



National  
Association of  
Regulatory  
Utility  
Commissioners

# Celebrating 26 Years of NARUC's International Programs

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February 2025

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### Highlights of our work

Helping our partners  
drive meaningful  
energy sector reform

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### Thank you

Offering our sincere  
appreciation to our  
members, volunteers,  
foreign partners, and  
donors



In accordance with the U.S. President's Executive Order on Reevaluating and Realigning United States Foreign Aid, issued on January 24, 2025, the United States Agency for International Development and the U.S. State Department directed the suspension and termination of various grant-funded projects, including those under NARUC's International Programs. In response to this, NARUC has made the difficult but necessary decision to wind down its International Programs in early March 2025 given the lack of federal funding support.

NARUC has worked in the regulatory community for the past 26 years, and many recipients of direct technical support have gone on to European Union accession and then become strong partners in implementing NARUC's technical assistance projects around the world. NARUC's initial work with regulators in Eastern Europe and the former Soviet Union paved the way to working with energy regulators in Sub-Saharan Africa, Latin America, the Caribbean, Asia, and the Pacific Islands.

NARUC has engaged internationally primarily through the generous support of the United States Agency for International Development (1999-present), the United States Department of State (2013-present), and other federal government and international donors such as the Asian Development Bank (2020-2023), the World Bank Group (2021), and the Millennium Development Authority of Ghana (2019-2021).

## Highlights of Our Work

With this in mind, NARUC's International Programs team would like to highlight some of the work we have accomplished in helping our partners to drive meaningful energy sector reform. While technological advances in the power industry have evolved on a relatively rapid scale to meet consumer demand, drive economic growth, and raise living standards, much of the progress in energy sector transformation is the result of steady regulatory reform that occurs "behind the scenes" and often gets overlooked.

Throughout numerous changes in U.S. Government Administrations, NARUC's International Programs have been critical to supporting the creation of sustainable, reliable, and affordable energy systems in more than **60 emerging economies** around the world.

By increasing regulators' technical knowledge and capacity to understand, advocate, and enact reform measures, NARUC's International Programs have helped them play a stronger role in transforming their energy sectors and fostering new economic opportunities.



## Developing competitive energy markets

NARUC's work has supported efforts to **develop broader and more robust competitive energy markets** and achieve greater energy security on both national and regional levels. By advancing cooperation among regulators in Europe and Eurasia to integrate their respective markets, NARUC helped further goals to build a more connected electricity grid that increases resilience for consumers.

NARUC contributed to the development of the West African regional market by defining market operation standards conducive to reducing trade barriers and ensuring smooth market operations.

In Central America, NARUC brought energy sector stakeholders in the region together to discuss how to move toward regulatory harmonization as a means of increasing grid reliability and reducing the cost of electricity.

NARUC shared an analysis of wholesale market development report with the Mongolian regulator as it looks to transition to a competitive wholesale market, which will allow for a more attractive investment climate.



## Strengthening Critical Infrastructure Protection

NARUC has helped to **strengthen critical infrastructure protection** by supplying regulators with the information needed to prevent and respond to cyberattacks as well as establish regulatory frameworks to improve critical infrastructure resilience. NARUC played a role in the North Macedonia regulator's [development of Cybersecurity Rules](#) for implementing cybersecurity standards and in the Albanian regulator's approval of the country's [first-ever cybersecurity regulation](#) for the electricity sector. NARUC has also compiled a [Cybersecurity Initiative Toolkit](#) consisting of five publications that regulators can reference in the context of their respective priorities and needs. The Toolkit contains information on international regulatory strategies and practices for addressing energy sector cyber preparedness, evaluating cybersecurity investments, and more.

## Providing Independent Sector Oversight

Another focus of NARUC's work has been to support regulatory staff in acquiring the necessary knowledge to exercise their regulatory mandate and **provide effective, transparent, and independent sector oversight**. In [Central Asia](#), NARUC worked to strengthen the regulatory capacities of partners in Kazakhstan, the Kyrgyz Republic, Tajikistan, and Uzbekistan so that they can carry out oversight functions and support the effective governance of energy markets in the region.

In [Morocco](#), NARUC provided training for the regulator on topics such as regulatory accounting and how to review transmission plans, both of which will be needed to carry out its mandate of ensuring equal access to the national electricity transmission grid and setting tariffs for the transmission and distribution segments. NARUC has also [assisted new regulators](#) in the form of conducting organizational assessments to develop strategic frameworks for growth and by performing gap analyses to identify challenges limiting the regulator's effectiveness and provide recommendations to build technical and operational competency.

## Diversifying Electricity Generation Profiles

In the context of governments worldwide working to transition their respective energy sectors toward more sustainable generation portfolios, NARUC has assisted regulatory partners as they work to **transform and diversify their electricity generation profiles**.

In [Barbados](#), NARUC worked with the regulator to develop draft regulations that will provide the framework needed to ensure that the utility undertakes measures to ensure system reliability, resilience, and resource adequacy.

NARUC developed an [Energy Audit Manual for Thermal Power Plants](#) for the [Bangladesh](#) energy regulator, which will be key to enabling the diversification of utility resource portfolios, energy savings, and cost reductions.

In [Senegal](#), NARUC trained the regulator on topics such as collecting accurate and precise data, developing safety protocols, and tariff setting as it worked to increase generation capacity by further integrating natural gas into the energy mix.



## Rate Design and Financial Reporting

NARUC has provided regulators with knowledge across key topics related to **rate design and financial reporting** that will enable them to strengthen customer confidence, facilitate cost recovery for utilities, and attract prospective investors.

NARUC developed a [nine-part series of training modules](#) on fundamental tariff issues to enhance the capabilities of Nigerian regulatory staff in carrying out detailed reviews of cost of service information and rate design as part of its regular and extraordinary tariff reviews.

NARUC held several training sessions for regulatory authorities in Central Asia focused on tariff design and transitioning to cost-reflective tariffs while [protecting vulnerable customers](#), which will enable them to analyze and allocate costs to ensure equity among customer classes.

NARUC trained the Ethiopian regulator on [implementing a Uniform System of Accounts](#), which can enable a strong investment climate by helping investors understand how costs are broken down and allowing them to easily compare financial information across utilities.

## Advancing Women's Energy Sector Careers

NARUC has helped to **introduce young women to careers in the energy sector** through internships spanning 4 countries in the Europe and Eurasia region and 5 countries throughout Africa.

In the Europe and Eurasia region, NARUC also **contributed to the advancement of women's careers in the energy field** by providing mid-career professionals with leadership training, working with Human Resources departments to implement anti-discriminatory policies, setting up mentoring programs, and establishing platforms for women to connect with and support each other.

## Establishing Communications Strategies

Effective communication plays a crucial role in shaping perceptions, building trust, and fostering understanding between organizations and their stakeholders. NARUC has worked with regulators to **establish communications strategies** that will be instrumental in conveying their value propositions to the public and fostering effective collaboration across energy stakeholders.

NARUC provided recommendations in the form of a [detailed strategy template](#) that the Moldovan regulator could build on to enhance its communication efforts, effectively engage with all outside stakeholders, and manage the public perception of the organization. This led to the regulator's finalization and approval of a communications strategy for the period 2024-2027.

NARUC also [collaborated with the Zambian regulator](#) to draft a new communications strategy for the period 2021-2025, which will aid aiding its efforts to enhance its visibility and improve its public perception through clearer, more proactive communications practices.



# Thank You

This is a long list of accomplishments, but it only serves to highlight a fraction of what NARUC's International Programs has achieved. Thank you to each and every one of our **International Programs current and past staff** for your hard work to organize meaningful and educational training activities that promoted knowledge sharing, collaboration, and engagement. Our International Programs staff embodies professionalism, dedication, and expertise that have led to NARUC receiving over **\$108 million** in US and international donor funding over the past 26 years.

**Thanks to our members and volunteer experts** - including U.S. and international commissioners, commission, staff, former regulators, and other industry experts - who have provided the invaluable peer-to-peer contributions that our partners value so much .

NARUC volunteers have played an important role by working collectively with our foreign counterparts to identify the steps and milestones that each country could take to improve energy access, reliability, safety, and affordability in their countries. Our volunteer experts have leveraged more than **\$10 million** in in-kind contributions through engagements in our international training and capacity building programs!<sup>1</sup>

Overall, NARUC's International Programs have enhanced energy sector governance to improve transparency, technical performance, and economic efficiency for our regulatory partners. This in turn helps to create opportunities for American investment, level the playing field for American businesses overseas, and improve quality of life in beneficiary countries, thereby strengthening regional security. **It is a legacy of which NARUC, its Commissioners, and staff can be proud.**

We hope that in the future, NARUC can again play a key role in supporting American thought leadership in the global energy regulatory arena!

# Our Team

- Erin B. Hammel, Senior Director, International Programs
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- Emiliya Bagirova, Program Manager
- Bailey Obrock, Program Manager
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- Sarah Al-Noure, Energy Program Officer
- Sam Stricker, Project Assistant/Travel Coordinator



<sup>1</sup> The expertise of NARUC volunteers is valued 2-4 times lower than their counterparts' compensation in the private sector, highlighting the significant pay gap between state government employees and their private-sector counterparts. Most NARUC volunteers come from state-level government positions, where salaries are considerably lower than those offered in the corporate or consulting sector.

# Photo Gallery

