

**Status review of public outreach tools
employed by regulatory authorities of the
Energy Community Contracting Parties**

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I. INTRODUCTION

1. About ECRB

The Energy Community Regulatory Board (ECRB) operates based on the Treaty establishing the Energy Community (hereinafter “the Treaty”). As an institution of the Energy Community ECRB advises the Energy Community Ministerial Council and Permanent High Level Group on details of statutory, technical and regulatory rules and makes recommendations in the case of cross-border disputes between regulators.

ECRB is the independent regional voice of energy regulators in the Energy Community. ECRB’s mission builds on three pillars: providing coordinated regulatory positions to energy policy debates, harmonizing regulatory rules across borders and sharing regulatory knowledge and experience.

2. Scope of the report

Development and implementation of effective public outreach tools is a very important, although in some cases, overlooked aspect of successful regulatory activities. Public outreach tools available to national regulators are very diverse and range from more traditional ones – for example, an article in a newspaper, to more modern solutions, such as social media. Development of the latter has completely changed the game for many regulators and equipped them with a possibility to effectively reach new audiences.

The present report reviews and assesses the public outreach tools used by the national regulatory authorities (‘NRA’) in the Energy Community Contracting Parties (hereinafter ‘Contracting Parties’) . It aims to identify effective and innovative public communication tools and provide recommendations for designing a successful public outreach strategy.

The report investigates:

- Key objectives of public outreach tools;
- Accessibility to recent updates and frequently used media for delivering messages;
- The effects of demographics (including minorities), knowledge, and concerns of audience in the public outreach strategy;
- Access to the Internet;
- Timing of communication;
- Strategy documents and promotional leaflets;
- Evaluation of the strategy;
- Encouraging the audience to provide feedback and engage in the decision-making process;

- Media relations;
- Effect of the COVID-19 on public outreach tools;
- Innovative approaches to strategic communication.

The report covers the NRA practices of the Energy Community Contracting Parties (CPs): Albania, Bosnia and Herzegovina, Georgia, Kosovo*¹, Moldova, Montenegro, North Macedonia, Serbia and Ukraine. Where the data of the national regulator of Bosnia and Herzegovina (BIH) - SERC and the two BIH entity regulators (FERK and RERS) differ, it is clearly marked.

3. Methodology

The assessment contained in the present report is based on the information provided by the NRAs of the Contracting Parties. Data was collected through a questionnaire containing 29 questions, aiming to identify specific public outreach tools employed by the regulatory authorities of the Contracting Parties.

¹ Throughout this document, this designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Advisory Opinion on the Kosovo* declaration of independence.

II. FINDINGS

1. Key objectives of public outreach tools

Providing information on regulatory matters and increasing awareness are the common key objectives that all NRAs aim to accomplish using their public outreach tools. In addition, some NRAs would like to encourage action, build consensus, change behaviour, promote community participation, resolve conflict and/or ask for input by using the public outreach tools. Among the Contracting Parties, the NRA of Ukraine aims to accomplish all of the listed objectives. Only Moldova and Ukraine aim to resolve conflict via public outreach tools. Table 1 below indicates the key objectives pursued by different NRAs through their public outreach tools.

Table 1 Key public reach objectives pursued by the NRAs of the Contracting Parties

	ALB	BIH	GEO	KOS*	MDA	MNE	MKD	SRB	UKR
Providing information	x	x	x	x	x	x	x	x	x
Increasing awareness	x	x	x	x	x	x	x	x	x
Encouraging action	x	x	x	x			x		x
Building consensus									x
Changing behaviour		x	x	x	x		x	x	x
Promoting community participation	x	x		x				x	x
Resolving conflict					x				x
Asking for input		x		x					x

As to the key target groups, all NRAs identify energy utilities and consumers as the main audience for receiving information regarding regulatory matters. NRAs of Albania, Bosnia and Herzegovina, Kosovo*, Moldova and Serbia also identify private sector representatives and civil society actors as the target groups of their communication strategy, while media representatives are also the critical audience of the

public outreach tools for all NRAs, except for Albania and Montenegro. In addition, Albania identified the ombudsman as one of the public outreach tool targets.

2. Accessibility to recent updates and frequently used media for delivering messages

All NRAs of the Contracting Parties recognize the importance of accessibility to regulatory updates and trust that the information is fairly accessible to the general public. A wide array of media is used for disseminating information. Nevertheless, the most frequently and effectively used platform is a website. Each of the NRAs has its own website, which is updated either on a daily or on a regular basis- NRAs strive to share news and documents on their websites as soon as they become available.

The websites of the NRAs tend to be quite informative and, in most cases, both consumers and regulated utilities are able to fully access the information relevant to their needs. Table 2 illustrates the kinds of information published on the official websites of NRAs.

Table 2 Information published on the web pages of the NRAs

	ALB	BIH	GEO	KOS*	MDA	MNE	MKD	SRB	UKR
Regulatory framework	x	x	x	x	x	x	x	x	x
Recent updates	x	x	x	x	x	x	x	x	x
Tariffs	x	x	x	x	x	x	x	x	x
Ongoing administrative proceedings	x	x	x	x			x		x
Public hearings	x	x	x	x	x	x		x	x
Annual reports of the NRA		x	x	x	x	x	x	x	x

Certain types of information, such as the regulatory framework, recent updates, tariffs and public hearings are published by all NRAs. In addition, NRAs of Albania, Bosnia and Herzegovina, Kosovo*, Georgia and North Macedonia publish information helpful for potential investors, such as: renewable support schemes, public and private partnership schemes, licensing information, legal framework regulating the rights of investors, fees and procedures for grid connection, etc. In Bosnia and Herzegovina, national regulator (State Electricity Regulatory Commission – SERC) and two entities regulators (the Regulatory Commission for Energy in the Federation of BIH – FERK and the Regulatory Commission for Energy of the Republika Srpska – RERS) has integrated Customized Permitting Guide, a web-based application

that contains information on all necessary permits, competent authorities, procedures and deadlines. The NRA of Montenegro has integrated a data portal available in its website, which provides valuable information and statistics concerning the energy sector.

All NRAs, except for the NRA of Montenegro, have designated customer corners on their websites, intended to provide helpful tools for consumers, such as tariff and fee calculators and application templates. The websites of the NRA of Bosnia and Herzegovina and two entities (regional) regulators have integrated direct links to the joint price comparison tool, which in turn provides useful information to customers regarding the supplier switching process, electricity bills, customer's rights, energy saving and frequently asked questions.

Websites of only three NRAs – Albania, Kosovo* and Moldova – have an option where visitors have a possibility to leave feedback on the satisfaction of the website's content. In the case of the Georgian NRA's website, though there is no page specifically intended for the visitors to leave a feedback, the general "contact us" option on the website could successfully be used for this purpose as well.

Table 3 depicts additional tools used by the NRAs of the Contracting Parties to increase the effectiveness of communication and deliver critical messages to the public.

Table 3 Tools for increasing effectiveness of communication

	ALB	BIH	GEO	KOS*	MDA	MNE	MKD	SRB	UKR
Availability session/open house		x	x	x					
Electronic media, including email, e.g., list serves or website	x	x	x	x	x	x	x	x	x
Face-to-face meetings with key stakeholders	x	x	x	x	x	x	x	x	x
Media, including cable TV, display ads, news releases, and press conference		x	x	x	x	x	x	x	x
Public hearings	x	x	x	x	x	x	x	x	x
Public meetings/consultations	x	x	x	x					
Public or private schools	x		x						
Social media tools, e.g., YouTube, Facebook, Twitter	x		x	x	x		x		x
Workshops		x	x	x				x	

In addition to the websites, the NRAs of the Contracting Parties are also profoundly using other electronic means to reach various audiences. The social networks most often used by the NRAs for spreading information are Facebook, LinkedIn and Twitter. The NRA of Albania additionally uses Instagram and newsletters to reach a wider public. Furthermore, the NRAs of Albania and Ukraine report using Telegram channels, whereas the NRAs of North Macedonia and Ukraine have official YouTube channels. The latter uses its official YouTube channel to post informative videos in order to raise awareness of the activities of the NRA. Occasionally the videos include commentaries made by the NRA's management on various pressing regulatory issues. Furthermore, the NRA of Ukraine also shares various materials, including presentations and analytical materials on SlideShare Internet resource service.

In contrast, the NRAs of Bosnia and Herzegovina, Montenegro and Serbia do not use any kind of social media.

Even though social media have drastically changed communication practices, using old-fashioned paper or digital newspapers and journals is still very popular for most of the NRAs. The news published on the websites of the NRAs is often copied and spread by the media. The NRAs of Albania, Georgia, Kosovo*, North Macedonia, Serbia and Ukraine regularly communicate with journalists representing the print and broadcast media. As a result, interviews and articles on the activities of the NRAs are printed in various media outlets and the representatives of the NRAs make an appearance on various television programmes. The NRAs of Georgia, Serbia and Ukraine directly communicate with journalists covering the energy sector. The NRA of Georgia has concluded contracts with various news outlets which publish articles on the NRA's activities on a regular basis. Even though the NRA of Bosnia and Herzegovina does not procure such a service from the print media, since the news related to regulatory matters is very much in the media's interests, quite often the NRA is approached by the press with different questions and in their answers, regulators disseminate key messages to the public.

3. The effect of demographics, knowledge, and concerns of the audience on the public outreach strategy

For most of the NRAs – Albania, Bosnia and Herzegovina, Georgia, Kosovo*, North Macedonia and Serbia – the audience's demographics, knowledge, and concerns play an important role in determining the key messages and effects on public outreach strategies of the NRAs.

Some NRAs – Bosnia and Herzegovina, Serbia, Moldova and Montenegro - reported not having any ethnic groups or other minorities that require a particular communication strategy. As 20% of the population of North Macedonia consists of minorities, decisions adopted by the NRA, as well as rulebooks, are translated into the Albanian language. Furthermore, the President of the NRA of North Macedonia frequents television programmes, where the language of the minorities is spoken. Similarly, in Kosovo*, the NRA has a legal obligation to publish any document both into the Albanian and Serbian languages. The website of the NRA is in three languages: Albanian, Serbian and English.

The population of Georgia consists of several ethnic minorities who do not have a sufficient level of command of the Georgian language, in order to familiarize themselves with the news in the energy sector. Therefore, the NRA of Georgia has taken various measures to provide minority consumers with the necessary information concerning regulated services. Among such measures were special television programmes for minorities in the Armenian and Azerbaijani languages. Nevertheless, since the feedback proved that only 5% of the total target audience was interested in the information provided through the media, the NRA changed its strategy and switched to publication of informational leaflets on selected

regulatory matters in Armenian and Azerbaijani languages. The NRA of Georgia has also implemented measures to raise children's awareness of the significance of energy efficiency and energy saving by initiating the creation of an animated film, featuring a character very popular among local children. Furthermore, the NRA's website adapted for users with some disabilities.

In Ukraine, the NRA reported that, since the working language of the State authorities, authorities of the Autonomous Republic of Crimea, local self-government bodies, enterprises, institutions and organizations of State and municipal forms of ownership, including the language of meetings, events, and the language of working communication is the State language – Ukrainian, the NRA, as a public authority, does not use any specific communication strategy to interact with ethnic groups and minorities in the country.

The NRA of Serbia reported that it regularly publishes an electronic bulletin which reflects the news in the field concerning European energy regulations, and it is presented in a way that it can benefit both the general and professional public.

4. Access to the Internet

The NRAs of Albania, Georgia, North Macedonia and Ukraine reported that where the target audience consists of the older generation, who do not have proper skills to use modern technologies, such as the Internet, the NRAs usually resort to direct communication through phone calls, postal letters and public meetings. In addition, many NRAs use traditional communication channels, such as newspapers and radio, to reach the citizens without the Internet.

In order to reach consumers with no access to the Internet, the NRAs of Georgia and Moldova organize informational campaigns on consumers' rights and obligations. To achieve the same purpose, the Serbian NRA relies on regular briefings with journalists and timely responses to the questions submitted by the media, whereas the NRA of Kosovo* resorts to newspapers to ensure alternative communication tools during public consultations.

In Georgia, there are mountainous regions where it is difficult to access the Internet. In addition, sometimes the consumers who belong to the older age group do not feel comfortable using the Internet. To address these circumstances, the NRA of Georgia uses television programmes, as well as print media, to reach this segment of the audience.

In Kosovo*, there is a small share of the population which does not have access to the Internet. Therefore the NRA uses television programmes on public and private television networks and directly participates in them to inform reporters about the regulatory developments in the energy sector.

5. Timing of communication

The timing of communication is generally believed to be paramount for the effectiveness of communication. All the NRAs, except Montenegro, analyse the timing when the communication is best received. The NRA of Georgia considers the timing of communication to be a decisive factor for successful delivery of a message.

Most of the NRAs believe, that in general, it is more effective to reach the audience on weekdays. Simultaneously, according to the NRAs of Georgia and Albania, publishing press releases in the morning hours yields better results, whereas television programs are more effective in the evening hours. In the case of the Ukrainian NRA, publishing news and other information in the morning and afternoon hours results in more views, comments, shares and feedback on the content. Interestingly, the NRA of North Macedonia finds communication before noon more effective. However, at the time of the ongoing energy crisis in the country, timing of communication has relatively lost its importance and does not significantly affect the number of audiences reached.

In contrast, the NRAs of Moldova and Serbia do not time their communications and make the announcements of the news as soon as possible. Similarly, the NRA of Kosovo* does not specifically choose time for announcements and normally the news is published following the respective meeting or activity. The Albanian NRA also communicates certain types of information in real time. The same approach is taken by the Georgian NRA for the issues which attract high public interest.

6. Strategy documents and promotional leaflets

Existence of a written strategy is generally recommended to ensure successful communication with the target audience. Albanian regulatory authority adopted the Public Communication Strategy in September 2022. The NRA of Bosnia and Herzegovina (SERC) has adopted the Communications and Public Outreach Plan, whereas two BIH entity regulators (FERK and RERS) are presently in the process of finalization of their strategy documents. The NRA of Georgia has created a communication strategy covering all critical components of its strategic communication. The document was developed by analysing the best international practices and tailoring them to the NRA's own needs.

The NRA of North Macedonia developed a short-term dedicated communication strategy at the time of the energy crisis. While the NRA of Serbia does not have a separate communication strategy, the NRA's annual work plan reflects the plans regarding communication to some extent. The NRAs of Montenegro and Ukraine do not have a plan, whereas the NRA of Moldova is presently developing its communication strategy.

Furthermore, the majority of the NRAs find it helpful to prepare a specific public outreach and engagement plan for projects that impact the public. In case of the NRA of Georgia, such plans usually include specific

indicators, which are tailored to the content of a particular reform or a decision. All NRAs use promotional leaflets to promote a reform or other activity. In addition, all NRAs use their own websites to communicate the leaflets with the target audience. Table 4 demonstrates the other most popular communication channels through which promotional leaflets are usually used.

Table 4 Communication channels used by NRAs of the Contracting Parties

	ALB	BIH	GEO	KOS*	MDA	MNE	MKD	SRB	UKR
NRA website	x	x	x	x	x	x	x	x	x
Social media	x		x	x	x				x
Online media (news sites, popular entertainment sites, etc.)	x	x	x	x	x				
Print media		x		x					
Public event		x		x				x	
Press conference		x		x	x			x	x

7. Evaluation of the strategy

Most of the NRAs find that evaluation of a communication strategy following the delivery of a particular message is a very important step in evaluation of the strategy's strengths and weaknesses and identification of the room for improvement in order to ensure its continued effectiveness.

In the case of the NRA of Moldova, evaluation of the communication strategy translates into monitoring the number of views on the website and the Facebook page. However, some of the NRAs resort to more complicated analysis. For example, the NRA of Ukraine uses quantity and quality indicators. The former includes the number of views, shares, comments (feedback), whereas the latter evaluates a tone of the reaction of the target group to the message (positive, neutral, negative), the strength of public and expert resonance, citations and references to the message in non-core (non-highly specialized) media, etc. The NRAs of Albania, Georgia and Kosovo*, develop appropriate indicators before the launch of a project or activity, in order to assess the strategy in place. The indicators frequently include the number of informed stakeholders, change in consumer behaviour, the level of awareness- raising, their involvement and the feedback received from them.

The NRA of North Macedonia evaluates whether the target has been reached based on the media which have delivered the message. As a result of this evaluation, the NRA might deem it necessary to reopen a particular subject.

8. Encouraging the audience to provide feedback and engage in the decision-making process

In order to evaluate the effectiveness of the communication strategy, some NRAs find it helpful to encourage the audience to provide feedback once the message is delivered. Most of the NRAs receive feedback through public hearings and consultations, while the NRA of Serbia monitors the calls received from the customers for this purpose.

The NRA of Bosnia and Herzegovina reported that various surveys have been prepared, mostly by international organizations supporting energy reforms and the activities of regulators (predominantly USAID), to examine customers' understanding of different energy issues, including regulatory matters.

NRAs facilitate engagement of the public in the decision-making process, mainly through working meetings, public hearings and consultations, as well as written opinions submitted by the citizens and companies. The NRA of Albania is the only one using surveys for this purpose. It sends out questionnaires to customers on a monthly basis in order to receive information on the need for regulatory changes and evaluate satisfaction with the NRA's activities. The survey is also available on the social media of the NRA and sent to the consumers filing complaints to the NRA.

Organizing special events is also a widely used tool among the NRAs. The NRA of Bosnia and Herzegovina participates in gatherings of stakeholders (i.e. energy summits, conferences, round tables, etc.) organized in Bosnia and Herzegovina and usually delegates its representatives to the organizing committees or program boards of these events. The same approach is also used by the NRA of Georgia, which organizes conferences and roundtables solely or in cooperation with international organizations, local policy-makers and educational institutions.

The NRA of Ukraine has taken a step further to facilitate engagement of the public in the decision-making process and has established a Public Council - an advisory body consisting of representatives of the expert community. The NRA holds regular meetings with the Public Council in order to provide information regarding the regulatory issues to the Public Council and receive feedback on the regulatory activities of the NRA.

Only five NRAs - Albania, Georgia, Kosovo*, Moldova and Ukraine have special phone lines, or call centres, which are used for communication with energy consumers. In the case of Georgia, Kosovo* and Ukraine, callers are charged normal landline/mobile tolls applicable in the respective country. In Albania, such a call is free of charge.

9. Media relations

For a successful communication, responding to media enquiries in a timely manner is of paramount importance. All NRAs, except for Montenegro and Ukraine respond to the media enquiries on the same day, where possible. If it is not possible to provide the answer on the same day, NRAs of Kosovo* and North Macedonia respond the next day. Montenegro and Ukraine usually take several days to respond to the enquiries

If the requested information requires processing of a large quantity of documentation, the NRA and Georgia might take up to 10 days to respond. In Albania, the deadline for providing such information is seven working days, whereby in practice it is usually given in three days. On the other hand, in similar circumstances, regulatory authorities in Bosnia and Herzegovina immediately communicate with the person submitting the enquiry and the parties mutually agree on the time it will take to respond to the enquiry.

All NRAs, except for the one of Montenegro and Bosnia and Herzegovina², employ a person responsible specifically for public and media relations. The number of such employees vary from one in Serbia to five in Ukraine. None of the NRAs outsource this function.

Budgets of all NRAs, except for Montenegro, North Macedonia and Serbia foresee costs specifically for communication. In the case of NRAs of Albania and Georgia, the costs are used to finance publishing articles in the press, promotion via social media and exclusive time on television networks. Kosovo* uses the allocated funds to publish articles in the press, whereas Moldova earmarks a small part of the budget each year for organization of informational campaigns on various regulatory matters. As to the NRA of Bosnia and Herzegovina, it directs the communications-specific funds towards publication of the NRA's legal acts, other printing services and participation in stakeholder gatherings.

Staff of the NRAs of Albania, Bosnia and Herzegovina, Georgia, Kosovo*, Serbia and Ukraine have attended specialised media-related trainings for speaking in front of the camera and/or television interviews.

All NRAs practice press clipping and daily monitor information and articles published in related to the NRA activities. Table 5 illustrates different kinds of media-related events organized by NRAs. While media briefings are widely used by all NRAs, only three NRAs organize trainings specifically for journalists.

² Both BIH entity regulators (FERK and RERS) have an employee responsible solely for public and media relations.

Table 5 Media- related events organized by the NRAs of the Contracting Parties

	ALB	BIH	GEO	KOS*	MDA	MNE	MKD	SRB	UKR
Media briefings (off or on record)	x	x	x	x	x	x	x	x	x
Press conferences	x	x	x	x		x	x	x	x
Public events, conferences		x	x	x	x	x	x	x	
TV interviews and debates		x	x	x	x	x	x		x
Training for journalists		x	x					x	

10. Effect of the COVID-19 on public outreach tools

The NRAs of Bosnia and Herzegovina, Georgia, North Macedonia, Albania, Kosovo* and Ukraine reported that the pandemic significantly affected their public outreach tools. Communications were mainly conducted electronically. Most of the meetings, as well as public hearings were held virtually, on distance. Since the beginning of the pandemic, live broadcasting of public meetings has been practised by the NRAs of Moldova (via Facebook) and Ukraine (via NRA's website and YouTube). The latter makes the recordings also available and open to access on its website.

In case of Albania and Georgia, interested parties, who did not have access to the necessary electronic means for participation in public hearings, could attend the hearing by using a computer available at the NRA's premises. At the peak of pandemic, the NRA's call centre was available for 24 hours.

Due to the pandemic, and later in connection with the imposition of martial law, the NRA of Ukraine had to postpone formation of the new Public Council.

In contrast, the pandemic did not affect the public outreach tools of the NRAs of Moldova, Serbia and Montenegro.

11. Innovative approaches to strategic communication

Innovative approaches to strategic communication by NRAs is very important for reaching all of the target audiences. In this regard, several innovative practices named by the NRAs shall be noted.

The NRA of Ukraine noted that one of the relatively new, but practical approaches to public communication used by NEURC is dissemination of informational messages on regulatory matters among regional communities (target audience - household and non-household consumers of energy and utilities in regional communities) by posting in regional groups on Facebook. This was preceded by work on finding these regional groups on Facebook, systematizing them and integrating the accounts of employees of the communication unit of the NRA with them.

The NRA of Ukraine has also tested utilization of the “Story” feature on Facebook. Posts on the NRA’s feed are shared to the Story with the relevant visual content. Furthermore, the NRA is very active in using the Telegram application, where the NEURC channel was created and which is regularly filled with informational messages and author’s visual content (target groups - experts and media representatives).

The NRA of Georgia also actively uses the Story feature and occasionally disseminates selected information in regional groups on Facebook. In addition, the NRA of Georgia has successfully implemented the Media Club project for several years. Within this project, journalists and other interested parties are invited to attend special training courses dedicated to raising their awareness regarding GNERC’s activities, regulatory framework and ongoing reforms. As a result of the project, journalists have been able to prepare high-quality media content and cover energy-related news in an unbiased manner.

In 2022, GNERC established Energy Training Centre, which aims to increase awareness and promote education and qualification in the energy sector. The Media Club project has been transferred to the Energy Training Centre, which is open to students, regulated utilities, NGOs, media representatives and other stakeholders.

Some other innovative practices noted by the NRAs includes bulletin of information on developments in the preparation, proposal and adoption of European energy regulations, developed by the Serbian NRA on a biweekly basis.

III. CONCLUSIONS

The main conclusions from the presented assessment are presented below. These conclusion include also the recommendations for improving the public outreach tools of the NRAs in the Contracting Parties.

- Providing information and increasing awareness are the key objectives all the NRAs aim to accomplish using their public outreach tools. In addition, encouraging action, changing behaviour and promoting community participation are primary goals for most of the NRAs participating in the questionnaire;
- Companies and consumers are the key target groups for all the NRAs using their public outreach tools.
- Websites remain the main tool for public outreach for NRAs. It is **recommended to update NRAs' websites on a daily basis and introduce/further develop integrated special corner for customers**, which (would) serve as a single window to access full information on regulated sectors. It is also **recommended to make websites accessible for disabled customers**. In addition, **integrating investor's page and data portal in the website might facilitate investments in the energy sector**;
- Most of the NRAs use **social media** for communication. This tool is incredibly effective and important, especially for reaching younger demographics. **NRAs shall be encouraged to continuously explore the applicability of newly established platforms**;
- Public hearings are very important for keeping the regulator's fingers on the pulse of consumers and regulated utilities. It is **recommended to continue offering the possibility of online participation in public hearings**, since such arrangement allows more diverse audience to participate in the hearings;
- Most of the NRAs have specific tools for communication with minorities and consumers without internet. It is recommended to periodically assess effectiveness of these tools and make sure they remain effective;
- Many NRAs do not have written communication and public outreach strategies. It is **recommended that all NRAs develop written strategies by analysing the best international practices and adapting them to their needs**. The experience proves that written strategies make sure that messages are coherent and aligned;
- Timing of communication matters in the experience of most of the NRAs. It is **recommended that each NRA makes its own analysis with this regards and adjusts its communication strategy accordingly**;

- Some NRAs **regularly evaluate strengths and weaknesses of their public outreach tools**. It is recommended for all NRAs to adopt this practice and **accordingly tweak their regulatory practices, where necessary**;
- Effective two-way communication with consumers is an essential precondition for developing correct and effective regulatory policies. While most of the NRAs encourage feedback from consumers through public hearings and consultations, **it is recommended to adopt more hands-on approach and establish special councils comprised of experts which would work closely with consumers**;
- The majority of NRAs have an **employee responsible solely for public and media relations**. It is recommended for all NRAs to adopt this practice; Furthermore, **it is recommended to have communication costs specifically allocated in the NRA's budget**;
- Most of the NRAs effectively adapted to the changes caused by the pandemic. **It is recommended to do regular comparative analysis with the practices of other NRAs and keep innovating and sharing of the best practices**.