



Assessing the independence and effectiveness of National Regulatory Authorities (NRAs) in the field of energy - Support for a Commission report on Member States' compliance with the principle of independence

Fields marked with * are mandatory.

Introduction

National regulatory authorities ("NRAs") in the energy field exist since the Second Energy Package. However, the regulatory framework at that time suffered from several shortcomings, the first of which concerned independence requirements that were insufficient as there was no obligation for regulators to be independent from governments, but only from energy companies. The effectiveness of regulators was frequently constrained by a lack of independence from governments. This is of particular concern in a sector which is both subject to strong political interest from national governments and in which the biggest market actors and regulated entities are often under state control or with significant shareholdings by public entities.

The Electricity and Gas Directives of the Third Package[1] adopted in 2009 laid down additional rules notably governing the independence of regulatory authorities. Recital 33 of both Directives explains that "the effectiveness of regulation is frequently hampered through a lack of independence of regulators from governments, and insufficient powers and discretion". The 2009 Electricity Directive was recast by Directive (EU) 2019/944 in common rules for the internal market for electricity[2] ("the Electricity Directive").

The principle of independence of national regulatory authorities is enshrined in paragraph 4 of Article 57 of the Electricity Directive and Article 39 of the Gas Directive. The independence requirements do not only

relate to market interests but also to any public or private body, including governments. The Member States' influence on regulatory authorities must be limited to the rights explicitly stipulated in the Directives, such as appointment, approval of the budget or reporting.

The Commission is aware, notably through formal and informal complaints, of obstacles and limitations to these independence provisions in several Member States. These limitations to independence are often hidden in complex inter-linkages between rules and between stakeholders, as well as in informal practices. The rules set out by the legal framework need to be confronted with their impact and effectiveness in real-life situations (i.e., formal vs. real independence). Also, to achieve effective regulation of energy markets, independence of national authorities is a key element, but not in itself sufficient. Other elements, including sufficient financial means and personnel as well as well-functioning internal structures are needed to ensure effective regulatory control.

Against this background, the European Commission (DG Energy) has launched a study to analyse the independence of the NRAs in all Member States, focusing on three broad issues: the independence of NRAs from political and market actors; the adequacy of human and financial resources; and the independence and effectiveness of the NRA in conducting its core tasks.

The study at hand aims at updating the information on 12 NRAs covered by a previous study and at complementing the work for the NRAs of the remaining 15 Member States (i.e. Belgium, Cyprus, Denmark, Estonia, Finland, Ireland, Italy, Latvia, Luxembourg, Malta, Netherlands, Poland, Portugal, Slovenia and Sweden).

The purpose of this survey is to better understand the issues encountered regarding NRA independence in each of the Member States both as regards their independence and their effectiveness in performing their key tasks related to both electricity and gas. All in all, the survey aims to provide insight to support the analysis by gathering stakeholders' opinions on the functioning of NRAs in practice and their (perceived) independence.

[1] Directive 2009/72/EC concerning common rules for the internal market in electricity and Directive 2009/73/EC concerning common rules for the internal market in natural gas

[2] Directive (EU) 2019/944 of the European Parliament and of the Council of 5 June 2019 on common rules for the internal market in electricity and amending Directive 2012/27/EU (recast)

Instructions for completing the survey

You may interrupt your session at any time and continue answering at a later stage by clicking 'Save draft'. **If you do so, please remember to save the link to your answers as this is the only way to access them.**

We kindly ask you to fill in the questionnaire by **Monday 21 March 2022**.

Privacy policy

Disclosure: no contributions will be published. Anonymised aggregated results will be used in the study, but names and other personal data will not be mentioned in the study.

Data recording: personal data collected for the purpose of this study will be included in a database, and used only for the purpose of the study. Milieu Consulting as data processor and the Commission, as recipient and owner of the study, will have access to the full results and personal data contained in the survey.

All personal data gathered for this survey is subject to the conditions laid down in the [privacy statement](#).

Please read this carefully before you reply to the survey. Your consent can be withdrawn any time by contacting the data processor at nra_independence@milieu.be

I consent to include my name and any contact details provided by me in this survey in a database for the purposes of the project.

About you and your constituency

*** 1. Please indicate your name**

Peter Claes

*** 2. Please indicate the name of your organisation or company**

Febeliec

3. Please provide a contact email address (this will not be published)

febeliec@febeliec.be

*** 4. Which type of company or organisation do you represent? (If several apply, please select your main activity)**

- National Regulatory Authority (NRA)
- Other national authority
- Electricity generator
- Gas producer
- Electricity storage facility
- Gas storage facility
- Transmission System Operator (TSO)
- Distribution System Operator (DSO)
- Single Interconnector Company
- Supplier
- Trader
- Aggregator
- Consumer
- Prosumer (i.e. a consumer who also produces electricity, e.g. with photovoltaic panels)
- Other

*** 5. Please select the Member State to which your answer refers to**

- Austria
- Belgium - Brussels
- Belgium - Federal level
- Belgium - Flanders
- Belgium - Wallonia
- Bulgaria
- Croatia
- Cyprus
- Czechia
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Latvia
- Lithuania
- Luxembourg
- Malta
- Netherlands
- Poland
- Portugal
- Romania
- Slovak Republic
- Slovenia
- Spain
- Sweden

Legal and functional independence

The 2009 Gas Directive and the 2019 Electricity Directive both state that the independence of the regulatory authority should be guaranteed. This implies that the NRA should be legally distinct and functionally independent from any other public or private entity and that the NRA and its staff should act independently from market interests. In addition, the NRA should not receive instructions from the government or from market parties, hereby improperly influencing or pressuring the NRA or its staff.

6. In your opinion, to what extent is your Member State's NRA acting and taking decisions...

(You are invited to further explain your answer in the open box of Q11 or Q12)

	To no extent	To a certain extent	To a large extent	I don't know / No opinion

1) Independently from government influence	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Independently from grid operators' interests and influence	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3) Independently from (other) market parties' interests and influence	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4) In an autonomous manner, on its own initiative	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. In your opinion, to what extent are the decisions of your Member State's NRA...

(You are invited to further explain your answer in the open box of Q11 or Q12)

	To no extent	To a certain extent	To a large extent	I don't know / No opinion
1) Immediately binding and directly applicable without the need for approval or consent of the national government or ministry	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) Immediately binding and directly applicable, but can be suspended by appeal from concerned grid operators or other market parties (besides a judicial review at court)	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3) Subject to possible review, suspension or veto by the national government or ministry (besides a judicial review at court)	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4) Taken by the Ministry in the event the NRA fails to take the decision	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. In your opinion, to what extent does your Member State's NRA or its staff receive instructions...

(You are invited to further explain your answer in the open box of Q11 or Q12)

	To no extent	To a certain extent	To a large extent	I don't know / No opinion
1) From the national government	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) From the Parliament	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) From any other public entity	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) From grid operators	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) From other market parties	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. In your opinion, to what extent is your Member State's NRA empowered to...

(You are invited to further explain your answer in the open box of Q11 or Q12)

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	To no extent	To a certain extent	To a large extent	I don't know / No opinion
1) Carry out investigations and inspections, and has been able to make use of this power	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) Require all the necessary information from energy undertakings, and has been able to make use of this power	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3) Impose effective, proportionate and dissuasive penalties (or to propose that a competent court imposes such penalties), and has been able to make use of this power	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Are you aware of any of the following in relation to your NRA...

(You are invited to further explain your answer in the open box of Q11 or Q12)

	Yes	No	I don't know / No opinion
1) NRA staff and/or management holds shares or has any other interests in an electricity or gas undertaking	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) The independence requirements only apply to staff holding a full-time position within the NRA, hence not to e.g. contractors or non-executive board members	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3) The NRA shares personnel or office space with any other public or private body	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4) The NRA's rules of procedure require the consent of the ministry or the Parliament	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) The NRA's tasks overlap (in practice) with the tasks of the national ministry or other institutions	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. In your opinion, which formal and informal practices in your Member State hinder the independence of the NRA? *(please provide detailed examples if possible)*

Political pressure - delay in nomination

12. In your opinion, what are the most important measures that have been implemented in your Member State to ensure the independence of the NRA?

Electricity and gas law

Selection, appointment and dismissal of top management and board members, and avoidance of conflict of interest

13. Members of the board of the NRA or, in the absence of a board, the NRA’s top management are to be appointed for a fixed term of five up to seven years, renewable once. In your opinion, what has happened in practice with regard to the term of appointment and its renewability?

	Complied with	Not complied with	I don't know / No opinion
1) The term of each of the NRA’s board members or top management is 5 to 7 years in practice	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) Appointments have been only renewed once, in practice	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) A rotation scheme is applied in practice for the board members and top management	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

14. Which selection process fits best in your Member State regarding the top management / board members of the NRA?

(You are invited to further explain your answer in the open box of Q18 or Q19)

“Independent selection panel” means a panel composed of members outside government.

“Ministerial/governmental nomination” means that a minister or group of ministers or cabinet nominate candidates.

- Governmental/ministerial nomination based on public job ads & independent selection panel
- Position is publicly advertised & the candidates are examined by an independent selection panel
- Governmental/ministerial nomination without independent selection panel
- Other

15. Are you aware of who in practice had the final say in the appointment of the NRA’s top management / board members?

- The Parliament
- The government collectively
- One or two ministers
- The president of the country
- A complex mix of the Parliament and the government
- The members of the management board
- Other
- I don't know

16. In your opinion, are there conditions in place in relation to your Member State’s NRA’s top management and board members which ...

(You are invited to further explain your answer in the open box of Q18 or Q19)

	To no extent	To a certain extent	To a large extent	I don't know / No opinion
1) Ensure that appointments are based on objective, transparent and published criteria, emanating in an independent and impartial procedure	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

2) Minimise the chances that nominations are based on political experience rather than technical expertise	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Ensure transparent criteria for dismissal	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Ensure confidentiality beyond the end of the mandate of the members of the board / the top management	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. With regard to conflict-of-interest situations, which case fits best, in your opinion, for your NRA's top management / board members?

(You are invited to further explain your answer in the open box of Q18 or Q19)

	No	Yes, without conditions	Yes, unlimited in time but with ex-ante approval by the NRA board	Yes, for/after a certain time limit and with ex-ante approval by the NRA board*	Yes, for/after a certain time limit without ex-ante approval by the NRA board*	Yes, under certain (other) conditions	I don't know / No opinion
1) During the term of office, board members/top management are allowed to be seconded to government bodies related to the energy sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
2) During the term of office, board members/top management are allowed to accept secondary activities related to the energy sectors	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Board members/top management are allowed to have occupied a governmental position in the energy sector pre-employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4) Board members/top management are allowed to have held a position in the energy sector pre-employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
5) Post-employment, board members /top management are allowed to pursue positions in the government related to the energy sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
6) Post-employment, board members /top management are allowed to pursue employment in the energy sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

* These responses are not applicable for options 3) and 4).

18. In your opinion, which practices in your Member State hinder the independence of the NRA, in relation to the selection, appointment and dismissal of top management and board members? (please provide detailed examples if possible)

Final decision requires political consensus within the government

19. In your opinion, what are the most important measures that have been implemented in your Member State to ensure the independence of the NRA, in relation to the selection, appointment and dismissal of top management and board members?

Selection criteria - selection process

Financial and human resources of the NRA

20. In your opinion, would you say that your Member State's NRA has ...

(You are invited to further explain your answer in the open box of Q24 or Q25)

	Yes	No	I don't know / No opinion
1) Sufficient financial resources to properly execute its core tasks	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Sufficient human resources to properly execute its core tasks	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
3) Independent and relevantly qualified staff	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Sufficient autonomy in the implementation of its budget	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Sufficient autonomy to define its own budget	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
6) Sufficient autonomy to define the competences that staff should possess	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
7) Sufficient autonomy in the recruitment process of staff other than the top management or the board	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
8) A final say or casting vote on who is recruited	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) A problem with staff turnover	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
10) Potential to tap into sufficient technical, legal and economic expertise and competence to establish complex technical regulations and codes of conduct	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
11) Experienced any form of governmental interference in the recruitment of staff	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
12) Experienced any form of governmental interference in determining employment conditions (e.g. salaries)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Are you aware of any of the following in relation to the budget of your NRA?

(You are invited to further explain your answer in the open box of Q24 or Q25)

	Yes, I am aware	No	I don't know
1) The NRA budget is subject to constraints from external bodies (government, parliament, etc.)	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
2) Approval of the NRA's budget is used as a means of influencing its core tasks	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
3) The NRA receives government instructions on how to use its budget	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) The NRA budget can be reduced ex-post	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
5) External bodies have an influence on the setting of individual budget items that are specified in the NRA budget	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
6) External bodies have an influence on the execution of the expenditures under certain budget lines in the NRA budget	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
7) The NRA faces difficulties in covering its costs	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

21.1. If answered 'Yes, I am aware' in any of the rows of Q21, please provide a practical example

Implementation of CRM

22. In your opinion, are there conditions in place in relation to your Member State's NRA's staff other than top management/board members which ...

(You are invited to further explain your answer in the open box of Q24 or Q25)

	Yes	No	I don't know / No opinion
1) Ensure that the evaluation of candidates is based on objective, transparent and published criteria, emanating in an independent and impartial procedure	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
2) Ensure qualified personnel is attracted and retained on the basis of offered career opportunities and level of remuneration	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
3) Ensure confidentiality beyond the end of NRA employment	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

23. With regard to conflict-of-interest situations, which case fits best, in your opinion, for your NRA’s staff other than the top management / board members?

(You are invited to further explain your answer in the open box of Q24 or Q25)

	No	Yes, without conditions	Yes, unlimited in time but with ex-ante approval by the NRA board	Yes, for / after a certain time limit and with ex-ante approval by the NRA board	Yes, for / after a certain time limit without ex-ante approval by the NRA board	Yes, under certain (other) conditions	I don't know / No opinion
1) During NRA employment, staff is allowed to be seconded to government bodies related to the energy sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) During NRA employment, staff is allowed to accept secondary activities related to the energy sectors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
3) Post-employment, staff is allowed to pursue positions in the government related to the energy sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4) Post-employment, staff is allowed to pursue employment in the energy sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

24. In your opinion, which practices in your Member State hinder the independence of the NRA, in relation to its human and/or financial resources? *(please provide detailed examples if possible)*

25. In your opinion, what are the most important measures that have been implemented in your Member State to ensure the independence of the NRA, in relation to its human and financial resources?

NRA core tasks

Tariff setting

26. In your opinion, regarding transmission and distribution tariff setting, how effective is the NRA in... *(You are invited to further explain your answer in the open box of Q28)*

	Not effective	Effective to a certain extent	Largely effective	I don't know / No opinion / Not applicable
1) Fixing tariffs	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) Approving tariffs	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3) Fixing methodologies for tariffs	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Approving methodologies for tariffs	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Fixing or approving tariffs in a timely manner	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
6) Using transparent procedures for tariff setting	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

27. Are you aware of any of the following in relation to your NRA...

(You are invited to further explain your answer in the open box of Q28)

	Yes, I am aware	No	I don't know
1) The competence to set or approve tariffs or their methodologies is shared with another entity	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) The setting or approval of tariffs or their methodologies is subject to supervision by another entity	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
3) The setting or approval of tariffs or their methodologies is conditioned by rules that don't originate from the NRA (e.g. legislation)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

27.1. If you answered ‘Yes, I am aware’ in any of the rows of Q27, please provide a practical example

Tariff methodology is subject to a large list of criteria in the Law

28. In your opinion, which practices in your Member State hinder the effectiveness of the NRA when setting tariffs? (please provide detailed examples if possible)

Complaint handling

29. In your opinion, regarding the handling of complaints, how effective is the NRA in...

(You are invited to further explain your answer in the open box of Q30)

	Not effective	Largely effective but could be improved	Effective	I don't know / No opinion
1) Handling complaints from market participants equally (both from incumbents and from new market entrants)	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) Handling complaints in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
3) Setting transparent procedures for complaint handling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
4) Reaching substantiated outcomes for complainants	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
5) Monitoring or enforcing the outcome of decisions	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

30. In your opinion, which practices in your Member State hinder the effectiveness of the NRA when handling complaints? (please provide detailed examples if possible)

Cooperation

31. In your opinion, regarding cooperation, how effective is the NRA in...

(You are invited to further explain your answer in the open box of Q33)

	Not effective	Largely effective but could be improved	Effective	I don't know / No opinion
1) Cooperation within ACER	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2) Cooperation within CEER	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

3) Cooperation with NRAs of neighbouring countries	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
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32. In your opinion, does the NRA ...

(You are invited to further explain your answer in the open box of Q33)

	Yes	No	I don't know / No opinion
1) Allocate sufficient staff to cross-border cooperation?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Allocate sufficient staff to EU cooperation?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Have sufficient resources to support cooperation (travel budget, language requirements, ...)?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

33. In your opinion, which practices in your Member State hinder the effectiveness of the NRA in cooperating at EU level and with neighbouring Member States? *(please provide detailed examples if possible)*

Implementing network codes

34. In your opinion, does the NRA ...

(You are invited to further explain your answer in the open box of Q35)

	Yes	No	I don't know / No opinion
1) Allocate sufficient staff (full-time equivalent) to implementation of network codes?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
2) Have sufficient resources to support cooperation (in particular technical expertise)?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

35. In your opinion, which practices in your Member State hinder the effectiveness of the NRA when implementing network codes? *(please provide detailed examples if possible)*

Final conclusions

36. Apart from everything already mentioned, do you have any experiences or practices you would like to share on the independence and effectiveness of your Member State's NRA?

37. Would you be willing to take part in a bilateral follow-up interview, in order to further share your view on existing practices?

- Yes

No

37.1. If you are willing to take part in a bilateral follow-up interview, please make sure to provide your email address so we can contact you.

febeliec@febeliec.be

Thank you very much for your contribution!

Contact

nra_independence@milieu.be