electricity**	1	2,000,000
39		AP27/CA/01/CP/06	Mechanism to support a Rural and Underserved Community Electrification Support Programme	Electricity	1	500,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
40	**CONSUMER AFFAIRS DIVISION**	AP27/CA/01/RU/05	Periodic assessment of the impact of end-user tariff revisions on prices of consumer goods and services	Electricity	1	
41		AP27/CA/02/CP/01	Software architecture and SRS designing for integrated software system for the Commission (Enterprise Resource Planner)	Electricity	5	1,000,000
						29,050,000
42	**INSPECTORATE DIVISION**	AP/2027/INS/CP/01	Regulatory safety inspections to prevent electrocutions resulting from failures of medium voltage power lines.	Electricity	1	600,000
43		AP/2027/INS/CP/02	Develop a "Electricity Safety Awareness Kit", including short visual presentations, pocket guides, and practical demonstration methodologies tailored for Government field officers, and to school science teachers to educate communities/students.	Electricity	1	6,000,000
44		AP/2027/INS/CP/03	Review of Safety , Quality and Continuity Regulations and provide advise to the government on necessary amendments required in the said regulation.	Electricity	1	12,000,000
45		AP/2027/INS/CP/04	Preparation of safety guideline(s) based on Safety Quality and Continuity regulations.	Electricity	1	
46		AP/2027/INS/CP/05	Preparation of Rules related to Electrical Inspectors	Electricity	2	
47		AP/2027/INS/CP/06	Safety Assessment and Inspection Programme for Battery Energy Storage Systems (BESS)	Electricity	4	500,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
48	INSPECTORATE DIVISION	AP/2027/INS/CP/07	Inspection program to verify public EV chargers are complying to applicable regulatory requirements.	Electricity	1	800,000
		AP/2026/INS/CP/02/02	Assessment on steady state voltage tolerance of LV connected electrical equipment.	Electricity	4	3,500,000
		AP/2026/INS/CP/01/06	Regulatory program to ensure only standardized and certified RCDs / plugs & sockets are available in the local market by mandating SLSI specifications, and enforcing compliance through import inspections market surveillance and implementing supplier registration in collaboration with SLSI, CAA, Customs and Import Export controller.—aimed at preventing electrocutions caused by faulty RCDs, which contributed to approximately up to 40% of total annual electrocutions in 2024.	Electricity	1	1,000,000
49		AP/2027/INS/RU/01	Inspections of Licensee Installations and Consumer Premises Based on Complaints Received by PUCSL to Investigate Electricity-Related Disputes. (Routine Activity)	Electricity	1	200,000
50		AP/2027/INS/RU/02	Evaluation of sanction applications submitted by distribution licensees to institute proceedings against illegal electricity tapping and improper use of electricity (Routine activity)	Electricity	5	
51		AP/2027/INS/RU/03	Regulatory Inspection and monitoring program to ensure only standardized and	Electricity	1	

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
	INSPECTORATE DIVISION		certified RCDs / plugs & sockets are available in the local market.			
52		AP/2027/INS/RU/04	Risk based electricity safety awareness program through media to change the behaviour of the public.	Electricity	1	25,000,000
53		AP/2027/INS/RU/05	Community-level focused electricity safety awareness	Electricity	1	400,000
54		AP/2027/INS/RU/06	Post-Electrocution Site Investigation and on site information collection, and Preventive Safety Intervention Programme.	Electricity	1	1,000,000
55		AP/2027/INS/RU/07	Implementation of a national Incident Reporting System.	Electricity	5	
56		AP/2027/INS/RU/08	Inspection program to verify rooftop solar inverter settings are complying to applicable regulatory requirements.	Electricity	4	200,000
57		General	Activity Plan	Electricity	5	
58		General	Procurement	Electricity	5	
59		General	Committees	Electricity	5	
						51,200,000
60	REGULATORY AFFAIRS DIVISION	AP/2027/RA/CP/01	Revision of Contractual framework for DER and policy advise on envisaged regulatory framework.	Electricity	3	5,500,000
61		AP/2027/RA/CP/02	Introduce and operationalize Open Access	Electricity	3	9,600,000
62		AP/2027/RA/CP/03	Introduce and operationalize National Energy Market	Electricity	3	150,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
63		AP/2027/RA/CP/04	Introduction and Institutionalisation of Regulatory Impact Assessment framework	Electricity	2	4,412,500
						19,662,500
64	**LICENSING DIVISION**	AP27/LIC/CP/01	Preparation of Annual Performance Reports (Incorporating Benchmarks) on Operational Efficiency of Distribution Licensees	Electricity	1	
65		AP27/LIC/CP/02	Issuance of Formal Guidelines to Distribution Licensees for Preparation of MV/LV Development Plan	Electricity	1	
66		AP27/LIC/CP/03	Complete Implementation of Distribution Performance Standards Regulations	Electricity	1	
67		AP27/LIC/CP/04	Complete Implementation of Transmission Performance Standards Regulations	Electricity	1	
68		AP27/LIC/CP/05	Formulation of Recommendations for the Long Term Power System Development Plan under Section 5(3)(k) of SLEA 2024	Electricity	4	1,500,000
69		AP27/LIC/RU/01	Facilitation and Oversight of Distribution Code Review and Enforcement Panel Activities	Electricity	1	25,000
70		AP27/LIC/RU/02	Reviewing and approving the technical and commercial terms of new generation, transmission and energy storage capacity under Section 5(3)(n) and 11(2) of SLEA 2024	Electricity	4	
71		AP27/LIC/RU/03	Reviewing and approving the annual power procurement plan under Section 5(3)(o) of SLEA 2024 and monitoring its implementation	Electricity	4	

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
72	LICENSING DIVISION	AP27/LIC/RU/04	Risk report on Continuous Power Supply	Electricity	1	
73		AP27/LIC/RU/05	Licensing process (new applications, renewal applications, addendum for existing licenses)	Electricity	5	100,000
74		AP27/LIC/RU/06	Annual Levy Order and Levy Invoicing	Electricity	5	
75		AP27/LIC/RU/07	License compliance monitoring program	Electricity	5	1,000,000
76		AP27/LIC/RU/08	Operational Oversight and Maintenance of Licensing Management System	Electricity	5	
77		AP27/LIC/RU/09	Operational Oversight and Maintenance of Licensee Information Submission System	Electricity	5	
78		AP27/LIC/RU/10	Dispatch Data Dissemination through Dispatch Data Dashboard	Electricity	6	3,500,000
79		AP27/LIC/RU/11	Generation Performance and Cost Reports	Electricity	6	
80		AP27/LIC/RU/12	Transmission Performance Report – 2026	Electricity	6	
81		AP27/LIC/RU/13	Dispatch Analysis Reports	Electricity	6	
82		AP27/LIC/RU/14	Monitoring of Implementation of Long Term Power System Development Plan 2027-2026	Electricity	4	
83	LICENSING DIVISION	AP27/LIC/RU/15	Monitoring of Implementation of Directions made under the Public Hearing held in regard to the Blackout occurred on 09th February 2025	Electricity	1	
84		General	Divisional Administrative Works	Electricity	5	

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
85		General	Activity Plan 2028 Preparation and Other Unplanned Tasks	Electricity	5	
						6,125,000
86	**COMPLIANCE DIVISION**	AP/2027/COMP/CP/01	Develop Standard Operating Procedures (SOP) a total of 28 SOPs	Electricity	5	
87		AP/2027/COMP/RU/01	Coordination of Internal Audit Activities	Electricity	5	2,600,000
88		AP/2027/COMP/RU/02	Coordination of Audit Committee Meeting and follow-up activities	Electricity	5	400,000
						3,000,000
89	**CORPORATE COMMUNICATION DIVISION**	AP27/RU/CCO/01	Empowering Technicians for the Energy Transition -Electrician	Electricity	1,4,6	16,000,000
90			Empowering Technicians for the Energy Transition-Solar Technician	Electricity	1,4,6	3,500,000
91			Empowering Technicians for the Energy Transition -RAC Technician	Electricity	1,4,6	3,000,000
92			Empowering Technicians for the Energy Transition-Other Technician	Electricity	1,4,6	1,600,000
93			Empowering Technicians for the Energy Transition -ID for EUIT	Electricity	1,4,6	750,000
94		AP27/RU/CCO/02	Building an Ambassador Network for the PUCSL.	Electricity	1	
95		AP27/RU/CCO/03	Women EUIT Ambassador Network for the PUCSL.	Electricity	6	1,000,000
96		AP27/RU/CCO/04	Promoting Renewable Energy and Electric Vehicle Charging Stations Among EUIT.	Electricity	4	3,500,000
97		AP27/RU/CCO/05	Corporate Reports	Electricity	6	2,500,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
98	CORPORATE COMMUNICATION DIVISION	AP27/RU/CCO/06	Media & Public Relations	Electricity	6	500,000
99		AP27/RU/CCO/07	Youth Innovation and Digital Engagement through TIS Mobile App Design Competition	Electricity	1,5	2,500,000
100		AP27/RU/CCO/08	PUCSL Website Development and Digital Services Enhancement – Phase 2 (2027)	Electricity	5	2,500,000
101		AP27/RU/CCO/09	Business Process Automation Program for Corporate Communication Division	Electricity	5	300,000
102		AP27/RU/CCO/10	AI-Assisted Public Awareness and Digital Communication Programme	Electricity	1,5	1,000,000
103		AP27/RU/CCO/11	Digital Content Management and Information Dissemination Programme	Electricity	5	
104		AP27/RU/CCO/12	Digital Monitoring and Analytics System for Communication Platforms	Electricity	5	
						38,650,000
105	LEGAL DIVISION	AP/27/LEG/RU/01	Handling litigation	Electricity	2	6,000,000
106		AP/27/LEG/RU/02	Providing Legal opinion /advice for the divisions of the commission.	Electricity	2	
107		AP/27/LEG/RU/03	Managing Contracts/Agreements/MOUs of the Commission.	Electricity	2	
108		AP/27/LEG/RU/04	Management of the Sub activities of the other divisions which are assigned to legal division.	Electricity	2	
109	LEGAL DIVISION	AP/27/LEG/CP/05	Enhance regulatory excellence through the adoption of international best practices and identification of legal and regulatory reforms that strengthen governance, consumer protection,	Electricity	2	

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
			transparency, and regulatory effectiveness of the Commission.			
110		AP/27/LEG/CP/06	Conduct a Comparative Legal Analysis on Consumer Protection Frameworks Applicable to the Electricity Sector.	Electricity	1	
						6,000,000
111	**HUMAN RESOURCE AND ADMIN DIVISION**	AP27/HR/CP/01	Implementation of 2027 training plan and preparation of 2028 training plan (CP)	Electricity	5	17,000,000
112		AP27/HR/CP/02	Implementation of Succession Plan (CP)	Electricity	5	
113		AP27/HR/CP/03	Preparation of Digital Induction Program (CP)	Electricity	5	1,000,000
114		AP27/HR/CP/04	Introduction of Performance Management Framework (CP)	Electricity	5	
115		AP27/HR/CP/05	Development of new HRIS for PUCSL	Electricity	5	4,000,000
116		AP27/HR/RU/01	Supportive operational activities	Electricity	5	
117		AP27/HR/RU/02	General services and Utilities	Electricity	5	
118		AP27/HR/RU/03	Transport Operations	Electricity	5	
119		AP27/HR/RU/04	Renovation of conference room	Electricity	5	2,000,000
120		AP27/HR/RU/05	Activity plan presentation -2028 (RU)	Electricity	5	2,000,000
						26,000,000
121	**IT AND MIS DIVISION**	AP27/IT/CP/01	Utilization of public cloud based AI technologies for improving staff productivity (Continuation of	Electricity	2	4,000,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
			AP26/IT/RU/05 & renewal of existing licenses)			
122		AP27/IT/CP/02	Autonomous Enterprise Platform (continuation of AP26/IT/RU/06) Workflow System = Rs. 6.3M (2106) Document Management System = Rs. 3.2M (2106) (with digital signature) Total = Rs. 9.5M	Electricity	2	7,500,000
123		AP27/IT/RU/01	Continuation of cloud solution (to host the business applications such as LMS, IRS, TIS, BI, Intranet, DMS, Website, etc.) together with security, BCP/DR, etc.	Electricity	5	7,000,000
124		AP27/IT/RU/02	Enhancing, modifying, upgrading, existing business apps such as LMS, IRS, TIS, DMS, SAP, HR, Payroll, Data Submission System (new LISS), Website, Intranet, Procurement Workflow system, Workflow Platform, AI System, and any other cloud-based solution including O365 email system, content migration to cloud etc. (including hosting capacity enhancement for moving the systems to cloud)	Electricity	5	1,000,000
125		AP27/IT/RU/03	Security with BCP/DR and IT Virus scanner with ransomware protection solution = Rs. 1,600,000.00 (1304) Integration of backup (Veeam) and virtualization (Vmware) solution for data centre = Rs. 1,600,000.00 (1304) Evaluating IT security Maturity and ICT	Electricity	5	4,400,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
			Audit & ICT Policies = Rs. 2,000,000.00 (1003) Total = Rs. 5,200,000.00			
126	IT AND MIS DIVISION	AP27/IT/RU/04	Refreshing IT Hardware Items for ensuring continued operations 1 number of printer to replace existing printer (open) = Rs. 400,000.00 (2103) - 200,000 2 number of 2kVA UPSes = Rs. 300,000.00 (2103) - 150,000 4 number of laptop computers (capex or opex) = Rs. 1,700,000.00 (2103) 2 number of CCTV cameras = Rs. 100,000.00 (2013) 4 number of book scanners = Rs. 200,000.00 (2103) - 100,000 1 number of network switch = Rs. 500,000.00 (2103) 7 number of mobile phones = Rs. 1,200,000.00 (2103) - 600,000 Total = Rs. 4,400,000.00	Electricity	5	1,650,000
127		AP27/IT/RU/05	License Renewal PABX licenses with phones = Rs. 500,000.00 (1302) Link upgrade - by 8Mbps (both SLT & Dialog lines) = Rs. 1,200,000.00 (1302) Annual renewal of M365 accounts = Rs. 3,500,000.00 (1304) AI Licenses (new licenses & replacing or	Electricity	5	10,850,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
			renewing existing Copilot licenses) for Commission Members, DG, Secretary and other required staff members = Rs. 1,400,000.00 (1304) - 400,000 7 new Power BI licenses and 5 renewal of existing Power BI licenses = Rs.1,300,000.00 (1304) - 650,000 BoardPAC license renewal with AI = Rs. 2,100,000.00 (1304) Cloud renewal SAP, HR & Procurement Workflow (Cloud solution, license renewal & maintenance agreement) = Rs. 2,300,000.00 (1304) Total = Rs. 20,800,000.00			
128	**IT AND MIS DIVISION**	AP27/IT/RU/06	**Maintenance** PABX - maintenance agreement and repair, PABX / phone licenses = Rs. 500,000.00 (1302) - 100,000 AC repair and maintenance agreement = Rs. 150,000.00 (1302) - 50,000 FAX maintenance / agreement & repair Rs. = 50,000.00 (1302) - 25,000 Firewall license renewal and maintenance = Rs. 1,400,000.00 (1302) Photocopiers & Printers repairs and service and maintenance agreement Rs. 500,000.00 (1302) - 100,000 CCTV Maintenance agreement and Repair = Rs. 150,000.00 (1302)	Electricity	5	9,800,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
			Repairs & maintenance and maintenance of Servers, NAS, network devices, and all other hardware equipment, etc. - repair and refurbishment, etc.= Rs. 700,000.00 (1302) - 200,000 Repairs of ICT equipment (laptops, PC, phones, UPSes, etc.) = Rs. 400,000.00 (1302) - 100,000 Annual renewal of HR & Payroll - maintenance agreement = Rs. 350,000.00 (1304) Annual renewal of SAP Maintenance Agreement and license renewal = Rs. 700,000.00 (1304) Annual renewal of SSL certificate = Rs. 500,000.00 (1304) Annual renewal of LMS maintenance agreement = Rs. 500,000.00 (1304) - 100,000 Annual renewal of IRS maintenance agreement = Rs. 350,000.00 (1304) Intranet maintenance agreement = Rs. 400,000.00 (1304) Procurement workflow maintenance agreement = Rs. 300,000.00 (1304) Website Maintenance Agreement = Rs. 600,000.00 (1304) - 100,000 TIS Maintenance Agreement = Rs. 400,000.00 (1304) Tonner, ink, developers & consumables			

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
			(for printers, photocopiers, duplo, fax, etc.) = Rs. 500,000.00 (1201) - 50,000 Miscellaneous hardware or maintenance activities = Rs. 200,000.00 (1302) - 100,000 Annual renewal of Adobe acrobat PDF editor subscription – 2license = Rs. 200,000.00 (1304) - 50,000 Annual renewal of Adobe Photoshop CC subscription - 1 license = Rs. 600,000.00 (1304) Annual renewal of licenses for spam-wall protection for email = Rs. 1,200,000.00 (1302) - 100,000 Refurbishing existing server (hard disks, memory, power supply) = Rs. 500,000.00 (1302) - 250,000 Total = Rs. 11,150,000.00			
129	**IT AND MIS DIVISION**	AP27/IT/RU/07	System Management and Enhancement	Electricity	5	
130		AP27/IT/RU/08	Future-proofing, initiating, planning new systems	Electricity	5	
131		AP27/IT/RU/09	Maintenance, Administration, Configuration	Electricity	5	
						46,200,000
132	**FINANCE DIVISION**	AP2027/FIN/CP /1	Digitalisation of Internal Processes (phase 1)	Electricity	5	
133		AP2026/FIN/CP /1	Preparation of Financial Manual (continuation)	Electricity	5	3,200,000

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
		AP2027/FIN/RU /1	Cash Flow Management	Electricity	5	
134		AP2027/FIN/RU/1/1	Ensure effective working capital management to maintain sufficient liquidity for meeting short-term obligations.	Electricity	5	
135		AP2027/FIN/RU/1/2	Ensure timely settlement of supplier, statutory, and employee obligations with robust internal controls and regulatory compliance.	Electricity	5	
136		AP2027/FIN/RU /1/3	Optimize investment portfolio performance to maximize returns while ensuring full compliance with applicable regulations.			
		AP2027/FIN/RU /2	**Revenue & collection Process.**	Electricity	5	
137	**FINANCE DIVISION**	AP2027/FIN/RU /2/1	Enhance accuracy in forecasting revenue requirements and ensure timely accounting of the regulatory levy.	Electricity	5	
138		AP2027/FIN/RU /2/2	Improve efficiency and timeliness of regulatory levy collection to strengthen revenue streams.			
		AP2027/FIN/RU /3	**Budgetary process**			
139		AP2027/FIN/RU /3/1	Establish a coordinated and transparent budgeting framework, including timely preparation and gazetting of the budget.	Electricity	5	
140		AP2027/FIN/RU /3/2	Monitoring the budgetary process.	Electricity	5	
141		AP2027/FIN/RU /3/3	Ensure timely review and revision mechanism.	Electricity	5	

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
		AP2027/FIN/RU /4	**Financial Reporting**			
142		AP2027/FIN/RU /4/1	Ensure completeness, accuracy, and integrity of financial data within the accounting information system (SAP).	Electricity	5	
143		AP2027/FIN/RU /4/2	Deliver timely and reliable monthly management accounts and budget reports to support strategic and operational decisions.	Electricity	5	
144		AP2027/FIN/RU /4/3	Submit annual financial statements in full compliance with applicable standards within stipulated timelines.			
	FINANCE DIVISION	AP2027/FIN/RU /5	Assets Management			
145		AP2027/FIN/RU /5/1	Ensure accuracy of recording of assets owned by PUCSL.	Electricity	5	50,000
146		AP2027/FIN/RU /5/2	Ensure effective execution of annual board of survey activities to validate asset existence and condition.	Electricity	5	
147		AP2027/FIN/RU /5/3	Optimize asset lifecycle management through proper disposal of obsolete and scrap assets.			
		AP2027/FIN/RU /6	External stake holder coordination			
148	**FINANCE DIVISION**	AP2027/FIN/RU /6/1	Coordination with external and internal audit functions to ensure compliance and continuous improvement.	Electricity	5	
149		AP2027/FIN/RU /6/2	Collaboration with the Ministry of Finance for various reporting requirements	Electricity	5	
150		AP2027/FIN/RU /6/3	Maintain effective relationships with revenue authorities and banking			

No	Division	Activity Number	Activity name	sector	Themes	Direct cost
			institutions to ensure smooth financial operations.			
		AP2027/FIN/RU /7	Procurement Management			
151		AP2027/FIN/RU /7/1	Develop and implement a comprehensive procurement plan aligned with organizational priorities.	Electricity	5	
152		AP2027/FIN/RU /7/2	Ensure proper governance by establishing relevant procurement committees in line with regulations.	Electricity	5	500,000
153	**FINANCE DIVISION**	AP2027/FIN/RU /7/3	Execute the procumbent process efficiently including sourcing evaluation and documentation	Electricity	5	
154		AP2027/FIN/RU /7/4	Strengthen monitoring and reporting of procurement activities to the Commission and National Procurement Commission.		5	
						3,750,000