

# **BEREC Office**

# **Work Programme 2013**

**28 September 2012**

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# **2013 Work Programme of the Office of the Body of European Regulators for Electronic Communications (BEREC Office)**

## **I. Introduction**

### **A. Legal context and procedure of preparing BEREC Office Work Programme**

According to Article 9(3) of the Regulation (EC) No 1211/2009 (later referred to as the “BEREC Regulation”) establishing the Body of European Regulators for Electronic Communications (later referred to as “BEREC”) and the Office, the draft work programme of the BEREC Office for the following year shall be submitted to the Management Committee by 30 June. It shall subsequently be approved by the Management Committee by 30 September.

The BEREC Office Work Programme (Office WP) has to be consistent with the work of BEREC and thus with the BEREC Work Programme (BEREC WP). However, the BEREC WP will be approved at a much later stage, by the end of the year. At the time of the presentation of the draft BEREC Office WP 2013 the work on the BEREC WP for the following year has started, but details are not yet finalised. The timing of the two related work programmes therefore to some extent limits the level of detail which can realistically be provided in the Office WP.

### **B. Specifics of BEREC Office work in 2013**

The BEREC Office gained its organisational autonomy as a body with legal personality within the meaning of Article 185 of the Financial Regulation in September 2011. The year 2012 was the first fully operational year even though the recruitment of staff and purchasing of performance critical equipment and services continued in 2012.

With staff recruited and critical infrastructure in place by the end of 2012, in year 2013 the Office will focus on the following: a) enhancing the quality of support provided to BEREC; b) further improving the efficiency and capabilities of internal administration.

In 2012 BEREC adopted its first strategy document, which will be used as the basis for the preparation of the BEREC Work Programme. The Office WP 2013 will also reflect these developments.

### **C. General tasks of BEREC Office in the context of the Electronic Communications Regulatory Framework**

As provided by Article 6 of the BEREC Regulation, the Office shall in particular:

- provide professional and administrative support services to BEREC;
- collect information from National Regulatory Authorities (NRAs) and exchange and transmit information in relation to the role and tasks set out in Articles 2(a) and 3;
- disseminate regulatory best practices among NRAs, in accordance with Article 2(a);
- assist the Chair in the preparation of the work of the Board of Regulators;
- set up Expert Working Groups, upon request of the Board of Regulators, and provide support to ensure the smooth functioning of those Groups.

The activities of the BEREC Office in 2013 are divided into 3 main categories, which are described in detail in the following sections:

- 1. Support to implementation of the BEREC Work Programme 2013**
- 2. Horizontal Activities**
- 3. Administrative functions and activities of the BEREC Office**

In accordance with the BEREC Office Internal Control Standards the goals and objectives of the budgetary units of the Office should be reflected in the work and budgetary plan, to guarantee effective management of the Office resources. The Work Programme, once it is approved, also serves as a basis for the appraisal of the performance of the Office and its units. The allocation of the BEREC Office budget to the different activities is described in Table 2.

## II. BEREC Office main activities in 2013

### 1. Support to implementation of the BEREC Work Programme 2013

The section covers activities, which are closely related to BEREC WP and are driven by BEREC WP. Detailed planning of activities is possible only after the approval of the BEREC WP for 2013.

#### 1.1. Setting up and providing support to the BEREC Expert Working Groups

In the preparation of the BEREC Office WP 2013 the first draft for the BEREC WP 2013 has already been taken into consideration. Keeping the BEREC Strategy Document as the starting point, the thematic structure of the WP 2013 is expected to focus on the following 4 themes:

- A. boosting the roll out of next generation networks;
- B. consumer empowerment and protection;
- C. boosting the internal market;
- D. other internal and external activities.

The last theme emphasises the need for efficient organisation of BEREC's work, so as to reinforce the coherence of objective and work but also to ensure the availability of resources for other task. These include the handling of Article 7 cases, which are characterised by very strict deadlines and can introduce a substantial workload. Resources will also be needed for the provision of timely and high quality advice to the EU Institutions (the Commission, the Parliament, the Council) and the proactive identification of critical EU policy priorities.

The tasks of the BEREC Office related to setting up and supporting the BEREC Expert Working Groups (further EWGs) are core activities of the BEREC Office and linked to the BEREC WP and they therefore have to be consistent with the BEREC WP. These activities contain:

- **Setting up of EWGs**  
After the decision on the establishment of EWGs is taken by the Board of Regulators, the BEREC Office has the responsibility to set up the EWG's. For setting up the Working Groups the Office shall collect information on the resources allocated by the NRAs to each work stream and assist the EWG Chairs in organising the Working Group meetings.
- **Providing administrative, professional and logistical support to the BEREC EWGs**  
This is one of the core activities of the BEREC Office. The task comprises the provision of logistical support for meetings, such as assistance in the preparation of the agenda, circulation of documents or drafting minutes. In addition, the task includes assistance in the practical arrangements relating to organising the Working Group meetings, provision of meeting facilities and facilities related support in BEREC Office premises when meetings are organized in Riga. The Office Programme Management Unit shall assign an expert to act as a contact person for each of the EWG's. By providing administrative and professional support to EWGs the Office ensures the smooth functioning of those groups.
- **Data collection from NRAs on request of EWGs**  
The objectives of the Project Requirements for the EWG's usually call for a collection of data from all NRAs. The Office shall act as the access point for the data gathering for the Working Groups and assist the EWG Chairs in processing the data.
- **Assistance to the EWGs in preparation of BEREC documents**  
The Office also provides professional support to the EWGs in the preparation and finalising of the reports, common positions and other documents which are aimed at disseminating regulatory best practises.
- **Managing public consultations, public procurement procedures for research studies and/or cooperation agreements**  
Where BEREC has, before adopting an opinion, a common position, a report or other document, decided to consult interested parties and give them the opportunity to comment, the Office shall publish the consultation documents and make the results of the consultation procedure publicly available on the BEREC website.

To support the BEREC WP and upon request from BEREC the Office may also order from third parties research studies, which are needed for the completion of the annual work programme, and initiate calls for tender to this end.

- **Managing changes**

New emerging issues may require the creation of new working groups, the introduction of new work streams or the re-prioritisation of work in the middle of the year. BEREC Office will assist in the management of changes by preparing regular reports on the status of the Work Programme and by re-allocating its resources.

## 1.2. Activities of the BEREC Office under Articles 7 and 7a Framework Directive

In Article 13 of the Rules of Procedure of the Board of Regulators the Office has been assigned the task to keep track of the notifications sent by the NRAs under Article 7 of the Framework Directive to the Commission. The revised regulatory framework requires that the NRAs shall make their draft measures referred to in Article 7(3) Framework Directive accessible to the Commission and to BEREC at the same time. BEREC is expected to issue an opinion in all so-called second phase cases, when the Commission has expressed serious doubts about the compatibility of a draft national measure with the European regulatory framework. With the increasing amount of the Phase II investigations and for ensuring the consistency of the BEREC Opinions it is also important to keep an internal register of the related document, with a view to supporting the BEREC Article 7/7a EWGs in their work. The tasks and responsibilities of the BEREC Office under this work stream comprise the following:

- **Keeping track of all notifications from the NRAs under Article 7/7a of the Framework Directive and ensuring that an access point is available for receiving the draft measures.**
- **Keeping an internal record of all notifications under Article 7 Framework Directive, including the Commission's comments and the outcome of each case.**
- **Establishing and coordinating of Art. 7/7a Expert Working Groups for the purpose of preparing BEREC's opinions, in accordance with Article 13 of the Rules of Procedure of Board of Regulators and in particular in the second phase of the Article 7/7a cases.**
- **Reporting regularly to the Board of Regulators the outcome of Article 7/7a Phase II cases, together with a record of each NRA's participation in art. 7/7a EWGs either as members or Rapporteurs with the purpose of enhancing BEREC's procedures.**
- **Establishing a database for all Phase II cases under Articles 7/7a of the Framework Directive.**
- **Ensuring the quality and consistency of the final draft BEREC Opinions in particular with regard to style and format.**

## 1.3. Collection, exchange and transmission of information and best practices

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

- **Collection of market data from the NRAs on request of BEREC**

Regular collection of data is required for addressing the BEREC role and tasks as specified above, particularly for the elaboration of periodical BEREC benchmark reports and for monitoring the application of the common positions issued by BEREC.

The collection of market data from NRAs may be part of support activities to the relevant EWGs referred to in section 1.2 "Data collection from NRAs on request of EWGs". The EWGs have the primary responsibility for the deliverable. Therefore the scope of such support and the roles of the EWGs and the Office for such data collection will be specified in cooperation with the Chairs of relevant EWGs.

Subject to BEREC WP 2013 the following data collection activities as support activities to responsible EWGs have been identified for the Office in 2013:

- the elaboration of the yearly report on regulatory accounting;
- the elaboration of International Roaming Benchmark Reports;

- the elaboration of the regular SMS/MTR/FTR benchmark reports.

Within 2013 BEREC may request the Office to take upon further data collection tasks. The scope of such work, deliverables and relevant reporting will be specified by BEREC within such mandate. BEREC Office will cooperate with all relevant bodies of BEREC.

- **Exchange and transmission of information, promoting exchange of best practices and expertise**

This relatively broad group of activities is one of the core tasks of the Office. The main objective is to promote the exchange of best practices and dissemination of technical expertise among the NRAs. This includes among other tasks the development of appropriate web tools, organising of workshops, meetings and other events for info transmission and cooperation with knowledge organisations.

When the Board of Regulators has made a decision on cooperation with knowledge organisations, the Office shall conclude the agreements with the relevant knowledge institutes and organise, where required, a call for tenders to this end. The Office shall also assist the Board of Regulators and the members of BEREC in practical terms, to ensure that BEREC shall benefit from the cooperation.

## 2. Horizontal activities

The current section presents other support activities not directly related to BEREC WP but which are provided by the BEREC Office on a permanent basis and have repetitive character. Most of these activities are related to providing administrative and executive support to BEREC and the BEREC Chair and Vice-chairs. Others are oriented towards the support of BEREC in the interaction with the EU institutions, the stakeholders and the civil society, increasing the transparency of BEREC's activity and BEREC's participation in international or other public events.

### 2.1. Providing assistance & executive support to the Chair and Vice-chairs of the Board of Regulators and the Management Committee in fulfilling their responsibilities

The provisions of Article 4 (11) and Article 6 (2) of the BEREC Regulation state that the Office shall provide administrative and professional support services to BEREC, including by assisting the Chair in the preparation of the work of the Board of Regulators. Furthermore, the Rules of Procedure of the Board of Regulators foresee that upon request of the Chair, the Vice-chairs will assist the Chair in the performance of his duties. According to the practice in place the BEREC Chair summons on a regular basis the Vice-chairs to consult them and to assign to them specific responsibilities.

In that respect the BEREC Office will support the Chair and the Vice-chairs of the Board of Regulators and the Management Committee in fulfilling their responsibilities stemming out from the BEREC Regulation or the decisions of the Board of Regulators and the Management Committee, by preparing documents for managing the administrative procedures, such as:

- preparing all documents for organising the procedure for election of the Chairs and Vice-chairs of the Board of Regulators and the Management Committee for 2014;
- providing assistance to the Chair of the Board of Regulators and the Management Committee when need would be to organise an electronic vote, summarising the results from the electronic vote and in case of significant divergences of the opinions, supporting the Chair in resolving the open issues;
- providing support to the Chair and Vice-chairs of the Board of Regulators and the Management Committee in representing BEREC and BEREC Office in international or other representative events;
- assisting the Chair of the Board of Regulators in preparing the BEREC Newsletter as agreed during the 9<sup>th</sup> Plenary of the Board of Regulators (8-9 December 2011, Bucharest) and supporting him upon request in his communications activities;
- providing support in the organisation of the public debriefings after the Plenary meetings of the Board of Regulators and the Management Committee or public hearings held by BEREC;
- assisting the Chair for 2012 with the preparation of the draft annual report on the activities of BEREC; and

- coordinating the drafting of the annual report on the developments in the electronic communications sector for year 2012 in cooperation with the Chair's Office and all BEREC Expert Working Groups.

## 2.2. Providing administrative & professional support for the Board of Regulators and the Management Committee Plenaries and to the Contact Network meetings

According to Article 4(6) and Article 7(1) of the BEREC Regulation the Board of Regulators and the Management Committee shall have at least 4 ordinary plenary meetings per year, which shall be convened by their respective Chair(s).

The provisions of the BEREC Regulation<sup>1</sup> require the Office to provide administrative and professional support services to the Board of Regulators and to the Management Committee, including by assisting the Chair in executing his work. For that reason the Office will be involved in the whole process of preparing the meetings of the Board of Regulators, the Management Committee and the Contact Network by:

- **providing administrative & professional support for the Board of Regulators and the Management Committee Plenary meetings;**
- **providing administrative & professional support in the organisation and preparation of the Contact Network meetings.**

The BEREC Office will support the Chair in the preparation of all necessary documents for the meetings of the Board of Regulators and the Managements Committee, such as: draft agendas, notices for meetings, preparing lists of attendants or any additional information about the venue that could be needed.

Taking into account the important role of the Contact Network meetings for the coordination and the successful preparation of the plenary meetings, the Office will also provide the necessary support to the Chair of the Contact Network in preparing and holding their meetings.

The Office will be in charge of collecting all documents to be considered under the agenda items both by the Plenaries of the Board of Regulators and the Management Committee and the meetings of the Contact Network and distribute them in a timely manner within the deadlines envisaged in the Rules of Procedure of the Board of Regulators and the Managements Committee, as well as for registering any requests for amending the Agenda and submit them for consideration by the BEREC and Contact Network Chairs.

The Office will have the responsibility to draft the conclusions and the minutes of the meetings and the list of the follow-up actions from each of the aforementioned meetings and submit them for approval by the respective body.

The Office will also be in charge of registering the proposals by the Members of the Board of Regulators for hosting meetings in 2014 and will assist the Chair in making the decision about the location of a meeting in case of more than one application for hosting a particular meeting. In the absence of proposals for hosting a meeting the Office will be entrusted to organise it at a suitable place.

- **Processing the applications for reimbursement of the travelling expenses for the Plenary, Contact Network and Expert Working Groups' meetings.**

Taking into account the newly introduced procedure for reimbursement of travelling expenses by MC Decision № 2 of 2012, the Office will aim to streamline the processing of the applications for reimbursements and reimburse the NRAs within 30 days from the receipt of the full set of documents, which have to be submitted within 30 calendar days after the final day of the meeting.

- **Providing updated guidelines/tips for hosting BEREC events.**

In order to reduce the administrative burden for the hosts of BEREC meetings the Office will be responsible for providing additional support to the hosts of BEREC meetings and for that purpose will keep up-dated set of guidelines for plenary/contact network meetings, which will be provided to all meeting hosts.

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<sup>1</sup> Article 4(11) and Article 6(2)

### 2.3. Ensuring transparency and accountability of the work of BEREC and its Office

According to its establishment Regulation BEREC has to carry out its activities with a high level of transparency and has to ensure that the public and any interested parties are given objective, reliable and easily accessible information in relation to the results of its work.

In addition to that in Decision BoR (11) 37 BEREC states its willingness to enhance as far as possible the dissemination of its expertise and to establish confidence in its capabilities including the transparency of its procedures and methods of work, and its diligence in performing its tasks.

Taking into account the fact that BEREC has no legal personality it has tasked the BEREC Office to undertake the responsibility for managing all documents created in the course of the BEREC activities and to ensure maximum transparency of BEREC's work in compliance with the legislation in force.

For that reason the BEREC Office in its work in 2013 will support BEREC in fulfilling its obligations for transparency and accountability by:

- **Maintaining the public register of the BEREC/BEREC Office documents**, including the declarations of commitment and the declarations of interest of the members of the Board of Regulators and the Management Committee.

The BEREC Office will maintain the public register of BEREC/BEREC Office documents through the BEREC website in compliance with the **transparency rules in place**, namely:

- Decision BoR (11) 37 by the Board of Regulators of the Body of European Regulators for Electronic Communications on the Establishment of a Public Register of the BEREC Documents;
- Decision MC (11) 22 by the Management Committee of the BEREC Office on the Public Register of the BEREC Office Documents.

- **Maintaining the BEREC Internet website.**

The website will be the main source of information both for the stakeholders, the EU citizens, the members of the Board of Regulators and the Management Committee and the members of the Expert Working Groups established by these bodies.

The objectives of the Office will be to maintain the website as a user-friendly tool for access to information, which will enhance the dissemination of public information as far as possible and will facilitate BEREC's work. In addition to that in 2013 the website will be developed in such a way in order to provide access to the content for citizens with disabilities and special needs.

- **Ensuring transparency and efficiency of the internal procedures of BEREC and its Office.**

The Office will assist the Board of Regulators and the Management Committee in ensuring that their activities are fully transparent, making information available to all members in an efficient manner, in accordance with the provisions of Decisions BoR (10) 26 by the Board of Regulators of BEREC concerning the transparency and access to documents at the BEREC and MC (10) 28 by the Management Committee of the BEREC Office concerning the transparency and access to documents at the BEREC Office.

### 2.4. Other horizontal support activities of the Office

The BEREC Office will provide horizontal support in all BEREC activities by undertaking the following activities:

- **Providing support in improving the quality of BEREC documents.**

Following a request from the 11th plenary meeting of the Board of Regulators (23-24 May 2012, Dubrovnik), the Office will draft guidelines for editing BEREC documents, which will contain also some guidelines for the structure of some of the most common type of documents issued by BEREC.

- **Providing support to BEREC's international activities.**

The Office will provide BEREC with all the support needed in the communication with parties from third countries and international organizations, based on the strategic priorities and directions of the Board of Regulators, the BEREC Chair and Vice-chairs.

- **Receiving, coordinating and managing the requests on advice and assistance.**



BEREC may receive requests on advice and assistance from Member States, NRAs, the European Commission and other European Union institutions (the European Parliament, the Council). In these cases the Office will be responsible for coordination and management of the requests and questions.

- **Relationship management with EU institutions, stakeholders and civil society.**

To the extent that it supports the tasks and functions of BEREC the Office shall maintain and continue to develop relationships with EU institutions, industry, academic and consumer organisations. The Office will undertake the responsibility for the coordination of speaking requests and engagements.

- **Establishing and maintaining of an intranet for distribution of documents between BEREC members and for knowledge management.**

The Board of Regulators, the BEREC Office Management Committee, the Contact Network, and the Expert Working Groups (including Article 7/7a EWGs), which were established to support the implementation of the BEREC Work Programme, need a platform for the exchange of information and for the preparation of documents, which before their finalisation are circulated on numerous occasions for revision of the expert teams. In order to efficiently manage the work and also for easier accessibility to information, the BEREC Office will establish a communication tool to serve as a platform for exchanging information and collaborative working of the members.

### 3. Administrative functions and activities of the BEREC Office

Section 3 includes mostly BEREC Office internal activities, initiated by general regulations and own needs. BEREC Office has full responsibility for planning and implementation of its administrative activities.

In year 2013 the BEREC Office will continue to build up and strengthen its structures, and organise itself in its Riga premises. The focus in 2013 is on further improving the efficiency and capabilities of internal administration.

During year 2013, the Administration and Finance Unit will enhance the quality of services available, the compliance with the internal control standards and will put in place measures to mitigate the risks in order to ensure business continuity.

The Office will continue to develop and monitor its internal procedures and routines.

#### 3.1. Premises and IT infrastructure

During 2012, the premises became fully operational, ensuring a smooth functioning of the BEREC Office. In 2013, the IT infrastructure will be further developed and shall allow an efficient and secure communication with all the stakeholders and partners; in particular the possibilities of public website and a BEREC internal website will fully be utilized. The activities for the internal and external websites under this section include administrative and technical tasks. The transparency and communication aspects in supporting the work of BEREC are described in section 2.2.3.

#### 3.2. Human resources management

**All the policies and methodologies relating to human resources management** will have to be in place, such as payroll and determination of individual rights, absence, leave and missions' management, training, performance evaluation and career development, document management, etc.

Key activities of the BEREC Office will include in particular:

- **The recruitment of its staff**, a process which started in 2010, is planned to be completed by the end of 2012 with the recruitment of 28 staff in total. The new recruitments will concern the replacements for turn-overs, including the end of the secondment of national experts.
- **Preparation of Training Plan 2013 and implementation through the year.**
- **Preparation of Multi-annual Staff Policy Plan 2014-2016.**

### 3.3. Budget, finance and accounting

After gaining its financial autonomy in September 2011, the BEREC Office has strengthened its financial systems and procedures during 2012. This will continue in 2013 in order to ensure a sound financial management, adequate reporting and budget follow-up, accurate and timely payments and annual accounts.

Key activities of the BEREC Office will include in particular:

- **Estimating budget 2014;**
- **2012 Annual Accounts and reporting on budget 2012;**
- **Implementation of budget 2013 with timely payments, close monitoring and regular status reporting.**

### 3.4. Legal services, Procurement and General administration

**Legal advice** will be provided for the drafting of the contracts, the contract management and the choice of the correct public procurement procedures, and to other administrative activities of the BEREC Office, in order to ensure compliance with the applicable financial rules and regulations.

**Procurement** of goods and services will continue in 2013, as planned in the annual procurement plan. Administrative support will be provided to BEREC EWGs and Office Programme Management Unit by preparing public tenders for ordering from third parties research studies and/or for concluding agreements with the relevant knowledge organisations, in accordance with section 1.1 above.

**Data Protection:** the Legal Officer has been appointed as Data Protection Officer (DPO) and an inventory of processing operations of personal data will be put in place together with a register in order to comply with all requirements imposed by the Regulation 45/2001. Implementing rules on the function of the DPO will be established in 2012.

. The Office shall provide legal assistance to BEREC and to the Office internally in questions relating to public access to the documents held by BEREC and the Office, in accordance with Article 22 of the BEREC Regulation. The Office shall also provide legal assistance to the Board of Regulators in other issues if requested by the BoR

### 3.5. Relations with the Republic of Latvia

**Relations with the Authorities of the Republic of Latvia** are associated with the Seat Agreement signed by both parties. A strong cooperation and interaction will ensure a proper functioning of the BEREC Office and the protection of the rights of staff.

### 3.6. General managerial activities

According to Article 9 of the BEREC Regulation the Administrative Manager is responsible for heading the office. Heading an organisation contains several high-level managerial tasks. In addition, the Article 9 of the BEREC Regulation specifies several specific tasks for which the Administrative Manager bears the responsibility.

- **Maintaining organisational values and organisational culture.**  
BEREC Office is a young organisation. Although the mission statement and high-level organisational values of BEREC Office were defined at the beginning of 2012, the work on maintaining a motivating organisational culture and positive team atmosphere will continue in 2013. Assessment of the actuality of the earlier defined mission statement and values is planned.
- **Managing operational planning and performance assessment.**  
Regular monthly budgetary reviews and bimonthly Work Plan reviews with Office units, based on relevant budget and work plans will routinely be carried out in 2013.
- **Authorising Officer's Annual Administrative Report 2012 (AAR): preparing draft for assessment by MC on Plenary 2.**  
Financial regulations define a set of responsibilities to the Administrative Manager as the authorising officer. According to BEREC Office Financial regulation art. 40(1) the authorising officer shall submit an annual administrative report to the Management Committee on the performance of his duties.

- **BEREC Office Activity Report 2012: assisting MC in preparing Activity Report for adoption on Plenary 2.**
- **Preparing the draft Office WP 2014 and submitting to the Management Committee.**
- **Consolidating risk management plans together with auditing bodies and implementing accordingly through 2013.**

Table 1: Summary of BEREC Office main activities in 2013

Abbreviations: PM Unit – BEREC Office Programme Management Unit; AF Unit – Administration & Finance Unit; ES Unit – Executive Support Unit; BoR – BEREC Board of Regulators; MC – Management Committee

Activity categories and activities	Responsible	Result, Deliverable	Performance indicator(s)	Timeline/ deadline
<b>1. Support to implementation of BEREC WP 2013</b>				
<b>1.1. Setting up and providing support to the BEREC Expert Working Groups</b>				
Setting up of EWGs	PM Unit	EWGs are set up	Timely set-up of EWGs	Q1 2013
Providing administrative, professional and logistical support to the BEREC EWGs	PM Unit	EWGs are adequately supported	Number of EWS's supported annually, satisfaction with support	Ongoing
Data collection from NRAs on request of EWGs	PM Unit	Data is collected with requested quantity and quality	Delivery of reports within the timelines agreed by the BoR	On request
Assistance to the EWGs in preparation of BEREC reports	PM Unit	Agreed reports are delivered	Timely delivery of reports	Ongoing
Managing public consultations, public procurement procedures for research studies and/or cooperation agreements	PM Unit	Requested research studies are delivered	Studies are delivered in time and within budget limits without appeals on procurement	On request
Managing changes	PM Unit	Efficient re-allocation of resources	Timely set-up or change of EWG's	On request
<b>1.2. Activities under Articles 7 and 7a Framework Directive</b>				
Keeping track of all Framework Directive Art. 7 notifications from NRAs and keeping an internal record of all notifications under Article 7 Framework Directive	PM Unit	Required overview(s) of notifications are available	All Art 7 notifications shall be processed	Ongoing
Establishing and coordinating of Art. 7/7a Expert Working Groups	PM Unit	EWGs are established and adequately supported	Timely delivery of BEREC opinion. Timely set-up and support (e.g. support documents), overall quality assessment	When needed

Reporting regularly to the Board of Regulators the outcome of Article 7/7a Phase II cases, together with a record of each NRA's participation in art. 7/7a EWGs either as members or Rapporteurs with the purpose of enhancing BEREC's procedures.	PM Unit	BEREC Office report/ summary	BoR satisfaction with reports, their adequacy	Prepared after Art. 7 phase II case
Establishing a register database for all Phase II cases under Articles 7/7a of the Framework Directive	PM Unit	Adequate internal register is in place	Information on all Phase II cases is available and updated	Ongoing
Ensuring the quality and consistency in terms of style and format of the final draft BEREC Opinion	PM Unit	Draft BEREC Opinions with adequate quality	Quality of Opinions	Ongoing
<b>1.3. Collection, exchange and transmission of information and best practices</b>				
Collection of market data from NRAs on request of BEREC	PM Unit	Reports on relevant market data	Reports submitted for approval within the given timelines	Deadlines to be confirmed by BoR
Exchange and transmission of information, promoting exchange of best practices and expertise	PM Unit; AF Unit	Publication and transmission of relevant info, completion of agreed activities	Timely delivery (e.g. publication immediately after the approval)	Ongoing
<b>2. Horizontal activities (other support not directly related to BEREC WP)</b>				
<b>2.1. Providing assistance &amp; executive support to the Chair and Vice-chairs</b>				
Providing assistance & executive support to the Chair and Vice-chairs	ES	All administrative and procedural documents prepared and distributed within RoP deadlines	Satisfaction of Chairs	Ongoing
Preparing documents for organising the procedure for election of 2015 Chair and 2014 Vice Chairs	ES	See above	See above	Dec 2013 / Plenary 4
Providing assistance to the Chair to organise electronic voting procedures	ES	See above	See above	When needed
Providing assistance to the Chair and the Vice-chairs when representing BEREC and BEREC Office at international or other events	ES	Participation on events is prepared and properly communicated	See above	When needed
Assisting the Chair of the Board of Regulators in preparing the BEREC Newsletter	ES	Newsletters are published	Newsletters are published timely with good quality	Quarterly after Plenaries

Providing support in the organisation of the public debriefings after the Plenary meetings	ES	Debriefings are organised	Timely delivery, satisfaction of the Chair	Quarterly after Plenaries
Assisting the Chair of the BoR in preparing and finalising the BEREC Work Programme 2013	PM Unit, ES	BEREC WP 2013 is prepared	Timely delivery	Dec 2013 / Plenary 4
Assisting the Chair 2012 with the preparation of the draft annual report on the activities of BEREC and coordinating the drafting of the annual report on the developments in the electronic communications sector for year 2012	PM Unit	Draft annual report on the activities of BEREC for year 2012	Timely delivery w good quality	May 2013 / Plenary 2
2.2. Providing administrative & professional support for the Plenary meetings and the Contact Network meetings	ES	Preparing all notices of meetings within the deadlines in the RoP and ensuring due distribution of the agenda documents	Timely delivery of docs Satisfaction of CN and Heads with the support provided	According to the meeting schedule
Providing administrative & professional support for the Plenary meetings	ES	See above	See above	See above
Providing administrative & professional support for the Contact Network meetings	ES	See above	See above	See above
Processing the applications for reimbursement of the travelling expenses for the Plenary and Contact Network meetings	ES	All correct applications for reimbursement of the meeting expenses are processed	Reimbursements are made not later than 30 days after the receipt of the full set of documents	See above
Providing updated guidelines/tips for hosting BEREC events	ES	Guidelines for hosting BEREC events	Satisfaction with the support provided to the meeting hosts by the Office	See above
2.3. Ensuring transparency and accountability of the work of BEREC and its Office	ES			
Maintaining the public register of the BEREC/BEREC Office documents	ES	Registers, documents are adequately available	Timely availability of documents	Ongoing
Maintaining the BEREC Internet web site.	ES	BEREC Internet web site is maintained and info updated	User-friendliness, up-date of info, number of users, number of uploads and downloads	Ongoing
2.4. Other horizontal support activities of the Office				

Support in improving the quality of BEREC documents	ES, PM Unit	Preparation of guidelines for editing BEREC documents	Quality of documents is improved. All documents use similar style.	Ongoing
Support to BEREC's international activities	ES	Materials for participation in int. events are drafted, participation is arranged	Nr of events supported	When needed
Receiving, coordinating and managing the requests on advice and assistance	PM Unit; ES	Requests are handled promptly	Timely responses, quality of responses	On request
Relationship management with EU institutions, stakeholders and civil society	PM Unit; ES	Relationships are properly managed	Lack of communication incidents	Ongoing
Establishing and maintaining of intranet	PM Unit, ES	BEREC-Net is functioning	User-friendliness, up-date of info	Q2 2013

### 3. Administrative functions and activities of the BEREC Office

3.1. Premises and IT infrastructure	AF Unit			
Premises and infrastructure Management	AF Unit	Premises and equipment maintained in good running conditions. Supplies delivered to the Office	Number and duration of downtimes of Equipment. Number of maintenance jobs undertaken. General stationary always available	Ongoing
Internal ICT Networks and Systems	ES	Secure ICT Networks and Systems in place	Systems' availability and integrity. Downtime. Outages	Ongoing
3.2. Human resources management	AF Unit			
Recruitment of staff	AF Unit	Execute the Office recruitment plan. Publish vacancy notices. Organise Selection Committees. Communicate with candidates. Induce for new recruits	Number of Staff hired to cover new posts or make up for resignations. Speed of hiring. Lack on unsettled appeals.	Ongoing

Preparation of Training Plan 2013 and implementation through the year		Training Plan 2013	Timely delivery w good quality	Feb 2013
Definition and implementation of HR policies and methodologies	AF Unit	Policies and methodologies are defined and implemented	Timely delivery w good quality	Q1-Q2, 2013
Preparation of Multi-annual Staff Policy Plan 2014-2016	AF Unit	Draft is delivered and approved by MC	Timely delivery w good quality	Oct-Nov 2012, Q1 2013
<b>3.3. Budget, finance and accounting</b>		AF Unit		
Budget 2014: prepare draft for MC (incl. expenditures & provisional posts)	AF Unit, AM	Draft budget 2014	Timely delivery w good quality	Dec 2012-Jan 2013 / CN 1
Budget 2014: MC to transmit revenue & expenditure estimates to Commission	MC, AF Unit	Draft budget 2013 transmitted	Timely delivery w good quality	March 31, 2013
Budget 2012: prepare and forward to Commission accounting officer & Court of Auditors provisional accounts accompanied by the report	AF Unit	Draft accounts 2012 & report	Timely delivery w good quality	March 1, 2013
Budget 2012: transmit the final accounts, accompanied by the opinion of MC to EU Parliament, the Council, the Commission and the Court of Auditors	AF Unit, AM	Final accounts 2012 + MC opinion	Timely delivery w good quality	July 1, 2013
Implementation and consolidation of Internal Procedures and Internal Controls - Follow-up on audits	AF Unit, AM	Annual review of internal Procedures and Internal Controls. Audits recommendations implemented	Guidelines and check-lists reviewed. Annual risk assessment. Controls updated accordingly. Training sessions to create awareness of procedures and controls	Quarterly or as necessary
<b>3.4. Legal services, Procurement and General administration</b>		AF Unit		
Legal Advice, data protection	AF Unit	Legal opinions as requested. Representation of the Office in all appropriate instances. Data protection in place	Number of internal legal opinions issued. Number of legal cases handled for the Office, number of reports produced summarizing key elements and sharing relevant information	Ongoing
Legal assistance to the BoR	AF Unit			On request



Public Procurement	AF Unit	Regular, consistent observation of public procurement practices and appropriate assistance provided to all Departments.	Number and type of procurement processes handled, files of procurement processes organized, auditable files available. Duration of the procedure. Number of complaints received.	Ongoing
<b>3.5. Relations with the Republic of Latvia</b>				
AF Unit/ AM				
Relations with the Authorities of the Republic of Latvia		Regular interactions with regard to tax status, implementation of the Seat Agreement, etc., associated with the host Member State	Number of requests handled Timely responses	Ongoing
<b>3.6. General managerial activities</b>				
Maintaining organisational values and culture (mission, values)	AM	Good organisational culture, motivated employees	Employee satisfaction	Ongoing
Managing operational planning and performance assessment	AM	Annual planning and regular assessment meetings take place	Regularity of meetings; good management overview of budget, work plan	Ongoing
Authorising Officer's Annual Administrative Report 2012 (AAR): preparing draft for assessment by MC on Plenary 2	AM	Authorising Officer's AAR 2012	Timely delivery w good quality	May 2013 / Plenary 2
BEREC Office Activity Report 2012: assisting MC in preparing Activity Report for adoption on Plenary 2	ES, AM	Draft BEREC activity report 2012	Timely delivery w good quality	May 2013 / Plenary 2
Preparing the draft Office WP 2014 and submitting to the MC	AM	Draft Office WP 2013	Timely delivery w good quality	June 30, 2013
Consolidating risk management plans together with auditing bodies and implementing accordingly through 2013	AF Unit; AM	Risk management plan and processes to address them (work plan)	Availability	June 30, 2013

Table 2: Budget allocation between BEREC Office main activities

<b>Main BEREC Office activities</b>	<b>Title 1 - Staff Expenditure</b>	<b>Title 2 - Infrastructure &amp; operating expenditure</b>	<b>Title 3 - Operational expenditure</b>	<b>Total activity cost</b>
	1	2	3	4
<b>1. Support to implementation of BEREC WP 2012</b>	<b>1,506,843</b>	<b>0</b>	<b>715,000</b>	<b>2,221,843</b>
1.1. Setting up and providing support to the BEREC Expert Working Groups	709,103	0	355,000	1,064,103
1.2. Activities under Articles 7 and 7a Framework Directive	531,827	0	100,000	631,827
1.3. Collection, exchange and transmission of information and best practices	265,914	0	260,000	525,914
<b>2. Horizontal activities (other support not directly related to BEREC WP)</b>	<b>457,962</b>	<b>100,000</b>	<b>174,270</b>	<b>732,232</b>
2.1. Providing assistance & executive support to the Chair	103,411	15,000	0	118,411
2.2. Providing administrative & executive support for the Plenary meetings	59,092	85,000	35,000	179,092
2.3. Ensuring transparency and accountability of the work of BEREC and its Office	132,957	0	74,270	207,227
2.4. Other horizontal support activities of the Office	162,503	0	65,000	227,503
<b>3. Administrative functions and activities of the BEREC Office</b>	<b>989,789</b>	<b>547,000</b>	<b>0</b>	<b>1,536,789</b>
<b>Total</b>	<b>2,954,595</b>	<b>647,000</b>	<b>889,270</b>	<b>4,490,865</b>

Table 3: Allocation of operational expenditure between core operational activities

<b>Main BEREC Office activities</b>	<b>Research studies and reports</b>	<b>Meetings, workshops</b>	<b>Other support</b>	<b>Total activity cost</b>
<b>1. Support to implementation of BEREC WP 2012</b>	<b>230,000</b>	<b>485,000</b>	<b>0</b>	<b>715,000</b>
1.1. Setting up and providing support to the BEREC EWGs	30,000	325,000	0	355,000
1.2. Activities of the BEREC Office under Articles 7 and 7a FD	0	100,000	0	100,000
1.3. Collection, exchange and transmission of information and best practices	200,000	60,000	0	260,000
<b>2. Horizontal activities</b>	<b>0</b>	<b>65,000</b>	<b>124,270</b>	<b>174,270</b>
2.1. Providing assistance & executive support to the Chair and Vice-chairs	0	0	0	0
2.2. Providing administrative & executive support for the Plenary meetings	0	35,000	0	35,000
2.3. Ensuring transparency and accountability of the work of BEREC and its Office	0	0	74,270	74,270
2.4. Other horizontal support activities of the Office	0	15,000	50,000	65,000
<b>3. Administrative functions and activities of the BEREC Office</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>230,000</b>	<b>535,000</b>	<b>124,270</b>	<b>889,270</b>