

Annual and Multiannual Programming of the BEREC Office Activities 2017-2019

Table of Contents

Foreword.....	4
List of Acronyms	5
Mission Statement	7
Section I – General Context.....	9
Section II - Multi-annual programming 2017-2019	10
1 Multi-annual objectives.....	10
2 Multi-annual programme	12
2.1 Maintaining appropriate capacity while taking into account the effects of the technology and market developments	12
2.2 Developing expertise to encompass the EU regulatory developments	12
2.3 Assisting BEREC to improve its working methods and quality of its output	13
3 Human and financial resource outlook for the years 2017-2019.....	13
3.1 Overview of the past and current situation.	13
3.2 Resource programming for the years 2017-2019	14
3.2.1 Financial resources.....	14
3.2.2 Human resources	17
3.2.3 Conclusion on evolution of resources	18
Section III - Work Programme 2017	19
1 Executive summary.....	19
2 Activities	20
Operational Activities	20
2.1 Setting-up of EWGs and providing support	20
2.1.1 Overview.....	20
2.1.2 Objectives, Indicators, expected outcomes and outputs.....	21
2.1.3 Resources	21
2.2 Collection, exchange and transmission of information.....	22

2.2.1	Overview.....	22
2.2.2	Objectives, Indicators, expected outcomes and outputs.....	22
2.2.3	Resources	22
2.3	Activities of the BEREC Office under Article 7 and 7a Framework Directive.....	22
2.3.1	Overview.....	22
2.3.2	Objectives, Indicators, expected outcomes and outputs.....	23
2.3.3	Resources	23
2.4	Assistance to the BEREC Chair and Vice-Chairs and organisation of CN and BoR and MC plenary meetings and BEREC international events	24
2.4.1	Overview.....	24
2.4.2	Objectives, Indicators, expected outcomes and outputs.....	24
2.4.3	Resources	26
2.5	Ensuring internal and external transparency, accountability of the work of BEREC and the BEREC Office and other horizontal support.....	26
2.5.1	Overview.....	26
2.5.2	Objectives, Indicators, expected outcomes and outputs.....	27
2.5.3	Resources	28
	Administrative and managerial activities.....	28
2.6	Budget, finance and accounting.....	28
2.6.1	Overview.....	28
2.6.2	Objectives, Indicators, expected outcomes and outputs.....	29
2.6.3	Resources	30
2.7	IT Infrastructure	30
2.7.1	Overview.....	30
2.7.2	Objectives, Indicators, expected outcomes and outputs.....	30
2.7.3	Resources	30
2.8	Premises and Equipment.....	30

2.8.1	Overview.....	30
2.8.2	Objectives, Indicators, expected outcomes and outputs.....	30
2.8.3	Resources	31
2.9	Human Resources	31
2.9.1	Overview.....	31
2.9.2	Objectives, Indicators, expected outcomes and outputs.....	31
2.9.3	Resources	32
2.10	Legal activities and procurement.....	32
2.10.1	Overview.....	32
2.10.2	Objectives, Indicators, expected outcomes and outputs.....	32
2.10.3	Resources	33
2.11	General management and control.....	33
2.11.1	Overview.....	33
2.11.2	Objectives, Indicators, expected outcomes and outputs.....	33
2.11.3	Resources	34
Annex I:	Resource allocation per Activity 2017	35
Annex II:	Financial Resources 2017-2019	36
Annex III:	Human Resources 2017-2019, part 1	48
Annex IV:	Human Resources 2017-2019, part 2	52
Annex V:	Buildings	58
Annex VI:	Privileges and immunities	60
Annex VII:	Evaluations	63
Annex VIII:	Risks for 2017.....	64
Annex IX:	Procurement plan for 2017.....	65
Annex X:	Organisation chart for 2016.....	67

Foreword

The BEREC Office programming document is provided for the first time, in compliance with the provisions of Article 32 of the BEREC Office Financial Regulation, which entered into force on 1 January 2016. It comprises the multi-annual work programme for the period of 2017-2019 and also the annual work programme for 2017.

The new programming document provides information previously contained in three separate documents: the Multi-annual Staff Policy Plan, the annual work programme and the annual budget outline. The timeframe of preparing the elements of the programming document has changed too. The annual work programme, previously adopted in September each year, now is to be drafted in January. The main challenge in this timing is that the annual work programme of BEREC is adopted in December, 11 months after the programming document of the BEREC Office is drafted. As the role of the BEREC Office is to provide professional and administrative support to BEREC, the work programme of the BEREC Office is of the nature of identifying and allocating the appropriate capacity to the group of activities.

The present programming document identifies three strategic objectives:

- maintaining appropriate capacity while taking into account the effects of the technology and market developments;
- developing expertise to encompass the EU regulatory developments;
- assisting BEREC to improve its working methods and the quality of its output.

The BEREC Office is located in Riga, Latvia, and with its 15 establishment plan posts, 8 contractual agents and 4 seconded national experts is the smallest EU agency. The staff is committed to deliver high quality support to BEREC and to meet the standards applicable of all EU institutions, bodies and agencies, irrespectively of their size. To find the appropriate balance in allocating the resources according to these two requirements is challenging and it is only possible with highly qualified colleagues.

László Ignéczi

Administrative Manager

List of Acronyms

Acronym	Meaning
AD	Administrator
AM	Administrative Manager
AST	Assistant
AST/SC	Secretaries and clerks
BEREC	Body of European Regulators for Electronic Communications
BEREC Office	Office of the Body of European Regulators for Electronic Communications
BEREC Regulation	Regulation (EC) No 1211/2009 of the European Parliament and of the Council of 25 November 2009 establishing the BEREC and the Office ¹
BoR	Board of Regulators
CA	Contract Agent
CEOS	Conditions of Employment of Other Servants
CN	Contact Network
DPO	Data Protection Officer
EDPS	European Data Protection Supervisor
EEA	European Economic Area
EFTA	European Free Trade Association
ENISA	European Network and Information Security Agency
EP	European Parliament
EU	European Union
EWG	Expert Working Group
FG	Functional Group
FTE	Full-time equivalent post
FTR	Fixed terminations rates

¹ OJ L 337, 18.12.2009, p. 1–10

Acronym	Meaning
IT	Information technologies
KPI	Key performance indicator
MC	BEREC Office Management Committee
MS	Member State
MTR	Mobile terminations rates
NRA	National Regulatory Authority
OLAF	European Anti-Fraud Office
RoP	Rules of Procedure
SLA	Service Level Agreement
SMS TR	Short message service terminations rates
SNE	Seconded National Expert
TA	Temporary Agent
TSM	Telecoms Single Market Regulation (Regulation (EU) 2015/2120 ²)

² OJ L 310, 26.11.2015, p. 1–18

Mission Statement

The BEREC Office was established as a body of the EU with legal personality to provide professional and administrative support services to BEREC.

BEREC contributes to the development and better functioning of the internal market for electronic communications networks and services. It does so by ensuring there is consistent application of the EU regulatory framework and by promoting an effective internal market in the telecoms sector, in order to bring even greater benefits to consumers and businesses alike.

Therefore the BEREC Office mission is to provide superior professional support to BEREC by assisting it in an efficient, proactive and timely manner in the achievement of its objectives, and thus contributing to the development of the electronic communications market for the benefit of Europe and its citizens.

Professionalism and excellence are the principles that guide the BEREC Office staff towards achieving the BEREC Office objectives, which are understood as follows:

Professionalism: being results oriented, we believe that by performing consistently to high standards we deliver maximum value to our stakeholders. Professionalism also means transparency and integrity in all our actions, and working always with the highest level of ethics for the interests of the organisation and the stakeholders.

Excellence: the BEREC Office staff members take pride in their work and strive for quality in everything, being committed to continual self-improvement and learning.

Accountability: the BEREC Office staff members take responsibility for their actions and their outcomes both as individuals and as a team. The BEREC Office honours its commitments and obligations.

Teamwork and diversity are the guiding principles in our collaboration with our colleagues and stakeholders.

Teamwork: teamwork is a corner-stone of the BEREC Office. By sharing knowledge and expertise the BEREC Office staff cooperate to achieve the organizational goals. We foster collaboration while maintaining individual accountability.

Diversity: the BEREC Office respect diversity among its staff, BEREC members and Observers and across the EU. The staff understands that each individual is unique and, in so doing, the staff recognise and value the different skills and strengths of the BEREC Office team. Diversity fosters creativity and growth and therefore the BEREC Office promotes an open and respectful working environment.

Section I – General Context

The key role of the BEREC Office, located in Riga, Latvia, is to provide professional and administrative support to BEREC enabling BEREC to conduct its tasks. The BEREC Office gained its financial independence in September 2011 and started to provide the requested support parallel to the development of the necessary capacity.

The general mandate of the BEREC Office for this supportive task is set out in the BEREC Regulation. The task of BEREC, in which it requires support from the BEREC Office, is described in the BEREC Regulation with references to the appropriate articles of the specific directives and regulations in the domain of electronic communications. In the first years of the operation BEREC has had increasing demands for support from the BEREC Office. The amended roaming regulation (in 2012) and the recently adopted TSM (in 2015) also assigned further tasks to the BEREC. These developments represent an increasing workload for the BEREC Office even without amending the founding regulation.

The regulatory framework for electronic communications, including the specific directives and regulations and also the BEREC Regulation itself, is subject to review within the Digital Single Market initiative. The proposals of the European Commission are expected in 2016.

Section II - Multi-annual programming 2017-2019

1 Multi-annual objectives

As the main task of the BEREC Office is to assist BEREC, it is required to encompass the necessary capacity to support all BEREC activities. This includes the financial means for supporting its operations and the activities of BEREC but even more important is to maintain an efficient human capital with the necessary expertise to effectively and efficiently support the increasing BEREC demands.

The main focus of the BEREC Office in the coming years should be on maintaining this valuable human capacity capable to support the demanding tasks that BEREC will face in the future. This requires BEREC Office staff to be able to understand and cope with the job type and the workload that the challenges in the technology, market and regulatory domains will bring. On top of this, the BEREC Office can support BEREC towards further improved working methods and higher quality on its output. The BEREC Office must be ready to assist BEREC to meet its future challenges for the benefit of the European telecom market and the welfare of European citizens.

Objectives	KPIs	Measure	Target
Maintain appropriate capacity	Fully staffed indicator	Number of TAs, SNEs, CAs and interim staff / max. number of a fully staffed BEREC Office	100%
	Selection time	For temporary agents, contract agents, seconded national experts: selection time (from approval of the vacancy notice until the establishment of the reserve list)	Maximum 3 months
	Recruitment time ³	For temporary agents, contract agents, seconded national experts and interim staff: recruitment time (from the establishment of	Maximum 1 month

³ Applies to cases where no selection process is needed.

Objectives	KPIs	Measure	Target
	Reserve list indicator	recruitment need until the sending of the job offer) Number of established reserve lists/number of job profiles in the BEREC Office	Minimum 75%
Develop expertise	Develop the skills required to offer the necessary support to BEREC and its members	Number of trainings indicated on the training maps attended/overall number of trainings indicated in the training maps	Minimum 80%
Improve quality of work	Document style guide is respected in the outcome of the EWGs	For each CN and plenary meeting measure the percentage of the total deliverables that follow the style guide	Minimum 75%
	BEREC Office staff members to actively participate in the activities of the EWG	Measure on how many EWG meetings are attended by a BEREC Office staff member	100%
	Quality of support to CN and plenary meetings	Measure quarterly the level of satisfaction of the BEREC Chair on a 5 grade scale on the basis of multiple questions	Minimum 85% in top 2 scores
	Indicator on reimbursement of travel expenses	Payment time of reimbursement requests/target time (30 days)	Minimum 85%
	Budget execution indicator	Committed appropriations by the end of the year/total authorised appropriations (C1)	Minimum 95%

Objectives	KPIs	Measure	Target
	Execution of commitments carried forward	Cancelled carried forward commitments/total carry-forward	Maximum 5%

2 Multi-annual programme

2.1 Maintaining appropriate capacity while taking into account the effects of the technology and market developments

The technology and market developments will impact the sector regulation and the activities of BEREC. The BEREC Office needs to recognise the incoming challenges and take them into account during the execution of its work programme. As BEREC is going to count more and more on the support of the BEREC Office for delivering its work program, the BEREC Office should prepare the resources to implement its future work programs.

The BEREC Office needs to follow the requirements of BEREC's future work programs and prepare to support these demanding activities both in terms of human capital and in the required expertise. In this context the BEREC Office needs to attract and maintain high quality multidisciplinary staff, while at the same time further improve its working methods and the quality of their outcome. This will ensure that the BEREC Office will continue to contribute effectively and efficiently to the strategic vision and to the priorities of BEREC improving its work planning and making optimum use of its resources.

2.2 Developing expertise to encompass the EU regulatory developments

In the next three years we are going to witness a significant degree of regulatory developments at the EU level. In particular, the next review of the regulatory framework for electronic communications will be the top priority of BEREC requiring resources from both the NRAs and the BEREC Office. Further to this, BEREC will implement the tasks assigned by the TSM in the fields of mobile roaming and net neutrality.

The BEREC Office can contribute significantly to these goals assisting BEREC in the execution of its work program and the consistent application of the regulatory framework contributing to the further development of the European single market. The BEREC Office can continue to contribute towards harmonisation and accountability via support to the Article 7/7a procedures, supporting BEREC in monitoring the application of common positions and best practices, improving consistency through benchmarking and reporting activities and providing transparency to the BEREC activities via the IT platforms and the applications it manages and

operates.

To thrive in this challenging ecosystem and achieve these goals the BEREC Office needs the financial means, adequate staff and the operational enablers that will allow the accomplishment of these goals.

2.3 Assisting BEREC to improve its working methods and quality of its output

In its strategy (2015-2017) BEREC has given particular attention to the optimization of its output and operational efficiency as a significant contributor towards its strategic vision and priorities. The BEREC Office can contribute significantly to this goal by safeguarding the application of BEREC rules and working procedures at all stages of BEREC working activities.

This engagement can find application in a significant number of BEREC working tasks fostering optimum outputs and working methods. For instance, the BEREC Office can guarantee a high level of accuracy and consistency in BEREC documents, the application of well established methodologies in the projects run by BEREC and the effective and efficient use of resources. It can also pursue transparency and accountability that will improve the visibility of BEREC and enhance external relationships and recognition of BEREC among institutions, stakeholders and the citizens of Europe.

3 Human and financial resource outlook for the years 2017-2019

3.1 Overview of the past and current situation.

The BEREC Office is intensifying its activity in several areas. From 2014 the BEREC Office is facing the changes introduced by the new Staff Regulations as the existing implementing rules are to be revised and new implementing rules are to be adopted. In terms of staff, the BEREC Office is the smallest agency of the EU, however the administrative requirements applied to the BEREC Office are identical to those applied to larger EU bodies, and relate to the implementation of the Staff Regulations, as well as all relevant implementing rules. In order to cope with this requirement, the BEREC Office explores all the opportunities to externalize some daily and routine tasks (for example in the area of IT). The BEREC Office experienced in previous years difficulties with addressing its administrative tasks in several business areas. The difficulties have partly been caused by the turnover of expert staff.

A reshuffling of resources is currently ongoing as a consequence of budgetary constraints, namely the cut of one post, from 16 to 15, in 2015. (According to the Interinstitutional Agreement on cooperation in budgetary matters and on sound financial management, 5% headcount cut is requested from all EU institutions, bodies and agencies between 2013 and 2017, fully implemented by the BEREC Office in 2015.) Some tasks are in the process of redistribution to the existing staff or partly outsourced to external providers through SLAs with

the relevant Commission services or other agencies. We expect to achieve a fragile balance in the distribution of the workload among the human resources of the office. As a consequence of the reduction of one post in 2015 and the attribution of expected additional tasks to BEREC which represents certain additional workload to the BEREC Office (i.e. following the adoption of the TSM), for the BEREC Office, being the smallest agency of the EU, it is already a challenge to maintain a sustainable operation and to ensure an appropriate balance in the work organization.

The experience shows that the recruitment of SNEs has occasionally been difficult. In order to ensure a proper staffing, two SNE posts in the Executive Support and Administration and Finance Unit have been converted into CAs FG IV. CAs posts with longer term commitment will ensure the payback of the efforts put in training on administrative procedures. SNEs at the Programme Management Unit brings great expertise into the organisation so no further conversion is proposed.

Recruitment of CAs at function groups below IV has been found to be difficult. The limitations of the EPSO CAST database and the scarce interest in recruitment opportunities at lower grades for countries with lower coefficients imply that finding good candidates is increasingly difficult. In order to attract qualified candidates from the widest pool possible, and taking advantage that the post was vacant from January 2015, one CA FG III post was converted into a CA FG IV from January 2016.

Similar upgrades of CA posts lower than FG IV may be implemented in the years 2017-2019 in a budgetary neutral way (i.e. the ceiling in the level of appropriations for the total EU contribution should not be overtaken). An example would be represented by the IT and logistics team, where the need to have a coordination role would first of all require to group the staff members dealing with IT and Logistics under the same team in the Administration and Finance Unit and it will also imply an upgrade to a higher function group.

3.2 Resource programming for the years 2017-2019

3.2.1 Financial resources

- Justification for the provisional revenue:

The sources of revenue for 2017 are:

- a) A contribution from the EU of EUR 4 246 000 which consists of:
 - EUR 4 025 833: main subsidy from the EU voted by the budgetary authority;
 - EUR 220 167: budget outturn (surplus) 2015.
- b) Possible EEA-EFTA contribution which is subject to the signature of an agreement with

EFTA countries (marked as 'p.m.' – pro memoria).

- c) Voluntary financial contribution from Member States or from NRAs: according to Article 5(2) of the BEREC Regulation is voluntary and subject to approval by the Board of Regulators (marked as 'p.m.' – pro memoria - should the Board of Regulators decide to approve such contributions, a new budgetary procedure will be launched).
- d) Revenue from administrative operations which consists of:
 - The interest generated by funds paid by the Commission by way of the EU contribution. It is not assigned revenue, therefore the BEREC Office cannot use the interest amount for expenditure. The amount should be returned together with the surplus and, therefore, will reduce the fresh credit for year N+2.
 - Revenue from other administrative operations – the amounts are not certain.

Taking into account the aforementioned information, the interest generated by funds paid by the Commission and revenue from other administrative operations are shown in the budget as 'p.m.' revenue items and are not considered in expenditure.

The total revenue in 2017 is therefore EUR 4 246 000.

BEREC Office does not receive any revenue from fees and charges and does not render any services against payment.

The sources of revenue and conditions for 2018 - 2019 remain the same as for 2017.

- Justification for the provisional expenditure:

Title 1

The amounts requested in Title 1 have been based on realistic assumptions as to the number of staff actually recruited at the end of 2015 and conversions performed during 2014-2015 and the recruitment and reclassification plans for 2016 and 2017-2019. BEREC Office expects to operate with a full staff compliment in 2016 and the associated costs have also been calculated on the basis of these assumptions.

The estimated budgetary impact of salary adjustments was also taken into account to the best possible extent, so the chapter for salaries and allowances was slightly increased for 2017 (and continues to be increased for 2018-2019).

Taking into account the actual costs of missions and trainings in 2015, the expenditure on missions and training in 2017 is also slightly increased.

In 2014 the Office signed a Framework Contract for interim placement services, to be able to cover resource needs in case of sick leaves, operational peaks or in case of unexpected staff turnover. The office plans to continue using these services as well as the SLA with ENISA on

provision of Internal Control Coordinator assistance (to be covered under expenditure for external services).

Under the same chapter for External Services, the BEREC Office will ensure the financing of multilingual tuition by international schools available in Latvia for the children of staff. Taking into account the actual and planned number of children, the expenditure for 2017 for this purpose is decreased (while for 2018-2019 it is increased due to the uncertainty of the possible number of children). The same chapter will be used to cover the additional costs of translation of vacancy notices into 24 EU official languages, if needed.

Title 2

The Office considers signing a new and more cost-efficient contract for renting parking lots for staff and office visitors which is reflected by increase under the Rental of buildings and associated costs.

The information technology spending is required for the potential renewal of part of the Office's computer equipment, potential acquisition and prolongation of licenses for the administrative work tools and applications, as well as for paying for external data processing services, including the ABAC annual and hosting fees, fees for maintaining of computer equipment and applications, fees for procurement of external IT services, off-site storage of data (new SLA) as well as for access to DG DIGIT procurement procedures (new SLA). Inclusion of expenditure for the 2 new SLAs is reflected in substantial increase of expenditure on Information and communication technology.

Taking into account the actual costs on publications, expenditure under Movable property and associated costs is substantially decreased.

In addition to legal expenses, office supplies and bank charges the chapter 'Current administrative expenditure' includes expenditure related to the BEREC Office budget publications in the Official Journal, as well as translations and/or other language requests related to the BEREC Office documents, budgetary and legal issues. It also takes into account possible costs of outsourcing the services of the Accounting Officer that is reflected in a substantial increase of expenditure.

Taking into account the actual spending on general meetings in 2015 and the intention to continue organising Open Door days, spending under Meeting expenses is increased.

Title 3

Spending under Support to implementation of BEREC work programme is planned to remain almost on the same level in 2017 (with slight increase for 2018-2019). The BEREC work programme is adopted each year 11 months after the adoption of the BEREC Office

programming document so the resource programming of the BEREC Office are done with estimates. The estimates are based on the internal assessment of the appropriate budget items to be used for the reimbursement of experts travel, meeting organisation costs and potential costs of market studies.

Expenditure under Horizontal activities (other support not directly related to BEREC work programme) remains on the level planned for 2016, taking into account potential costs of update and maintenance of the BERECNet collaboration tool, BEREC website and necessity to reply to the request to provide electronic communications regulatory training to BEREC staff members.

Details are provided in tables in annex II, including on budget outturn and cancellation of appropriations.

3.2.2 Human resources

The risk of reduced efficiency and quality of results, loss of know-how, due to high turnover in staff exists. The recent net salary decrease for the BEREC Office staff added a new item to the risk factors⁴. The staff turnover shall be tackled with concrete actions. To this purpose, it is essential to maximize the potential of the staff in place, introducing intermediate levels in the organization and attributing to staff in the appropriate grade some tasks of coordination and team leading. Some examples would be represented by the Legal Team, the Human Resources Team and by an IT and Logistic Team; also in Programme Management Unit the situations where a coordination is needed may be identified.

In order to improve the attractiveness of the BEREC Office it is also appropriate to declare that the policy on the duration and renewals of contracts for the temporary agents and for contract staff is to seek for long term commitments with the option of indefinite term. The corporate identity of the Office should be enhanced. In the next years, the relations with the local authorities will have to be revamped at the highest level, in order to have a better implementation of the Seat Agreement.

At any rate, conversion of posts to higher grades or function groups could make the posts more attractive and facilitate the recruitment processes. In the meantime, in order to cope with heavy workload periods and to cover vacant posts, the Office will continue, in duly justified cases, to seek for interim replacements for administrative tasks under an interim services framework contract.

Details are provided in Table 2 of annex III.

⁴ In December 2015 the overall salary table adjustment was published with an average +2.4% effect and at the same time the country coefficient for Latvia was amended with a -3% effect

3.2.3 Conclusion on evolution of resources

The evolution of the financial resources is in line with the Commission Communication on programming resources for decentralised agencies for the period of 2014-2020⁵.

The evolution of human resources includes the 5% staff reduction target set in the Interinstitutional Agreement on cooperation in budgetary matters and on sound financial management. The BEREC Office achieved this reduction target in 2015 and operates with 15 establishment plan posts.

The Commission Communication of 2013 proposed to create a redeployment pool to bring further rationalisation and create some flexibility in the allocation of posts amongst agencies. The evolution of the human resources as presented in this document does not include the contribution of one post by 2017 by the BEREC Office to the proposed redeployment pool in the programming period (2017-2019). The BEREC Office, stabilising its operation after the challenges of the start-up phase, needs to meet the increasing demand of BEREC for support. Recent changes in EU regulation have meant the assignment of new tasks to BEREC that also represents additional workload to the BEREC Office. The electronic communications is considered as a key policy area and is addressed in the Digital Single Market strategy initiative. The legislative proposal of the European Commission for the review of the electronic communications regulatory framework is being prepared, with the involvement of BEREC, and is expected to be tabled in 2016.

⁵ COM(2013) 519, 10.7.2013.

Section III - Work Programme 2017

1 Executive summary

The activities in the BEREC Office Work Programme for 2017 are split into two main groups as follows: operational activities and administrative and managerial activities.

The operational activities include all actions undertaken by the BEREC Office in support of BEREC's work, which are grouped as follows:

- a) setting-up EWGs and supporting their activities in order to fulfil the BEREC Work Programme, including by elaboration of some of the deliverables, procuring and managing services and studies, managing the information workflows, reimbursement of traveling expenses of event participants, etc.;
 - b) collecting, exchanging and transmitting information; including by structuring and analysing the information gathers, the promoting exchange of best practices and information and others;
 - c) supporting BEREC activities under Article 7 and 7a of the Framework Directive, including by collecting and keeping track of all notifications, establishing and coordinating Article 7/7a EWGs, ensuring high-level quality and consistency of the BEREC opinions and others;
 - d) assisting the BEREC Chair and Vice-Chairs in fulfilling their assignments and organising the CN meetings and BoR and MC plenary meetings, public debriefings and international events, and managing the relationship with BEREC stakeholders;
- a) ensuring that there is maximum internal and external transparency and accountability of BEREC activities, including through implementation of the BEREC communication plan, maintain the BEREC public website and internal platform for collaboration (BERECnet) and provision of other horizontal support, such as provision of training for NRAs' experts, coordination of the preparation of the BEREC annual activity reports and others.

The administrative and managerial activities consist mainly in managing the financial and human resources of the Agency, ensuring legality and regularity of all transactions, providing legal advice to BEREC and the BEREC Office, including in procurement procedures, protection of personal data, relations with OLAF and the Ombudsman, ensuring proper functioning of the equipment at the premises and of the IT systems and others. The administrative and managerial activities are organised in the following activity groups:

- a) budget, finance and accounting
- b) IT infrastructure

- c) premises and equipment
- d) human resources
- e) legal activities and procurement
- f) general management and control.

The annual activity work programme contains detailed objectives, expected results and the description of the actions to be financed, including an indication of the amount of financial and human resources allocated to each action. All activities listed above are developed on the basis of the availability of the following financial and human resources:

Amount of EU contribution	Establishment plan posts	External personnel
EUR 4 246 000	15	12

The split of financial and human resources between the different activities is presented in Annex I.

2 Activities

Operational Activities

2.1 Setting-up of EWGs and providing support

2.1.1 Overview

According to the BEREC Regulation the BEREC Office sets up BEREC EWGs, upon request of the Board of Regulators, and provides them with the appropriate administrative, professional and logistics support. The BEREC Office also manages public consultations and procurement procedures for workshops and research studies thus contributing to the achievement of BEREC's goals. The BEREC Office is also responsible for collecting information from NRAs and collating periodical BEREC benchmark reports.

To support BEREC's annual work programme the BEREC Office sets up BEREC EWGs, upon request of the BoR, at the beginning of each calendar year. This forms the framework of how national experts contribute to delivery of the BEREC work programme. The BEREC Office also manages changes relating to EWGs, if required during the calendar year. To enable the smooth working of EWGs, the BEREC Office collects the resource commitments from the NRAs, sets up and manages the email lists and email exploders related to the EWGs.

The BEREC Office provides administrative support to EWGs with organising meetings, workshops and maintaining the information flow among members. Furthermore it also provides logistics support to EWGs, such as circulation of documents and reimbursement of

the experts' travel expenses to the NRAs. Depending on the actual deliverable, the BEREC Office provides professional support to EWGs in preparation of BEREC documents.

In providing assistance to the EWGs the BEREC Office manages procurement procedures for workshops and studies, which are required by the EWG to deliver their reports in timely manner and within high quality standards. The BEREC Office collects market data from NRAs when requested to do so by BEREC and drafts periodical BEREC benchmark reports as required by BEREC.

2.1.2 Objectives, Indicators, expected outcomes and outputs

The following list contains the main objectives and indicators which measure the support given to the BEREC EWGs:

- Smooth functioning of EWGs, reimbursement of related travel expenses – capacity for supporting up to 100 EWG meetings in 2017
- Timely and accurate data collection and dissemination upon request from EWGs
- Delivery of studies and research reports or any other material which can be procured by BEREC Office upon request from EWGs
- Providing structured and timely information on market data collected
- Contribution to drafting the following reports (in due time):
 - a. Regulatory Accounting in Practice
 - b. International Roaming Benchmark Reports
 - c. Termination Rates at European level
 - d. Report on Transparency and Comparability of International Roaming Tariffs
- Identify and measure quantitative and qualitative indices to assess the support provided to the EWGs by the BEREC Office. This is achieved by conducting regular satisfaction surveys of the Chairs of the EWGs and developing KPIs to measure the performance of the tasks assigned to the BEREC Office by the Internal Guidelines on the Operation of BEREC EWGs. These indices are measured on regular intervals and reported to the EWGs and the BEREC members as in a view of providing guidance on how to improve the services of the BEREC Office.

2.1.3 Resources

- a) 603 k EUR
- b) 7.75 FTEs

2.2 Collection, exchange and transmission of information

2.2.1 Overview

BEREC has an important role in promoting a consistent regulatory approach. To support BEREC in this regard, under Article 6 of the BEREC Regulation, the BEREC Office has been assigned the responsibility of collecting information from the NRAs and from the sector stakeholders, to exchange and transmit data in relation to the BEREC role and tasks as specified in BEREC Regulation Articles 2(a) and 3.

2.2.2 Objectives, Indicators, expected outcomes and outputs

Objective:

The BEREC Office will collect and transmit information from NRAs and will promote the exchange of best practices amongst them. The BEREC Office will also maintain a fact-finding capacity with access to sectoral information.

Expected outcomes and outputs:

- Support the organisation of EWGs' public workshops and events;
- Perform data collection and dissemination, upon the request of EWGs or the BEREC Chair
- Structure/analyse the information collected

2.2.3 Resources

- a) 125 k EUR
- b) 1 FTE

2.3 Activities of the BEREC Office under Article 7 and 7a Framework Directive

2.3.1 Overview

Under the revised 2009 EU regulatory framework national regulatory authorities (NRAs) are required to analyse a set of markets for electronic communications which may need ex-ante regulation.

According to Articles 7 and 7a of the Framework Directive the findings of market analysis have to be notified to the Commission. The aim of this EU notification, the so-called Article 7 procedure, is to contribute to the development of a single market in electronic communications

by ensuring co-operation among NRAs, and between NRAs and the Commission.

Once an NRA notifies the Commission of its proposed measure the case is assessed by the Commission within one month. At the end of this period and provided that the notified measure does not raise “serious doubts” as to its compatibility with the EU law, the Commission may decide to comment.

When the Commission expresses serious doubts and opens a so-called Phase II case, its investigation period is extended for two more months in the Article 7 cases, or for three more months in the Article 7a investigations. If this situation occurs, BEREC has to issue an opinion on whether these serious doubts are justified. For this purpose BEREC has set up a procedure to establish an EWG for drafting an opinion.

In this context, the BEREC Office is responsible for collecting and keeping track of the NRAs notifications, as well as for establishing and coordinating Article 7/7a EWGs in order to prepare BEREC’s opinions within the deadline set by the Framework Directive.

Thus the BEREC Office contributes to the development of a single market in electronic communications and cooperation amongst NRAs, and between NRAs and the Commission and therefore this activity is a priority in each annual Work Programme of the BEREC Office.

2.3.2 Objectives, Indicators, expected outcomes and outputs

Specific objectives and actions related to these tasks are:

- Keep track of and collect NRAs’ notifications
- Maintain and update the database
- Coordinate the BEREC activities in accordance with the Article 7/7a procedures

Expected outcomes and indicators are:

- Database for all notifications and Phase II cases opened under Articles 7/7a of the Framework Directive; to be integrated into the BERECNet
- High quality and consistent final draft of BEREC opinions
- Proper functioning of the ad-hoc working groups, reimbursement of related travel expenses – capacity to handle every case in a timely manner

2.3.3 Resources

- a) 35 k EUR
- b) 1.5 FTE

2.4 Assistance to the BEREC Chair and Vice-Chairs and organisation of CN and BoR and MC plenary meetings and BEREC international events

2.4.1 Overview

According to the BEREC Regulation BEREC should assist NRAs and the Commission in the execution of their responsibilities through the pooling of expertise without duplicating work already undertaken. BEREC should develop cooperation among NRAs, and between NRAs and the Commission, so as to ensure the consistent application in all MSs of the EU regulatory framework for electronic communications networks and services, thus contributing to the development of the internal market. BEREC should also serve as a body for reflection, debate and advice for the European Parliament, the Council and the Commission in the electronic communications field.

These objectives, among others, are achieved through the adoption of a number of BEREC deliverables, which are approved either during the plenary meetings or by electronic voting procedures. Additionally, in order to enhance the cooperation between NRAs, Commission, European Parliament, the Council and interested parties (stakeholders) BEREC organizes different events and participates in events organized by third parties during which the Chair or the Vice-Chair presents BEREC views and shares BEREC expertise.

Therefore the BEREC Office provides professional and administrative support to the BoR, the MC, the BEREC Chair and Vice-Chairs and the CN in fulfilling their assignments. In particular the BEREC Office is in charge of the preparation of the BoR and MC plenary meeting, the CN meetings, the BEREC meeting with the EU institutions, high-level BEREC workshops and stakeholder events, events attended by the Chair and Vice-Chairs on behalf of BEREC, BEREC international activities and others.

The BEREC Office will provide support to the Chair for the organisation of BEREC and MC electronic voting procedures when the organisation of a meeting for adoption of the decision needed is not possible or practicable and the adoption of the decision cannot be postponed until the next plenary meeting.

The BEREC Office will register all new nominations of BoR, MC and CN Members or Observers and will keep the contact lists of these bodies regularly updated.

2.4.2 Objectives, Indicators, expected outcomes and outputs

The objective of this activity will be to provide efficient support to the BoR, the MC, the BEREC Chair and Vice-Chairs and the CN in fulfilling their responsibilities through the successful organisation of the high-level BEREC and BEREC Office events, such as BoR and MC, CN meetings, strategic stakeholder meetings or workshops, meeting with the EU institutions and

other similar events.

a) Support for organisation of meetings

Outcomes:

The BEREC Office will provide support to BEREC and meeting hosts (for CN and plenary meeting) in the organisation of the following meetings or BEREC events:

- 4 CN meetings;
- 4 ordinary BoR and MC plenary meetings;
- 2 BEREC high-level workshops (public or internal) organised back-to-back with the plenary meetings;
- 2 high-level stakeholder events, including the annual BEREC Stakeholder Forum meeting;
- Up to 2 BEREC meetings with the EU institution (excluding meetings only with the BEREC Chair/Vice-Chairs, which are included in the Chair's events);
- 4 public debriefings from the plenary meetings;
- 25 meetings of the BEREC Chair and Vice-Chairs and events attended by the Chair and Vice-Chairs on behalf of BEREC, such as: conferences, events organised by other EU bodies and/or EU institutions, bilateral meetings with interested parties, etc.;
- 7 BEREC international events.

Indicators:

- Provision of standard set of support upon request to all plenary and CN meeting hosts;
- Provision of support to the host country NRA in the organisation of 1 plenary or CN meeting in Latvia;
- Circulation of meeting documents to the meeting participants in a timely manner;
- Publication of all public documents and information on the outcome of the CN and plenary meetings within 5 working days after the end of the meetings;
- Live streaming of the public debriefings and the annual BEREC Stakeholder Forum meeting with objective to make these events available to all EU citizens;
- Publication of the speeches of the BEREC Chair and Vice-Chairs at public events on the BEREC website;
- Reimbursement the expenses of the meeting participants invited to the events listed

above in compliance with the applicable BEREC Office rules and within the deadlines envisaged in the BEREC Office Financial Regulation.

b) Support to electronic voting procedures

Outcome:

- High-quality support to the organisation of 20 electronic voting procedures;
- Preparation of regular overviews of the outcome of electronic voting procedures (for each CN and plenary meetings).

Indicator:

- Satisfaction of the Chair with the support provided by the BEREC Office (assessed on the basis of quarterly surveys).

c) Maintaining updated lists of the BoR, MC and the CN

Outcome:

- Internal BoR, MC and CN contact lists and public BoR and MC Members and Observers lists;

Indicator:

- All notifications of new members and observers are registered within 3 working days from their receipt;
- BoR, MC and CN contact lists are up-dated within 3 working days from the receipt of the notification.

2.4.3 Resources

- a) 500 K EUR
- b) 2.75 FTEs

2.5 Ensuring internal and external transparency, accountability of the work of BEREC and the BEREC Office and other horizontal support

2.5.1 Overview

As the BEREC external communication is based on the principles of transparency, accessibility, coherence and timeliness, the objective of this activity is to ensure the

transparency of the BEREC and BEREC Office activities via disseminating the information, as well as increasing engagement of the EU citizens in BEREC and BEREC Office activities.

2.5.2 Objectives, Indicators, expected outcomes and outputs

a) To increase the transparency and accountability of BEREC and BEREC Office activities.

Outcomes:

- information on BEREC and BEREC Office activities is published on the BEREC public website at the 'Events' and 'News & Publications' sections;
- information available on the BEREC public website is disseminated via social networks Twitter, LinkedIn and Youtube;
- active interaction with media outlets and journalists;
- publishing the BEREC Annual Reports and BEREC Work programme

Indicators:

- increase of the number of the followers of the BEREC official accounts in social media – Twitter and LinkedIn and subscribers of the BEREC channel on Youtube;
- number of mentions about the BEREC activities in media increases.
- develop platforms and applications for making available to general public documents from BEREC and its members (i.e. the NRAs) on electronic communications in a timely and easily accessible manner.
- making available studies and reports prepared either by BEREC or external entities (i.e. consulting companies, etc.) under the guidance of BEREC and the financing of BEREC Office

b) Maintain and further develop the public website, including by increasing the flow of information on BEREC activities

Outcomes:

- the BEREC public website is reader-friendly and regularly updated;

Indicators:

- increase of the visitors' traffic to BEREC public website;

c) Raising awareness on BEREC and BEREC Office mission and its impact on daily life of each EU citizen.

Outcomes:

- preparation of well-designed and attractive bearers of the BEREC and the BEREC Office visual identity (leaflets, brochure, banners);
- publishing the newsletter on the BEREC policy documents and events;
- videos explaining BEREC and BEREC Office work and inputs are created and disseminated via BEREC website.

Indicators:

- bearers of BEREC visual identity are available to EU citizens (EU information centres and BEREC public events) and are visible to general public;
- BEREC newsletter is published quarterly.

d) Other horizontal support

Outcomes:

- a well-functioning internal platform for collaboration and knowledge-sharing between BEREC members and observers (BERECnet)
- training is organised to support BEREC members and observers by advancing the knowledge about the Regulatory Framework and other topics related to BEREC activities,
- support and coordination is provided to the preparation of the BEREC Annual Activity Report for 2016 and BEREC Work Programme for 2017.

Indicators:

- deadlines are met in the specific projects

2.5.3 Resources

- a) 322 k EUR
- b) 2.75 FTE

Administrative and managerial activities

2.6 Budget, finance and accounting

2.6.1 Overview

The activities of the BEREC Office in this area will consist mainly of managing the budget of the Agency and conducting all procurement and accounting procedures.

The mission of its *Accounting Officer*, whose functionality is totally independent in the performance of his/her duties, will continue to consist in executing payments and recovery of funds, managing the treasury of the Agency, validating the accounting systems and providing quality annual accounts, in compliance with the applicable financial and accounting rules.

2.6.2 Objectives, Indicators, expected outcomes and outputs

Accounting:

The general activities of this function will consist mainly of:

- Performing all accounting related activities;
- Ensuring the timely execution of payments with a quality control on the commitments and payment appropriations;
- Ensuring efficient cash flow management and other accounting tasks;
- Statutory reporting activities, including the preparation and transmission of the annual accounts and the discharge procedures;
- Coordination of audits and support to all audits assignments, including engaging an external audit company for the financial audit of BEREC Office: ensuring timely procurement procedure, liaise with DG BUDGET, ensuring proper coordination role of audit of BEREC Office, as well as performing all audit related to sound financial management;
- Single point of contact for financial management matters to DG BUDGET (e.g. ABAC accounting implementation);
- Implementation and consolidation of internal procedures and internal controls – follow-up on audits.

Budget and Finance:

The BEREC Office will efficiently manage its financial resources and respect the principles of sound financial management.

Actions - Budget and Finance:

- a) Prepare and provide the draft budget, the financial statement, the amended budget and other budgetary reports and legal requirements;
- b) Implement the budget with timely payments and perform a regular monitoring exercises on the budget;
- c) Implement and perform the principles of Activity-Based Budgeting;
- d) Provide adequate financial support, manage financial documents and perform accurate internal controls.

Indicators:

KPI – Annual budget execution target for commitment appropriations

Method – extracted from annual figures compiled for the BEREC Office report on the budgetary and financial management

Target $\geq 95\%$

2.6.3 Resources

a) 46 kEUR

b) 4 FTEs

2.7 IT Infrastructure

2.7.1 Overview

The BEREC Office operates in one site, in Riga, Latvia, with a standard office IT environment. With a limitation on human resources there is no in-situ IT team established so the outsourcing of IT related activities is the way for ensuring business continuity.

2.7.2 Objectives, Indicators, expected outcomes and outputs

a) maintain and develop the necessary hardware and software to ensure smooth functioning of the BEREC Office ICT equipment;

b) maintain and update the hardware and operating system of the web server to ensure smooth functioning of the BEREC website.

2.7.3 Resources

a) 132 kEUR

b) 0.5 FTEs

2.8 Premises and Equipment

2.8.1 Overview

The BEREC Office operates in one site, in Riga, Latvia. Detailed information on the building is available in annex V: Buildings.

2.8.2 Objectives, Indicators, expected outcomes and outputs

The BEREC Office will ensure that its premises and equipment are fully operational. Annual inventory check is executed and the asset register is kept up to date. Security and maintenance of the premises is ensured through service agreements and with close cooperation with the host MS.

2.8.3 Resources

- a) 154 kEUR
- b) 0.75 FTEs

2.9 Human Resources

2.9.1 Overview

In 2016, the establishment plan of the BEREC Office includes 15 Temporary Agents: 11 Agents are in the AD category and 4 in the AST category. At the BEREC Office there are no agents employed in category AST/SC. The figures proposed for the years 2017-2019 are the same as for the 2016 establishment plan, which represents a change compared to the figures in the draft MSPP 2016-2018 (MC(15) 04) where the contribution of one post by 2017 to the proposed EU agencies' redeployment pool was reflected in accordance with the Commission Communication of 2013 and subject to the decision of the Budgetary Authority on Final Budget 2017. The Establishment Plan for the years 2017-2019 includes also the revision of the grades of posts in order to ensure equal opportunities for the staff's career progression.

2.9.2 Objectives, Indicators, expected outcomes and outputs

A policy on the duration and renewals of contracts, in line with Decision MC/2015/3 for the temporary agents (to be extended also to contract staff) is to be developed. Indicator: conclusion on contract renewals shall be reached six months before expiry.

A traineeship scheme will be defined and implemented. Indicators: number of trainees hired in 2017. Among the outcomes and outputs: benefit from the fresh energies of recent graduate trainees, as well as increase the visibility and, consequently, the attractiveness of the BEREC Office.

Schooling: a review of the SLAs already in place or the drafting of new SLAs with Latvian schools having an international dimension should be accomplished. Indicators: numbers of requests of relevant measures from BEREC Office staff members and number of BEREC Office pupils enrolled in Latvian schools.

Mobility- objective: take advantage from all the mobility opportunities. Indicators- number of staff which applied for mobility. Outcomes and outputs: retain the most qualified staff members in a chance to attract from the job market the most talented and skilled resources. To this extent, the attractiveness of the Agency will be one of the objectives of our programming exercises.

2.9.3 Resources

- a) 177 k EUR
- b) 1.75 FTEs

2.10 Legal activities and procurement

2.10.1 Overview

The legal function consists of providing legal advice and opinions to BEREC/BEREC Office members. The legal function shall ensure the legality of the transactions when implementing both the Staff Regulations (in particular, recruitment procedures and implementing rules) and the Financial Regulations (procurement). The professional exercise of the legal function ensures primarily mitigation of external risks (e.g.: court cases in procurement and/or Staff Regulations related matters) and mitigates risks of criticism during audit performances. In the area of data protection, the activity of the legal function takes the form of establishing a relationship with the EDPS and advise the Data Controller on the need to establish an Inventory of processing operations. The main challenges in 2017 will be primarily the following:

- a) continue the trend of keeping the BEREC Office off court cases;
- b) to implement all planned procurement procedures by minimizing external audit criticism;
- c) to have all necessary data protection policies in place after notification to the EDPS.

2.10.2 Objectives, Indicators, expected outcomes and outputs

The outstanding objective of the legal function is to avoid external risk (court cases) and mitigate internal risk of criticism by internal and external auditors with regard to the areas of procurement, recruitment and data protection).

Expected outcomes and outputs: non-involvement of the BEREC Office either in court cases (HR, Procurement and Data protection) or in investigations carried by independent bodies as EDPS, OLAF or the Ombudsman; the level of criticism (in the areas of procurement, human resources and data protection) by the auditing bodies is reduced to a minimum; quick legal response to operational agents in the framework of a complete procurement plan

Indicators: the legal advice is provided in a very timely and professional manner. Delays are not caused by the legal function. The DPO function executes the notifications to the EDPS of policies created by the competent Units in a timely and professional manner and also supports the Data Controller in preparing replies to inquiries or survey by the EDPS. In the area of public procurement, where legislative changes are more frequent, the legal function attends the needed trainings and shares the novelties with the other agents through internal training or

sharing of documents and templates.

2.10.3 Resources

- a) 18 k EUR
- b) 2.25 FTEs

2.11 General management and control

2.11.1 Overview

The BEREC Office will ensure that there is an effective management and internal control system implemented. Findings and recommendations of the Internal Audit Service will be addressed in an action plan that will also contain indicators and expected outcomes. Observations of the European Court of Auditors and the discharge authority will be followed up with a view to address the comments in the shortest possible time.

2.11.2 Objectives, Indicators, expected outcomes and outputs

The objective of the general management and control is to ensure that the operation of the BEREC Office is in line with the applicable rules and the available resources are used in the most effective and efficient way.

Specific objectives, expected outcomes and indicators:

- assist the MC in preparing the BEREC Office Consolidated Annual Activity Report for 2016 and the draft the BEREC Office multi-annual programming document 2018-2020

Outcome: delivery of draft documents

Indicator: deadlines set in the Financial Regulation are kept

- provide regular detailed report to the MC on the operation of the budget execution of the BEREC Office

Outcome: regular quarterly standard internal report

Indicator: deadline for submitting the document for each MC meeting is kept

- continue to look for efficiency gains through the use of existing framework contracts of the relevant Commission services and by possibly pooling resources with other EU bodies. In this regard, the BEREC Office shares experience in the established network of EU agencies.

Outcome: SLAs are signed with other EU institutions, bodies and agencies

Indicator: an evaluation is prepared on the functioning of the SLAs by end of November 2016

2.11.3 Resources

a) 10 k EUR

b) 2 FTE

Annexes

Annex I: Resource allocation per Activity 2017

Activities 2017	Direct expenditures kEUR	FTEs	HR related expenditures kEUR	Allocated overhead kEUR	Total expenditures kEUR
TOTAL		27.00			4,246
TOTAL operational expenditures	1,585	15.75	1,131	1,530	4,246
Support the Implementation of BEREC Work Programme	763	10.25	691	1,002	2,456
Set-up Expert Working Groups and provide support	603	7.75	525	768	1,896
Collection, exchange and transmission of information	125	1.00	63	89	277
Activities under Article 7 and 7a of the Framework Directive	35	1.50	103	146	283
Horizontal or Other Support	822	5.50	439	529	1,790
Assist BEREC Chair and Vice-Chairs, Plenaries and Contact Network meetings for the Board and Management Committee	500	2.75	254	265	1,019
Ensure internal and external transparency, accountability and other horizontal support	322	2.75	185	264	771
TOTAL administrative and management expenditures (overhead)	537	11.25	994	n.a.	1,530
Budget, Finance and Accounting	46	4.00	291	n.a.	336
IT infrastructure	132	0.50	43	n.a.	175
Premises and Equipment	154	0.75	54	n.a.	208
Human Resources	177	1.75	218	n.a.	395
Legal activities and Procurement	18	2.25	175	n.a.	193
General management and Control	10	2.00	213	n.a.	223

Annex II: Financial Resources 2017-2019

Table 1 – Expenditure

Expenditure	2016		2017	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	2 402 000	2 402 000	2 301 569	2 301 569
Title 2	260 505	260 505	359 431	359 431
Title 3	1 583 495	1 583 495	1 585 000	1 585 000
Total expenditure	4 246 000	4 246 000	4 246 000	4 246 000

EXPENDITURE	Commitment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/ 2016	Envisaged 2018	Envisaged 2019
			Agency request	Budget Forecast*			
Title 1							
Staff Expenditure	2 291 114	2 402 000	2 301 569	2 301 569	-4.18%	2 395 869	2 476 869
11 Salaries & allowances	1 588 710	1 783 500	1 787 500	1 787 500	0.22%	1 828 500	1 854 500

EXPENDITURE	Commitment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/ 2016	Envisaged 2018	Envisaged 2019
			Agency request	Budget Forecast*			
<i>- of which establishment plan posts</i>	1 095 536	1 283 500	1 212 500	1 212 500	-5.53%	1 243 500	1 259 500
<i>- of which external personnel</i>	493 174	500 000	575 000	575 000	15.00%	585 000	595 000
12 Expenditure relating to Staff recruitment	128 694	46 000	50 000	50 000	8.70%	37 000	37 000
13 Mission expenses	226 635	201 000	205 000	205 000	1.99%	205 000	205 000
14 Socio-medical infrastructure	3 756	6 000	6 000	6 000	0.00%	6 000	6 000
15 Training	82 175	70 000	71 000	71 000	1.43%	71 000	71 000
16 External Services	257 768	290 000	177 069	177 069	-38.94%	243 369	298 369
17 Receptions and events	3 376	5 500	5 000	5 000	-9.09%	5 000	5 000
Title 2							
Infrastructure and operating expenditure	305 635	260 505	359 431	329 431	37.97%	335 131	341 131
20 Rental of buildings and associated costs	76 244	85 405	94 531	94 531	10.69%	95 531	96 531
21 Information and communication technology	155 947	81 900	132 100	132 100	61.29%	113 300	115 100

EXPENDITURE	Commitment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/ 2016	Envisaged 2018	Envisaged 2019
			Agency request	Budget Forecast*			
22 Movable property and associated costs	10 437	21 000	14 000	14 000	-33.33%	11 000	11 000
23 Current administrative expenditure	35 778	46 900	90 500	90 500	92.96%	84 000	87 200
24 Postage / Telecommunications	17 104	21 300	18 300	18 300	-14.08%	21 300	21 300
25 Meeting expenses	10 125	4 000	10 000	10 000	150.00%	10 000	10 000
Title 3 Operational expenditure	1 245 656	1 583 495	1 585 000	1 585 000	0.10%	1 600 000	1 600 000
30 Support to implementation of BEREK WP	575 205	761 495	763 000	763 000	0.20%	778 000	778 000
31 Horizontal activities (other support not directly related to BEREK WP)	670 451	822 000	822 000	822 000	0.00%	822 000	822 000
TOTAL EXPENDITURE	3 842 405	4 246 000	4 246 000	4 246 000	0.00%	4 331 000	4 418 000

EXPENDITURE	Payment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/ 2016	Envisaged 2018	Envisaged 2019
			Agency request	Budget Forecast			
Title 1	2 125 978	2 402 000	2 301 569	2 301 569	-4.18%	2 395 869	2 476 869
Staff Expenditure							
11 Salaries & allowances	1 588 622	1 783 500	1 787 500	1 787 500	0.22%	1 828 500	1 854 500
<i>- of which establishment plan posts</i>	<i>1 095 536</i>	<i>1 283 500</i>	<i>1 212 500</i>	<i>1 212 500</i>	<i>-5.53%</i>	<i>1 243 500</i>	<i>1 259 500</i>
<i>- of which external personnel</i>	<i>493 086</i>	<i>500 000</i>	<i>575 000</i>	<i>575 000</i>	<i>15.00%</i>	<i>585 000</i>	<i>595 000</i>
12 Expenditure relating to Staff recruitment	126 623	46 000	50 000	50 000	8.70%	37 000	37 000
13 Mission expenses	196 568	201 000	205 000	205 000	1.99%	205 000	205 000
14 Socio-medical infrastructure	2 863	6 000	6 000	6 000	0.00%	6 000	6 000
15 Training	39 409	70 000	71 000	71 000	1.43%	71 000	71 000
16 External Services	171 893	290 000	177 069	177 069	-38.94%	243 369	298 369
17 Receptions and events	0	5 500	5 000	5 000	-9.09%	5 000	5 000
Title 2	171 407	260 505	359 431	359 431	37.97%	335 131	341 131

EXPENDITURE	Payment appropriations						Envisaged 2018	Envisaged 2019
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/ 2016			
			Agency request	Budget Forecast				
Infrastructure and operating expenditure								
20 Rental of buildings and associated costs	58 746	85 405	94 531	94 531	10.69%	95 531	96 531	
21 Information and communication technology	69 016	81 900	132 100	132 100	61.29%	113 300	115 100	
22 Movable property and associated costs	6 764	21 000	14 000	14 000	-33.33%	11 000	11 000	
23 Current administrative expenditure	24 513	46 900	90 500	90 500	92.96%	84 000	87 200	
24 Postage / Telecommunications	2 243	21 300	18 300	18 300	-14.08%	21 300	21 300	
25 Meeting expenses	10 125	4 000	10 000	10 000	150.00%	10 000	10 000	
Title 3								
Operational expenditure	929 064	1 583 495	1 585 000	1 585 000	0.10%	1 600 000	1 600 000	
30 Support to implementation of BEREC WP	502 326	761 495	763 000	763 000	0.20%	778 000	778 000	

EXPENDITURE	Payment appropriations						Envisaged 2018	Envisaged 2019
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/ 2016			
			Agency request	Budget Forecast				
31 Horizontal activities (other support not directly related to BEREC WP)	426 738	822 000	822 000	822 000	0.00%	822 000	822 000	
TOTAL EXPENDITURE	3 226 448	4 246 000	4 246 000	4 246 000	0.00%	4 331 000	4 418 000	

Table 2 – Revenue

Revenues	2016	2017
	Revenues estimated by the agency	Budget Forecast
EU contribution	4 246 000	4 246 000
Other revenue	p.m.	p.m.
Total revenues	4 246 000	4 246 000

REVENUES	2015	2016	2017		VAR 2017 /2016	Envisaged 2018	Envisaged 2019
	Executed Budget	Revenues estimated by the agency	As requested by the agency	Budget Forecast			
1 REVENUE FROM FEES AND CHARGES							
2. EU CONTRIBUTION	4 017 244	4 246 000	4 246 000		0.00%	4 331 000	4 418 000
of which Administrative (Title 1 and Title 2)	2 299 075	2 553 109	2 523 020		-1.18%	2 731 000	2 818 000
of which Operational (Title 3)	1 199 068	1 518 433	1 502 813		-1.03%	1 600 000	1 600 000
of which assigned revenues deriving from previous years' surpluses	519 101	174 458	220 167		26.20%		
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	0	p.m	p.m.			p.m	p.m.
of which EFTA	0	p.m.(2)	p.m.(2)			p.m.(2)	p.m.(2)
of which Candidate Countries	0	p.m.	p.m.			p.m.	p.m.
4 OTHER CONTRIBUTIONS	0	p.m.(3)	p.m.(3)			p.m.(3)	p.m.(3)

of which delegation agreement, ad hoc grants	0	0	0			0	0
5 ADMINISTRATIVE OPERATIONS	6 695 (1)	p.m.	p.m.			p.m.	p.m.
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	0	0	0			0	0
7 CORRECTION OF BUDGETARY IMBALANCES	0	p.m.	p.m.			p.m.	p.m.
TOTAL REVENUES	4 023 939	4 246 000	4 246 000		0.00%	4 331 000	4 418 000

(1) EUR 5 298 - reimbursement by the Translation Centre of their price stability reserve to all the customers – this revenue should be considered as general revenue and cannot be used for expenditure + EUR 1 396.65 of interest generated by funds paid by the Commission in quarter 4/2014 – quarter 3/2015. Both amounts will be taken into account in the calculation of the budget result at the annual closure of the accounts of the agencies as foreseen in Article 20 FFR and will be recovered by the Commission in 2016 as a part of the surplus

(2) Subject to the signature of the Agreement with EFTA countries.

(3) Voluntary contributions from MS or their NRAs: should the Board of Regulators decide to approve such contributions, a new budgetary procedure will be launched.

Table 3 – Budget outturn and cancellation of appropriations

Calculation of the budget outturn:

Budget outturn	2013	2014	2015
Revenue actually received (+)	3 557 218	4 166 307	4 023 939
Payments made (-)	-2 723 579	-3 150 363	-3 226 448
Carry-over of appropriations (-)	-461 982	-926 544	-615 957
Cancellation of appropriations carried over (+)	173 613	65 130	38 652
Adjustment for carry over of assigned revenue appropriations from previous year (+)		861	0.00
Exchange rate differences (+/-)	-26 169	19 067	-19
Adjustment for negative balance from previous year (-)	0	0	0
Total	519 101	174 458	220 167

Descriptive information and justification on budget outturn:

First estimate of the 2015 surplus that should be reimbursed to the EU budget (as assigned revenue): EUR 220 000

Carry-over of appropriations (EUR 615 957.25) relates to:

Title 1: Staff related costs such as:

- reimbursements to the recruitment candidates;
- staff missions;
- medical examinations (SLA with Medical Service of the Commission);
- training - external contracts (automatically renewed, as well as new contracts) and SLAs with the Commission and the European Administrative School) – invoices not yet received;
- SLAs (DG HR, PMO fees for calculation of salaries, allowances, candidates' reimbursements, inter-agencies network secretariat, SLA with ENISA on sharing ICCs Assistant) and contracts with external contractors (e.g. mission insurance of the SNE's and staff, interim staff, HR consultancy and support) started and/or executed in 2015, for which calculations and invoices will be received in 2016.

Title 2: General administration of the Office:

- premises' utilities, fitting-out, security services – invoices for services rendered in 2015 that will be received in 2016. Security contract was automatically renewed in September 2015 for 1 more year, therefore the major part of the commitment will be carried over to 2016;
- IT-purchases and related services, for which contracts are signed and/or services rendered in 2015, but invoices will be received in 2016;
- communication costs - all amounts related to automatically renewed and new contracts, which were signed in October – December 2015, therefore most of the budget will be carried over;

- publications booked in 2015 which will be invoiced in 2016;
- office supplies for which contracts are signed in 2015, but delivery will be performed and invoices will be received in 2016;
- consultancy projects on IT and budget related issues for which contracts are signed, but invoices will be received in 2016;
- postal costs - services will be rendered at the end of 2015, but invoices for which will arrive in 2016;
- the costs of bank charges and external audit will be carried over to 2016.

Title 3: Operational activities such as:

- translations for to be carried out for BEREC –booked at the end of 2015, but invoices for which will be received in 2016;
- some reimbursements of participants/experts to EWGs, workshops, international and BEREC events and other operational meetings of December 2015 were carried over to 2016;
- commitments for the postponed to 2016 workshop on SDN/NVF;
- SLAs (PMO fees for calculation of experts reimbursements);
- contracts signed in 2015 (provision of regulatory training to the BEREC community, IS-portal development, BERECNet) for which services were partially rendered in 2015 and partially in 2016 and invoices for which will arrive in 2016.

- Cancellation of commitment appropriations

Commitment appropriations		Commitments accepted	Committed %	Carry-over to 2016	Cancellation Commitment appropriations EUR	Cancellation Commitment appropriations %
1		2	3=2/1	4	5	6
C1	4 017 244.00	3 842 404.98	95.65%	615 957.25	-174 839.02	4.35%
Total	4 017 244.00	3 842 404.98	95.65%	615 957.25	-174 839.02	4.35%

- cancellation of payment appropriations for the year and payment appropriations carried over

Cancellation of payment appropriations for the year

	Payment appropriations	Paid 2015	Carry-over to 2016	Total paid & carry-over	Implementation Payments accepted %	Cancellation Payment appropriations (EUR)	Cancellation Payment appropriations %
	1	2	3	4=2+3	5=4/1	6	7
C1	4 017 244.00	3 226 447.73	615 957.25	3 842 404.98	95.65%	174 839.02	4.35%
Total	4 017 244.00	3 226 447.73	615 957.25	3 842 404.98	95.65%	174 839.02	4.35%

Cancellation of payment appropriations carried over

	Payment appropriations	Payments made	Cancellation Payment appropriations (EUR)	Cancellation %
	1	2	3	5=3/1
Title 1 C8	204 194.68	188 192.84	16 001.84	7.84%
Title 2 C8	91 757.34	81 501.52	10 255.82	11.18%
Title 3 C8	630 592.91	618 198.26	12 394.65	1.97%
Total	926 544.93	887 892.62	38 652.31	4.17%

The cancellation of payment appropriations carried over happened mostly due to the fact that:

Title 1:

The budgeted amounts for the

- Travel expenses on reimbursements to candidates were based on the average spending per candidate. The actual total costs were lower by EUR 516.15 (5.01% of the total carried-over for this purpose appropriation) which were cancelled.
- The mission expenses were based on the average amount paid to mission performers during 2014. The actual spending was lower by EUR 891.35 (5.50% of the total carried-over for this purpose appropriation), therefore, the unused appropriations had to be cancelled
- Estimation for training services was based on the amount of the contracts. However, due to an internal mistake of DG HR the BEREK Office received invoices for actual amount lower by EUR 8,830.46 (19.09% of the total carried-over for this purpose appropriation) and unused appropriation had to be cancelled.
- Services provided by PMO and HR were overestimated by EUR 607.18 (0.48% of the total carried-over for this purpose appropriation) and unused appropriation had to be cancelled.
- Costs of travel and mission expenses of the Internal Control Coordinator Assistant were estimated basing on averages. The actual expenditure was lower by EUR 1,449.64 (7.41% of the total varied-over for purpose appropriation) and had to be cancelled.
- Carry-forwards for interim staff contracts were based on the contracts amount. The actual expenditure was lower by EUR 3,704.06 (3% of the total carried-over for this purpose appropriation) and unused appropriation had to be cancelled.

Title 2:

- The amount carried over for paying utilities was overestimated. The actual spending on these services was lower by EUR 470.47 (8.71% of the total carried-over for this purpose appropriation), therefore, the unused appropriations had to be cancelled.
- The amount budgeted for the legal expenses based on the amount of the contract signed was invoiced for lower amount actual used under this contract. The actual spending on these services was lower by EUR 4,510.00 (87.4% of the total carried-over for this purpose appropriation), therefore, the unused appropriations had to be cancelled.
- The amount budgeted for publications was based on the estimates provided by the Publication Office.

The actual amount invoiced was lower by EUR 2,408.03 (48.16% of the total carried-over for this purpose appropriation). The unused appropriation had to be cancelled.

- The implementation of 'Paperless' project was delayed and the contract for customisation of the application had to be extended until 31 March 2016. The non-invoiced part of the relevant commitment, therefore, had to be cancelled (EUR 1,745 – 11.64%) and re-committed under 2015 budget appropriations.

- The estimates of the needs for telecommunication services (that in accordance to contracts were in place until October – December 2015) were done on the basis of expenses incurred in the previous period. The actual spending on these services was lower by EUR 913.49 (6.4% of the total carried-over for this purpose appropriations), therefore, the unused appropriations had to be cancelled

Title 3

- Reimbursement of participants/experts to EWGs, Article 7 and 7a EWGs, Chair's and Vice-Chairs' travel were based on the number of people invited and eligible to receive reimbursements and average costs per expert.

However, the final costs depend on the actual participation and the number of applications received and actual costs incurred. These costs were lower than estimated by EUR 12,394.65 (1.97% of the total carried-over for operational expenditure appropriations).

Annex III: Human Resources 2017-2019, part 1

Table 1 – Staff population and its evolution; Overview of all categories of staff

Staff population		Actually filled as of 31.12.2014 ⁶	Authorised under EU Budget 2015 ⁷	Actually filled as of 31.12.2015 ⁸	Authorised under EU budget for year 2016	Draft budget for year 2017 ⁹	Envisaged in 2018 ¹⁰	Envisaged in 2019
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	11	11	10	11	11	11	11
	AST	5	4	4	4	4	4	4
	AST/SC	0	0	0	0	0	0	0
Total ¹¹		16	15*	14 ^{*****}	15	15	15	15
CA GF IV		3	5 ^{**}	6	6	7 ^{****}	7	7
CA GF III		1	2	1	1	0	0	0
CA GF II		2	1	1	1	1	1	1
CA GF I		0	0	0	0	0	0	0
Total CA ¹²		6	8 ^{**}	8	8	8 ^{***}	8 ^{***}	8 ^{***}
SNE ¹³		5	4 ^{**}	4	4	4	4	4
Structural service providers ¹⁴		0	0	0	0	0	0	0
TOTAL		27	27	26	27	27	27	27

⁶ Offer letters sent (Executive Support Assistant AST3, and two Programme Management Support Officers CA FG IV). An exchange of letters to select a SNE was also ongoing.

⁷ As authorised for officials and TAs and as estimated for CAs and SNEs.

⁸ Offer letter sent (Communication Officer CA FG IV)

⁹ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

¹⁰ Ibid.

¹¹ Headcounts

¹² FTE

¹³ FTE

¹⁴ **Service providers** are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

Staff population	Actually filled as of 31.12.2014 ⁶	Authorised under EU Budget 2015 ⁷	Actually filled as of 31.12.2015 ⁸	Authorised under EU budget for year 2016	Draft budget for year 2017 ⁹	Envisaged in 2018 ¹⁰	Envisaged in 2019
<i>External staff¹⁵for occasional replacement¹⁶</i>	1		2				

* The total headcount of 15 represents the decrease by 1 post brought about by the Inter-institutional Agreement which stipulates a 5% reduction in the number of posts in the establishment plans of all institutions, bodies and agencies over a 5 year period.

** Following the conversion of 2 SNEs to 2 CA FGIV decided by the MC (Decision MC/2015/8, 5 June 2015), the number of CAs FG IV increased to 5. The number of SNEs passed from 6 to 4.

*** When a post of contract agent will be vacant, replacement in a higher function group may be proposed.

**** 1 CA FGIII post will be converted into 1 CA FGIV post as of 1 January 2017 as it becomes vacant in 2016.

***** The vacancy notice for the post of Head of administration and finance Unit has been published in December 2015.

¹⁵ FTE

¹⁶ For instance replacement due to maternity leave or long sick leave.

Table 2 – Multi-annual staff policy plan year 2017-2019

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31/12/2015	Modifications in year 2015 in application of flexibility rule ¹⁷		Establishment plan in voted EU Budget 2016 ¹⁸		Modifications in year 2015 in application of flexibility rule	Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019
	officials	TA		officials	TA	officials	TA		officials	TA	officials	TA	
AD 16													
AD 15													
AD 14		1	1				1			1		1	1
AD 13													
AD 12													
AD 11													
AD 10							1			1		2	2
AD 9		2	1				1			1		0	2
AD 8							2			2		3	1
AD 7		3	3				1			1		1	2
AD 6		2	2				2			4		4	3
AD 5		3	3				3			1		0	0
Total AD		11	10				11			11		11	11
AST 11													
AST 10													
AST 9													
AST 8													
AST 7													
AST 6													
AST 5												2	2
AST 4		2	2				2			4		2	2
AST 3		2	2				2			0		0	

¹⁷ In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

¹⁸ The Establishment Plan includes the revision of the grades of posts in order to ensure equal opportunities for the staff's career progression. This is without prejudice to the outcome of the annual reclassification exercise, which is based on merit and bound by the promotion rates of Annex I.B of the Staff Regulations over years.

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31/12/2015	Modifications in year 2015 in application of flexibility rule ¹⁷		Establishment plan in voted EU Budget 2016 ¹⁸		Modifications in year 2015 in application of flexibility rule	Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019
	officials	TA		officials	TA	officials	TA		officials	TA	officials	TA	
AST 2													
AST 1		0					0			0		0	
Total AST		4	4				4			4		4	4
AST/SC 6													
AST/SC5													
AST/SC4													
AST/SC3													
AST/SC2													
AST/SC1													
Total AST/SC		0					0			0		0	
TOTAL		15¹⁹	14				15			15		15	

¹⁹ The total headcount of 15 represents the decrease by 1 post (in comparison with the establishment plan of 2014) brought about by the Inter-institutional Agreement which stipulates a 5% reduction in the number of posts in the establishment plans of all institutions, bodies and agencies over a 5 year period.

Annex IV: Human Resources 2017-2019, part 2

A. Recruitment policy

The recruitment and selection policies are defined in the relevant BEREC Office implementing rules.

It is not foreseen to recruit permanent staff (Officials) in the BEREC Office.

The selection and recruitment of TAs, CAs and SNEs will follow the relevant implementing rules and in accordance with the latest version of the internal recruitment checklist. The recruitment procedures' consistency is ensured by the HR team in the Office through policies and guidelines.

B. Appraisal of performance and reclassification/promotions

Table 1 – Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2014		How many staff members were promoted / reclassified in 2015		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13					
AD 12					
AD 11					
AD 10					
AD 9		2			
AD 8					
AD 7		3			
AD 6					
AD 5		5		2	3 years, 6 months
Total AD		11		2	
AST 11					
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					

Category and grade	Staff in activity at 1.01.2014		How many staff members were promoted / reclassified in 2015		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials	TA	
AST 5					
AST 4					
AST 3		4		2	2 years, 3 months
AST 2					
AST 1		1			
Total AST		5		2	
Total		16		4	

The key feature of the BEREC Office's staff appraisal and career development scheme is the establishment of an annual dialogue with management / reporting officer on performance, to set up clear and measurable objectives, to put in place meaningful indicators to measure performance against individual objectives and to guide possible promotion (reclassification) opportunities. This non-automatic procedure is based on merit.

The reclassification is preconditioned by an evaluation/appraisal. All BEREC Office staff managers are being informed to set objectives of their staff members at the beginning of each year and to evaluate the performance of their staff based of the guidelines of Article 43 of Staff Regulations.

The BEREC Office conducted the appraisal 2014 exercise from February to October 2014, which was followed up with the reclassification 2014 exercise. Due to the rigidity within the Establishment Plan, it was not possible to reclassify any TA. As a consequence, the reclassification rates of Annex I.B will allow for an increased volume of reclassifications over the period 2017-2019.

The reclassification exercise follows the European Commission's implementing rules relating to Article 45 of the Staff Regulations by analogy. The BEREC Office follows the rates set out in the Staff Regulations, Annex I.B and the Commission's guidelines on reclassification of TAs with due respect of merits following the performance appraisal procedure.

As mentioned above, the rigidity within the Establishment Plan made it impossible to reclassify temporary agents in 2014, but the problem has been solved in the first part of 2015. As a consequence, four TAs have been reclassified in 2015.

Since the reclassification is based on merit, the actual reclassification rates will only be known when the performance appraisal has been conducted following the principle of merit and of

transparency. Additionally, reclassification will only be possible if provided for in the adopted budgetary limits and establishment plan.

Table 2 – Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2014	How many staff members were reclassified in 2015	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14			
	13			
CA III	12			
	11			
	10			
	9	1	1	2 years, 1 month
	8			
CA II	7			
	6			
	5	2		
	4			
CA I	3			
	2			
	1			
Total		3	1	

Most of BEREC Office contract staff members were recruited in 2012 therefore none of them were eligible for reclassification in 2012 and 2013. The general principles which guide the appraisal and reclassification exercise for temporary staff also apply to the appraisal of contract staff employed under Article 3a of the CEOS.

C. Mobility policy

Mobility within the agency

Horizontal mobility within the BEREC Office is quite limited due to specialisation for different positions. The implementing rules for temporary agents at the BEREC Office foresee the

possibility of internal publication of vacant posts.

Mobility among agencies (Inter-agency Job Market)

The implementing rules for temporary agents at the BEREC Office foresee the possibility of publishing a vacancy in the Inter-agency job market. Signing an agreement on the Inter-agency Job Market to this effect is currently envisaged in the future. Currently no posts have been filled with staff from other agencies using this procedure.

Mobility between the agencies and the institutions

Currently no posts have been filled with staff seconded from other EU institutions. A former temporary agent of the BEREC Office, however, successfully returned to the European Commission in 2014 through re-assignment.

D. Gender and geographical balance

In accordance with Article 1d of the Staff Regulations and articles 12.1 and 82.1 of the CEOS, the BEREC Office applies equal opportunities policy for its staff, while making provision for measures and actions promoting equal opportunities in respect to the provisions of the European Commission's Strategy on equal opportunities for women and men (2010 – 2014, ref. SEC (2010) 1554/4, adopted on 17.12.2010 by the EC). BEREC Office also will adopt based on the EC implementing rules and policies on telework and flexi-time.

In order to have better gender balance within the office, the units are reminded to pay attention to the gender balance in administrative functions (75% of AST staff were female by the end of 2015, but the outlook is balanced). This gender imbalance will be monitored by HR in future recruitments.

Geographical balance has been achieved in accordance to articles 12.1 and 82.1 of CEOS, bearing in mind the small size of the Office. As of 31.12.2015 the Office has employees from 14 different MSs and will keep monitoring this balance for planned recruitments in next years.

E. Schooling

As established in the Seat Agreement (Article 18) between the Latvian Government and the Office, the Government undertakes to its utmost efforts jointly with the BEREC Office to find the best solution possible for multi-lingual schooling for the children of the BEREC Office staff. The Ministry of Education and Science of the Republic of Latvia is acting as a focal point addressing the questions with regard to schooling in the Republic of Latvia.

Currently, the host Member State Latvia does not have a European School in Riga and children of the staff members attend English, French or Latvian speaking schools. Since the possibility

of providing European schooling in Riga requires the Latvian Government to establish such a school in Riga, the BEREC Office can only insist in its support of this plan and contribute to its progress by reminding the national authorities of its obligation.

The Ministry of Education and Science has been exploring possibilities of establishing of a European School within the public school network in Latvia or within the private school network, in accordance with the Convention defining the Statute of the European Schools and with the programmes of European schools. Negotiations are ongoing since November 2010. The establishment of a new European School is a long process, and in the meantime the BEREC Office is adopting all the necessary measures to ensure the proper schooling of staff pupils. The BEREC Office has already in place 2 SLAs with Latvian schools with an international dimension, in order to ensure the multi-lingual schooling for the children of staff. The basis for such measures is the financial autonomy of the BEREC Office, which allowed the BEREC Office to take measures within the framework of the Financial Regulation in order to support staff and cover part of the costs of multi-lingual tuition provided by the international schools available in Latvia.

Annex V: Buildings

Current building:

The BEREC Office premises are located at the 2nd floor at 14 Zigfrida Annas Meierovica boulevard, Riga, Latvia. The BEREC Office rents its premises in accordance with the Memorandum of Understanding with the Government of the Republic of Latvia, signed on 30 September 2011²⁰, which was further detailed in a lease agreement, signed on

	Main Information	Other Comments
Name, location and type of building	14 Zigfrida Annas Meierovica boulevard, Riga, Latvia, 2 nd floor	
Surface area (in square meters)	772,5 m ²	According to the MoU with the Latvian Government the BEREC Office can use in addition to the main surface area 1 covered and 5 open parking spaces in the inner yard of the building free of charge and 2 open air parking spaces in front of the main entrance of the premises free of charge.
– of which office space	772,5 m ²	
– of which non-office space	0 m ²	
Annual rent (in EUR)	29 331	The rental price is based on a Regulation determining the state and local government property leasing arrangements, which will cover the

²⁰ [Memorandum of Understanding between the BEREC Office and the Government of the Republic of Latvia on the establishment of the headquarters of this European entity in Riga](https://www.vestnesis.lv/index.php?menu=doc&id=246139), 30 September 2011, published in Latvian at: <https://www.vestnesis.lv/index.php?menu=doc&id=246139>

	Main Information	Other Comments
		lessor's expenditure for the leased object without any profit.
Type and duration of rental contract	Lease agreement with State owned joint-stock company Valsts nekustamie īpašumi, signed on 01/08/2011, effective until 31/03/2021 (with a possibility of renewal).	
Host country grant or support	Not applicable for the programming period	
Present value of the building (if the agency owns the building)	Not applicable	The BEREK Office does not own the building.

Building projects in planning phase:

For the programming period the BEREK Office does not plan any building projects.

Annex VI: Privileges and immunities

According to the provision of Article 23 of the BEREC Regulation the Protocol on the privileges and immunities of the EU are applicable also to the BEREC Office and its staff.

In order to ensure practice implementation of the afore-mentioned Protocol on 24 February 2011 the BEREC Office and the Government of the Republic of Latvia signed a Seat Agreement, which further details the right and obligation of the BEREC Office staff and host Member State.

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Inviolability and Immunity		<p>According to the Seat Agreement the Latvian Government has undertaken the responsibility jointly with the BEREC Office to find the best solution possible for schooling for the children of the BEREC Office staff.</p> <p>The Latvian Government shall facilitate offering European schooling to children of the BEREC Office staff in English, French and German by the existing private and public international schools in Riga and will ensure that the children of the BEREC Office staff get priority access to them.</p> <p>In practice this provision has not been applied. The Latvian Ministry of Education, which is the focal point for issues related to schooling has informed the BEREC Office that due to case law no priority access to BEREC Office staff children can be ensured. Additionally the BEREC Office has been</p>
The seat of the BEREC Office, irrespective of ownership, is inviolable	The BEREC Office staff shall enjoy privileges and immunities based on the Protocol on the Privileges and Immunities of the EU and enjoy immunity from legal proceedings in respect of acts performed by them in their official capacity.	
The seat of the BEREC Office is exempt from search, requisition, confiscation or expropriation.	Together with their spouses and dependent members of their families, not be subject to immigration restrictions or to formalities for the registration of aliens	
The property and assets of the BEREC Office, are cannot be subject to any administrative or legal measure of constraint, whether by executive, administrative, judicial or legislative action, without the authorisation of the Court of Justice of the EU.	The Administrative Manager and the members of his/her family, who have not been nationals or permanent residents of Latvia before being employed by the BEREC Office, are accorded with the privileges and immunities, exemptions and facilities accorded to the heads of diplomatic missions and the members of their family in	
Communications and the transmission of all BEREC Office documents are treated in the same		

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
way as documents and communications of diplomatic missions.	accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961.	informed that the Latvian Government cannot influence the fees of the private establishments.
Exemption from taxes, duties, national, regional and municipal charges		
The Agency is exempt from:	BEREC Office staff are exempt from	
- all direct taxes on its assets, revenues and other property	Salaries, wages, emoluments, SNEs' allowances, retirement, invalidity and survivor's pensions paid by the BEREC Office or by the EU are exempted from national taxes.	
- all national, regional and municipal excise duties, sales charges and other taxes for substantial purchases for official use (e.g. for any amount above 125 LVL ²¹ = EUR 177.86); exemption from VAT, excise duty and other indirect taxes is provided by means of a tax refund.	The VAT included in the price of articles listed in an annex to the Seat Agreement, including 1 vehicle for personal use, acquired by the BEREC Office staff in the Latvia within 1 year from taking up their post in Latvia is reimbursed to the staff and SNEs provided that the single article price is not less than 35 LVL. This rule is not applicable for nationals or permanent residents of Latvia.	
- imports and exports customs duties, taxes, prohibitions or restrictions on goods for official use, including vehicle and spare parts	BEREC Office staff has the right to import free of duty and without prohibitions or restrictions, in respect of initial establishment, within 2 years of taking up their appointments within the BEREC Office and in maximum 2 shipments, furniture and personal effects, including vehicles purchased under market conditions.	

²¹ Official exchange rate 1LVL = EUR 0,702804

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
	BEREC Office staff is entitled to export, after the date of cessation of functions at the BEREC Office, without prohibitions or restrictions, personal and household effects, including vehicles they use and which are in their possession.	
- vehicle exploitation tax for BEREC Office official vehicles registered under a special series	The BEREC Office AM is exempt from vehicle exploitation tax.	

Annex VII: Evaluations

In 2012, the European Commission initiated an evaluation of the performance of BEREC and the BEREC Office, as required by Article 25 of the BEREC Regulation. A study prepared by an external consultant (Price Waterhouse Coopers Luxembourg, PWC) was published by the European Commission in 2013, together with a Commission Staff Working Document²² (SWD). BEREC provided its own input to the evaluation process²³.

The evaluation exercise was undertaken one year after granting autonomy to the BEREC Office and the Agency at that period of time was still in start-up phase. Therefore many of the recommendations and observations made are not valid anymore.

However, certain findings, especially those pointing out some constraints stemming from the small size of the Agency still remain valid. For example most of the staff in the operational units still dedicate a substantive part of their working time to administrative activities due to the need for compliance with administrative requirements.

Due to its limited staff the BEREC Office has not nominated yet a dedicated Risk Manager or Head of Control. To compensate for this the BEREC Office has signed a SLA with ENISA for sharing the capacity of the Internal Control Coordinator, which has led to the introduction of a risk management process (partially outsourced to ENISA) but the heavy control procedures applicable to all EU bodies may require finding additional ways for outsourcing these activities.

The evaluation report and Commission's observations were transmitted to the Council and the EP. The EP prepared its own resolution on the topic (of 10 December 2013).

In its resolution the EP emphasises that BEREC Office is the smallest EU agency, with limited budget and 16 authorised posts, primarily providing administrative support for the BEREC structure.

The EP considers that the mission of the BEREC Office should be revised, reinforced and defined more precisely, taking particular account of the outcome of the BEREC evaluation. Additionally, the EP recommends that the necessary changes be made, and the necessary resources considered, to enable the BEREC Office to support BEREC's substantive work more effectively and efficiently, rather than simply providing administrative support.

²² SWD(2013) 152 final

²³ BoR (12) 118 BEREC input to the European Commission on the BEREC and BEREC Office Evaluation Exercise, 13.11.2012, http://bereg.europa.eu/eng/document_register/subject_matter/bereg/others/1073-bereg-input-to-the-european-commission-on-the-bereg-and-bereg-office-evaluation-exercise

Annex VIII: Risks for 2017

In compliance with its internal control standards framework²⁴ the BEREC Office must establish a risk management process. To ensure practical implementation of this requirement on 30 June 2015 the BEREC Office Administrative Manager established a Risk Management Implementation Guide. Afterwards, under the Service Level Agreement with ENISA for sharing the function of the Internal Control Coordinator Assistant, the BEREC Office undertake a thorough risk assessment/analysis of all BEREC Office activities.

During the risk assessment no critical risk were identified. The most significant risks identified were recorded in a risk register. The BEREC Office developed action plans for addressing these risks, which were approved by the Administrative Manager on 9 December 2015.

The BEREC Office management will review the implementation of the action plans monthly during the regular management meetings. The action owners will present quarterly written reports on the progress achieved in the implementation of the actions plans.

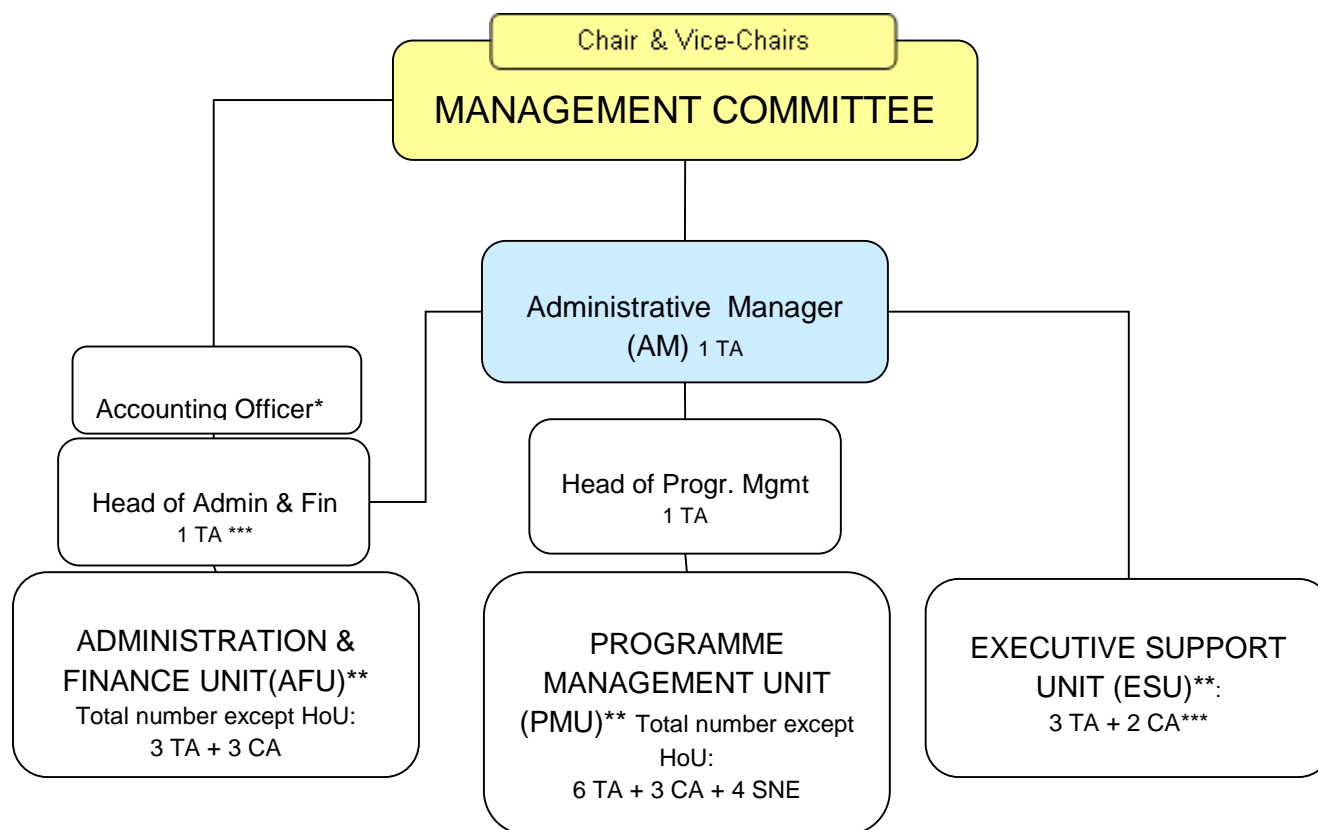
²⁴ MC (13) 34, BEREC Office Internal Control Framework and Standards, June 2016, not published

Annex IX: Procurement plan for 2017

PROCUREMENT PLAN 2017 BEREK OFFICE																			
PROCUREMENT PLAN AF UNIT 2017																			
Nr. Cr.	Priority order (1,2 or 3)	BO Work Program ref. nr.	Budget line	Subject /Scope	Lead Unit (ES,PM,AF)	Type of procedure (see below)	Type of contract	Waiver NP1	Budget estimate d for whole period of contract	Budget 2017	Contract duration (years)	End date of existing contract	Estimated launch date	Estimated date of contract signature	Tender Evaluators	Tender ready (Procurement Project Manager) See Financial Manual	Contract Manager (CM). See Financial Manual	Contract signature date	Comments
1	2		A-2329	External Audit Services	AF	Reopening of Competition	Specific Contract		€ 15.000,00	€ 15.000,00	1	Q3 2017	Q3 2017	Q4 2017	tbd	tbd	tbd	n.a	
2	NO		A-2001	Insurance of BEREK Office equipment	AF	PAI	tbd		€ 4.000,00	€ 1.000,00	4	Q4 2017	Q4 2017	Q4 2017	tbd	tbd	tbd		
3	NO			Language course for the BEREK Office staff	AF	NP3	FWC		60.000 €	15.000	4	Q4 2017	Q3/Q4 2017	Q4 2017	tbd	tbd	tbd	Q4 2017	

PROCUREMENT PLAN ES UNIT 2017																			
Nr. Crt.	Priority order (1,2 or 3)	BO Work Program ref. nr.	Budget line	Subject /Scope	Lead Unit (ES,PM,AF)	Type of procedure (see below)	Type of contract	Waiver NP1	Budget estimated for whole period of contract	Budget 2017	Contract duration (years)	End date of existing contract	Estimated launch date	Estimated date of contract signature	Tender Evaluators	Tender ready (Procurement Project Manager) See Financial Manual	Contract Manager (CM). See Financial Manual	Contract signature date	Comments
11	NO		A-2410	sTESTA for the BERECE Office	ES	NP1	Specific contract		600,00 €	600,00 €	1	01/12/2016	Q4 2016	Q4 2016	tbd	tbd	tbd		

Annex X: Organisation chart for 2016



* Possible externalization of the function

** The distribution of agents through units may be reviewed

*** On 31 December 2015 the following posts were vacant:

AFU: 1 TA AD9 (the selection procedure was in progress)

ESU: 1 CA FG IV (to take up duties in January 2016)