

BEREC Office

Work Programme 2014

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2014 Work Programme of the Office of the Body of European Regulators for Electronic Communications (BEREC Office)

I. INTRODUCTION

1. Legal context and procedure for preparing the BEREC Office Work Programme

According to Article 9(3) of the Regulation (EC) No 1211/2009 establishing the Body of European Regulators for Electronic Communications (hereinafter referred to as "BEREC") and the Office¹ (hereinafter referred to as the "BEREC Regulation"), the draft work programme of the BEREC Office (hereinafter referred to as the "Office WP") for the following year has to be submitted to the Management Committee by 30 June. It shall subsequently be approved by the Management Committee by 30 September.

Furthermore, Article 60(3) of Decision MC (10) 44 of the Management Committee of the BEREC Office on the Financial Regulation applicable to the BEREC Office in conformity with the framework Financial Regulation for the bodies referred to in Article 185 of Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Union² (hereinafter referred to as "the BEREC Office Financial Regulation"), stipulates that the Office WP is equivalent to a financing decision for the activities it covers, provided that they are clearly identified and the underlying criteria are spelled out precisely.

Taking into account the supportive functions of the BEREC Office vis-à-vis BEREC, the Office WP has to be consistent with the work of BEREC and thus with the BEREC Work Programme (hereinafter referred to as the "BEREC WP"). However, the BEREC WP shall be approved at a much later stage, by the end of the year.

At the time of the preparation of the 2014 Office WP, the 2014 BEREC WP has not yet been finalised and therefore both work programmes can not be completely aligned. Several work streams are multiannual by nature (e.g. Remedies, Net Neutrality) and therefore a certain level of alignment in 2014 Office and BEREC work programmes is already feasible. However, as the 2014 BEREC WP will be approved only in December 2013, the Office WP may need further adjustments with a view to including more details of the activities related to

¹ Regulation (EC) No 1211/2009 of the European Parliament and of the Council of 25 November 2009 establishing the Body of European Regulators for Electronic Communications (BEREC) and the Office (Text with EEA relevance), *OJ L* 337, 18.12.2009, p. 1–10
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2009:337:0001:01:EN:HTML>

² Decision MC (10) 44 of the Management Committee of the BEREC Office on the financial regulation applicable to the BEREC Office in conformity with the framework Financial Regulation for the bodies referred to in Article 185 of Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Union, 23.12.2010, p. 29
http://berec.europa.eu/eng/document_register/subject_matter/berec_office/decisions_of_the_management_committee/318-decision-of-the-berec-office-mc-on-the-financial-regulation-applicable-to-the-berec-office-in-conformity-with-the-framework-financial-regulation-for-the-bodies-referred-to-in-article-185-of-council-regulation-ec-euratom-no-16052002-of-25-june-2002-on-the-financial-regulation-applicable-to-the-general-budget-of-the-european-union

the support to BEREC in the implementation of its WP 2014. This especially concerns BEREC Office activities and the related expenditure under Title 3 “Operational activities”

2. General tasks of the 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 2014 will be divided into three main categories, which are described in detail in the following sections:

1. Support to the implementation of the BEREC WP 2014;
2. Horizontal and other support activities;
3. Administrative and managerial activities.

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 Office WP, once approved, also serves as a basis for the appraisal of the performance of the Office and its units.

II. BEREC OFFICE MAIN ACTIVITIES IN 2014

1. Support to the implementation of the BEREC WP 2014

The section covers activities, which are closely related to the BEREC WP and are driven by the BEREC WP. Detailed planning of activities is possible only after the approval of the BEREC WP for 2014.

In the preparation of the 2014 Office WP the work streams, which are multi-annual by nature, have been taken into consideration. Keeping the BEREC Medium-term Strategy

Outlook³ as the starting point, the following key themes are expected to appear also in the 2014 BEREC WP:

- a) Boosting the roll out of next generation networks;
- b) Boosting the consumer empowerment and protection;
- c) Boosting the internal market.

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

1.1.1. Setting up of the BEREC Expert Working Groups and managing changes

Objective: Set-up EWGs in time by allocating efficiently NRA resources to each work stream; and manage properly any change or issue.

The tasks of the BEREC Office related to setting up and supporting the BEREC Expert Working Groups (hereinafter referred to as 'EWGs') are core activities of the BEREC Office. These are directly linked to the BEREC WP and therefore have to be consistent with the BEREC WP. These activities comprise:

a) 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 EWGs. To set up the EWGs, the Office shall collect information on the resources allocated by the NRAs to each work stream. The Office will also assist the EWG Chairs in planning the work and organising the EWG meetings.

b) 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. The BEREC Office will assist in the management of changes by preparing regular reports on the status of the work streams under the BEREC WP and by re-allocating its resources.

The Office will also launch calls for additional resources, when needed.

1.1.2. Providing administrative, professional and logistical support to the BEREC Expert Working Groups

Objective: To ensure the smooth functioning of the EWG meetings and efficient dissemination of the regulatory best practices.

a) Providing professional support to the BEREC EWGs

This is one of the core activities of the BEREC Office under the BEREC Regulation. The Programme Management Unit of the BEREC Office shall assign an expert as a liaison for each of the EWGs. The level of professional support depends on the specific needs of each

³ BoR (12) 09, BEREC Mediumterm Strategy Outlook, 26.02.2012
http://berec.europa.eu/eng/document_register/subject_matter/berec/annual_work_programmes/56-berec-mediumterm-strategy-outlook

work stream. The experts of the BEREC Office are also available as drafting resources. By providing the necessary professional support, the Office ensures that the EWGs and sub-groups are able to meet the objectives set out in the BEREC WP and in their Project Requirements.

b) Providing administrative and logistical support to the BEREC EWGs

The task comprises the provision of logistical support for meetings, such as assistance in the preparation of the agenda, circulation of documents or drafting summaries. 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 the BEREC Office premises when meetings are held in Riga.

As of 2012, the Office also supports participation in BEREC EWGs by reimbursing the travel expenses of one expert per Member State to attend the scheduled EWG meetings, subject to prior invitation from the Office.

c) Data collection from NRAs on request of EWGs

The objectives of the Project Requirements for the EWGs 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.

d) Assisting the EWGs in the 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 practices. The Office assists in the finalisation of BEREC Documents and ensures the quality of BEREC Documents accessible by the public, including the provision of an English-language check.

e) Managing public consultations

Where BEREC, before adopting an opinion, a common position, a report or other document, has 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. The Office assists the EWGs in collecting and analysing the comments received.

1.1.3. Managing public procurement procedures for studies, research and the holding of workshops at the request of the BEREC Expert Working Groups to promote an exchange of best practices and expertise

Objective: To manage the public procurement procedures efficiently and organise EWG workshops on request to support the completion of the BEREC Work Programme and to promote an exchange of best practices and expertise.

To support the BEREC WP and upon request from BEREC, the Office may 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. BEREC Network Neutrality EWG has requested BEREC Office's support in 2014 with launching the procurement procedure for an

external consumer research “Study on consumers’ incentives and market forces driving Net Neutrality developments”. See the Financing decision in Annex II.

The BEREC Office also manages the organisation of public workshops organised by the BEREC EWGs which contribute to the implementation of the BEREC WP. The objective of such workshops is to develop expertise of NRAs and Office experts, to promote an exchange of best practices and dissemination of technical expertise among the NRAs.

Financing Decisions foreseen in 2014 under activities group 1.1. Setting up of the BEREC Expert Working Groups and providing support:

- Activity 1.1.3. Managing public procurement procedures for studies and research: procurement procedure for consumer research on Net Neutrality (max contract value for the budgetary year - € 400 000). See Annex II;
- Activity 1.1.3. Managing public procurement procedures, holding of workshops to promote an exchange of best practices and expertise: specific contracts and purchasing orders under the existing Framework Service Contract for the organisation BEREC workshops and other meetings (max contract value for the budgetary year - € 40 000). See Annex IV.

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

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

1.2.1. Collection of notifications

Objective: To ensure complete collection of notifications from NRAs under Articles 7/7a of the Framework Directive.

The Office is entrusted with the task of keeping track of all notifications from the NRAs under Article 7 of the Framework Directive and ensuring that an access point is available for receiving the draft measures.

1.2.2. Maintaining the database

Objective: To keep an internal record of all the notifications from NRA’s, the Commission’s comments and outcome of each case.

The Office keeps an internal record of all notifications from the NRAs under Article 7/7a Framework Directive, including the Commission's comments and the outcome of each case. A separate database is kept for the Phase II cases.

Creating a database for all cases under Articles 7/7a of the Framework Directive is needed for sharing this information within BEREC. The procurement of the required IT facilities is linked to the setting-up of the BEREC Intranet, a project which commenced in June 2013. The project is expected to be completed in 2014.

1.2.3. Coordinating the BEREC activities under Article 7/7a

Objective: To efficiently set-up EWGs provided for under Articles 7/7a of the Framework Directive as needed.

Under the BEREC procedures, and Article 13 of the Rules of Procedure of the Board of Regulators in particular, the Office is responsible for establishing and coordinating phase II EWGs under Articles 7/7a for the purpose of preparing BEREC's opinions.

The Office coordinates the cooperation in phase II cases under Articles 7/7a between the Commission, the relevant NRA and BEREC.

The Office is also responsible for ensuring the quality and consistency of the final draft BEREC Opinions, in particular with regard to style and format.

For monitoring and enhancing BEREC's procedures, the Office prepares regular reports to the Board of Regulators about the Phase II cases under Articles 7/7a, together with a record of each NRA's participation in Phase II EWGs under Articles 7/7a.

1.3. Collecting information from National Regulatory Authorities

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, to 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:

1.3.1. Collecting of market data from the National Regulatory Authorities on request from BEREC

Objective: To collect and transmit information from NRAs to assist BEREC in its role in promoting a consistent regulatory approach.

The regular collection of data is required to fulfil BEREC's role and tasks as specified above, particularly for the elaboration of periodical BEREC benchmark reports and to monitor compliance with regard to BEREC's common positions.

The collection of market data from NRAs may also form a part of the support activities to the relevant EWGs. The EWGs have the primary responsibility for their deliverables. Therefore the scope for such support and the roles of the EWGs and the Office for such data collection will be specified in cooperation with the Chairs of the EWGs concerned.

Subject to BEREC WP 2014, the following data collection activities as support activities for EWGs have been assigned to the Office in 2013:

- elaboration of the yearly report on regulatory accounting;
- elaboration of International Roaming Benchmark Reports;
- elaboration of the regular SMS/MTR/FTR benchmark reports.

Within 2014, BEREC may request the Office to take on further data collection tasks. The scope of the work, deliverables and relevant reporting will be specified by BEREC within such mandate. The BEREC Office will cooperate in this respect with all the relevant bodies of BEREC.

2. Horizontal and other support activities

The current section presents other support activities, which are not directly related to the key themes of the BEREC WP (e.g. internal and external activities related to communication and relationship management) and are provided by the BEREC Office on a permanent basis. Most of these activities relate to providing administrative and executive support to BEREC and the BEREC Chair and Vice-chairs and on an on-going basis. Others are directed at supporting BEREC in its 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, exchange of information, dissemination of best practices, etc.

2.1. Assisting the BEREC Chair and Vice-chairs, Plenaries and Contact Network meetings for the Board of Regulators and the Management Committee

2.1.1. Providing assistance and executive support to the BEREC Chair and Vice-chairs and to BEREC international events

Objective: To support efficiently the BEREC Chair and Vice-Chairs in fulfilling their responsibilities under the BEREC Regulation.

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 the 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 arising 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:

- a) Preparing all documents for organising the procedure for election of the Chair of the Board of Regulators and the Management Committee for 2015 and Vice-chairs for 2014;
- b) Providing assistance to the Chair of the Board of Regulators and the Management Committee in organising electronic voting procedures, summarising the results from the electronic vote and in case of significant divergences of the opinions, supporting the Chair in resolving the open issues;
- c) Providing support to the BEREC Chair, Vice-chairs and/or BEREC members in representing BEREC in international or other representative events;
- d) Assisting the BEREC Chair in the preparation of the BEREC Newsletter as agreed during the 9th Plenary of the Board of Regulators (8-9 December 2011, Bucharest) and supporting him on request in his communications activities;

2.1.2. Providing administrative and professional support for the meetings of the Board of Regulators, the Management Committee and the Contact Network, to the Board of Regulators' stakeholder forums or workshops

Objective: To support efficiently the Plenaries, the Contact Network meetings and other strategic stakeholder meetings or workshops initiated by the BoR and MC to fulfil their responsibilities under the BEREC Regulation.

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 four ordinary plenaries per year, which shall be convened by their respective Chair(s).

The provisions of Articles 4(11) and 6(2) of the BEREC Regulation 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 or her work.

Furthermore, according to the Articles 1(3) and 12 of the Rules of Procedure of the Board of Regulators⁴ and Articles 1(3) of the Rules of Procedure of the Management Committee⁵ these bodies shall be assisted by a working group composed of senior representatives of all members, called 'the Contact Network'. The Contact Network has the task of preparing all decisions to be taken by the Board of Regulators and the Management Committee and therefore its work will require the same level of support as that provided to the Board of Regulators and the Management Committee.

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:

⁴ BoR (11) 23, Rules of Procedure of the Board of Regulators, 31.05.2011, http://berec.europa.eu/eng/document_register/subject_matter/berec/rules_of_procedure/222-rules-of-procedure-of-the-board-of-regulators

⁵ MC (10) 02 Rev 1, Rules of Procedures of the Management Committee of the BEREC Office, 24.02.2011, http://berec.europa.eu/eng/document_register/subject_matter/berec_office/rules_of_procedure/302-rules-of-procedures-of-the-management-committee-of-the-berec-office

- a) Providing support to the BEREC Chair and BEREC Contact Network Chair in preparing the draft agendas, action points, conclusions of the meetings, minutes of the meetings and undertaking any follow-up actions as decided by the meetings;
- b) Registering the meeting participants, collecting all meeting documents and distributing them to the Members of the Board of Regulators, the Management Committee and the Contact Network, registering any requests for amending the draft agendas, etc.;
- c) Providing methodological and logistical support to the meeting host by regularly updating the guidelines and other relevant documents for hosting BEREC events, collecting the proposals by the BEREC members and observers to host meetings in the subsequent year and providing upon request any other support needed;
- d) Organising the traditional public debriefings to present the outcome of the meetings of the Board of Regulators and the Management Committee;
- e) Providing administrative and logistical support to the Board of Regulators for organising strategic high-level stakeholder fora or BEREC workshops for the purposes of sharing knowledge and information. The Office takes care of the public procurements needed for the financing of the meeting venue and other services.

Financing Decisions foreseen in 2014 under activities group 2.1. Assisting the BEREC Chair and Vice-chairs, Plenaries and Contact Network meetings for the Board of Regulators and the Management Committee:

- Activity 2.1.2. Providing administrative and professional support for the meetings of the Board of Regulators, the Management Committee and the Contact Network, to the Board of Regulators' stakeholder forums or workshops: specific contract under the existing Framework Service Contract for the organisation of the 1st Contact Network meeting 2014 in Riga and other Board of Regulators or Management Committee meetings (max contract value for the budgetary year - € 65 000). See Annex IV.

2.2. Ensuring internal and external transparency, accountability of the work of BEREC and its Office and other horizontal support

2.2.1. Ensuring public transparency and accountability requirements

Objective: To ensure maximum transparency and accountability of BEREC's work towards the public and other interested parties in compliance with the legislation in force.

According to its Founding Regulation, BEREC must 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 its Decision BoR (11) 37⁶, BEREC declares 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 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 current legislation.

For that reason, in its work in 2014 the BEREC Office will support BEREC in fulfilling its obligations for transparency and accountability by:

- a) 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 Documents⁷.

Furthermore, the Office will assist the Board of Regulators and the Management Committee in ensuring that their activities are fully transparent 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 BEREC⁸ and MC (10) 28 by the Management Committee of the BEREC Office concerning the transparency and access to documents at the BEREC Office⁹.

⁶ BoR (11) 37, Decision 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, 29.09.2011, http://berec.europa.eu/eng/document_register/subject_matter/berec/decisions/231-decision-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

⁷ MC (11) 22, Decision by the BEREC Office Management Committee on the Public Register of the BEREC Office Documents, 29.09.2011, http://berec.europa.eu/eng/document_register/subject_matter/berec_office/decisions_of_the_management_committee/309-decision-by-the-berec-office-mc-on-the-public-register-of-the-berec-office-documents

⁸ BoR (10) 26, Decision by the Board of Regulators of BEREC concerning the transparency and access to documents at the BEREC, 28.05.2010, http://berec.europa.eu/eng/document_register/subject_matter/berec/decisions/180-decision-by-the-board-of-regulators-of-the-body-of-european-regulators-for-electronic-communications-berec-concerning-the-transparency-and-access-to-documents-at-the-berec

⁹ MC (10) 28, Decision by the BEREC Office MC concerning the transparency and access to documents at the BEREC Office, 28.05.2010,

b) Maintaining the BEREC Internet website.

The website will be the main source of information for the EU citizens, the stakeholders, the members of the Board of Regulators and the Management Committee and the members of the BEREC EWGs.

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.

c) Providing support in improving the quality of BEREC documents.

During its 15th Plenary Meeting (6-7 June 2013, Athens) the Board of Regulators approved guidelines for editing BEREC documents¹⁰. In that respect, with a view to improving the quality of BEREC documents the BEREC office will ensure compliance with these guidelines and, when needed, will take charge of the proofreading of the final deliverables.

d) 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.

e) Communication and 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 the relations with EU institutions, the industry, academic and consumer organisations. The Office will undertake the responsibility for the coordination of speaking requests and engagements.

2.2.2. Managing internal platforms for collaboration and knowledge management between BEREC members for exchange and transmission of information, of best practices and expertise

Objective: To ensure efficient management of the work and easy access to and exchange of information, best practices and expertise between the BEREC members.

The Board of Regulators, the Management Committee, the Contact Network, and the EWGs (including EWGs under Articles 7/7a), 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

http://berec.europa.eu/eng/document_register/subject_matter/berec_office/decisions_of_the_management_committee/326-decision-by-the-berec-office-mc-concerning-the-transparency-and-access-to-documents

¹⁰ BoR (13) 65, BEREC style guide: how to improve the quality of BEREC documents, 27.05.2013, not published

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 collaboration tool to serve as an internal platform for exchange and transmission of information, best practices and expertise. Such a tool also serves to promote co-operation between the members. This tool will be used also to enable the circulation of the documents submitted for revision of the expert teams before their finalisation.

The preparation of the BEREC Intranet, as a collaboration platform, commenced in June 2013. The concept paper with principal user needs, technical and content features was finalised in July/August 2013. A more detailed requirements analysis combined with the preliminary market review of potential solutions is planned in September/October 2013. The tender documentation will be finalised and the procurement procedure will be launched in quarter 4 of 2013. The tender is expected to be finalised in quarter 1 or 2 of year 2014 with the implementation of the collaboration platform to follow immediately afterwards. The implementation of the collaboration platform is expected in year 2014 subject to the complexity of the provided solution.

2.2.3. Providing support and coordination for the preparation of the BEREC Annual Reports and the BEREC Work Programme

Objective: To ensure timely and quality support to the Chair in the preparation of the Annual Activity Report and the Work Programme of BEREC.

In compliance with the provisions of Articles 3(1)(n) and 5(5) of the BEREC Regulation, the Board of Regulators must adopt and publish an annual report on the activities of BEREC and an annual report on developments in the electronic communications sector, which requires the collection and compilation of a significant amount of data.

Furthermore, Article 5(4) of the BEREC Regulation stipulates that the Board of Regulators, after consulting all interested parties, shall adopt the annual BEREC WP before the end of each year.

With a view to ensuring the timely preparation of the Annual Reports mentioned above and the BEREC Work Programme for the subsequent year, the BEREC Office will undertake the following activities:

- a) Assist the BEREC Chair in the preparation of the 2015 BEREC WP, including the conducting of the public consultation as required by the BEREC Regulation;
- b) Assist the BEREC Chair with the preparation of the draft Annual Report on the activities of BEREC and coordinate the drafting of the Annual Report on the developments needed in the electronic communications sector.

Financing Decisions foreseen in 2014 under activities group 2.2. Ensuring internal and external transparency, accountability of the work of BEREC and its Office and other horizontal support:

- Activity 2.2.1. Ensuring public transparency and accountability requirements: Prolongation of Simple service contract of 2013 (max contract value for the budgetary year - € 30 000). See Annex III;
- Activity 2.2.2. Managing internal platforms for collaboration and knowledge management between BEREC members for exchange and transmission of information, of best practices and expertise: procurement procedure for BEREC collaboration and knowledge management platform (max contract value for the budgetary year - € 120 000). See Annex I.

3. Administrative and managerial activities

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

During year 2014, the Administration and Finance Unit will enhance the quality of services available, the compliance with internal control standards and will put in place measures to mitigate the risks in order to ensure business continuity. The focus will be on improving the efficiency and capabilities of internal administration while maintaining the compliance with EU regulations.

The Office will continue to develop and monitor its internal procedures and routines by undertaking the following activities:

3.1. Budget, finance and accounting

Objective: To manage efficiently the financial resources of the Office and respect sound financial management principles.

The BEREC Regulation together with the BEREC Office Financial Regulation form the legal bases for the implementation of the BEREC Office budget and for the introduction of a sound financial management system. The initial and amended budgets provide information on the approved budget for one financial year, while the final accounts of the BEREC Office provide information on its financial performance within the respective financial year.

The BEREC Office budget is implemented by the Administrative Manager, who acts as an authorising officer and is in charge of drawing up the final accounts of the Office.

The preparation of a preliminary draft budget, the final budget of the Office, as well as the supervision of the execution of the budget is entrusted to the Management Committee of the Office. Nevertheless the expertise of the BEREC Office staff with financial and accounting responsibilities is essential for ensuring sound financial management, adequate reporting and budget follow-up, accurate and timely payments and annual accounts.

In that respect, in 2014 the key activities of the BEREC Office in the budget, finance and accounting area will include the following obligations and activities:

a) Budget and Finance:

- Implement the 2014 Budget based on the Activity-Based Budgeting (ABB) principles with timely transactions and perform regular monitoring of the budget with status reporting. Prepare budget transfers and budget amendments in the budget implementation as required. Perform accurate internal controls.
- Prepare and provide the draft Budget 2015 with a staffing plan, revenue and expenditure estimates.

b) Accounting:

- Prepare and transmit the Annual Accounts for year 2013;
- Ensure the execution of payment in time with quality control on the commitments and payments appropriations;
- Perform validations of the accounting tools and systems used in the office;
- Ensure efficient cash flow management and other accounting tasks
- Implementation and consolidation of Internal Procedures and Internal Controls - Follow-up on auditors' recommendations.

3.2. IT infrastructure

Objective: To enable an efficient and secure work environment for the staff and timely communication with all the stakeholders and partners.

In 2014, the BEREC Office IT infrastructure will be further developed in order to allow for efficient and secure communication with all the stakeholders and partners. In that respect the BEREC Office will need to:

- Maintain and develop the hardware and the software to ensure the smooth functioning of the office.
- Maintain the public website and the internal platform efficiently in order to fulfil its transparency and communication responsibilities, etc.
- Contribute to the development and implementation of the BEREC collaboration tool.

The activities for the internal communication platform and public websites under this section include administrative and technical tasks. The transparency and communication aspects in supporting the work of BEREC are described above.

3.3. Premises and Equipment

Objective: To ensure that BEREC Office premises and equipment are fully operational.

In compliance with a Memorandum of Understanding with the Government of the Republic of Latvia and a Lease Agreement between BEREC Office, VNI and Ministry of Transport of the

Republic of Latvia, both signed in 2011, the BEREC Office uses the premises situated on the 2nd floor of Zigrfida Annas Meierovica 14, Riga (Republic of Latvia). In addition to the offices for the BEREC Office staff, the premises comprise two meeting rooms, which can be used for meetings of the BEREC EWGs.

In order to ensure that the necessary means for the BEREC Office staff to perform its duties as required and to provide a secure, safe and friendly environment for the EWGs' meetings in Riga, in 2014 the BEREC Office will need to:

- Provide adequate facilities to ensure the smooth functioning of the activities;
- Manage efficiently and on a timely basis any premises/equipment involved;
- Ensure the security and maintenance of the premises.

3.4. Human resources management

Objective: To manage the human resources of the Office with quality and efficiency.

The key activities of the BEREC Office in the field of human resources management in 2014 will include:

- Ensuring that all HR methodologies and policies are in place, such as payroll and determination of individual rights, absence, leave and missions management, training, performance evaluation, career development, document management, etc.;
- Managing the recruitment of staff and the replacements for turn-overs, the end of the secondment of national experts, etc.;
- Prepare the Training Plan 2014 and ensure its implementation throughout the year;
- Prepare the Multi-Annual Staff Policy Plan 2015-2017;
- Maintain and support the activities of the BEREC Office Staff Committee.

3.5. Legal activities and procurement

Objective: To ensure compliance with the applicable regulation and provide legal assistance to the BEREC Office and BEREC.

In order to implement the BEREC WP and to ensure the proper functioning of the BEREC Office the latter will need to procure certain services and/goods for fulfilling all BEREC's tasks as defined in the BEREC Regulation and its annual work programme. Therefore the procurement of goods and services will continue in 2014, as planned in the annual procurement plan.

The launch of public procurement procedures in the BEREC Office shall be initiated by its Units in compliance with their responsibilities, by submitting a request to launch a public procurement procedure to the BEREC Office Administrative Manager. Administrative support will be provided to BEREC EWGs and Office operational units by preparing public tenders

for ordering studies, organising BEREC events (including workshops) or any other activities, envisaged in the BEREC WP.

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.

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

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 Board of Regulators.

To that effect, the BEREC Office will need to:

- Provide legal advice for the drafting of contracts, contract management and selection of the correct public procurement procedures;
- Prepare public tenders to order research studies from third parties and/or to conclude agreements with relevant knowledge organisations;
- Manage Data Protection to handle the inventory and the register of processing operations of personal data;
- Provide legal assistance to BEREC and the Office to ensure public access to the documents, etc.

3.6. General management and control activities

Objective: To ensure effective management and an internal control system.

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 identifies several specific tasks for which the Administrative Manager bears responsibility.

The BEREC Office Financial Regulation defines the set of responsibilities of the Administrative Manager as the authorising officer. According to the BEREC Office Financial Regulation and in particular Article 40(1), the authorising officer shall submit an annual administrative report to the Management Committee on the performance of his duties.

Regular monthly budgetary reviews and bi-monthly reviews in line with the Office WP, based on relevant budget and work plans will be carried out routinely in 2014.

BEREC Office is a young organisation. Although the mission statement and high-level organisational values of BEREC Office were defined in 2012, the work on maintaining a motivating organisational culture and positive team atmosphere will continue in 2014. The actuality of the earlier defined mission statement and values will regularly be assessed.

Relations with the Authorities of the Republic of Latvia are enshrined in the Seat Agreement signed by both parties. Strong cooperation and good interaction will ensure the proper functioning of the BEREC Office and the protection of the rights of staff.

Auditing of the BEREC Office activities is performed by the Court of Auditors. The BEREC Office does not have an Internal Audit Capability (IAC). The internal auditing function of the Office is performed by the Commission's Internal Auditor in accordance with Article 14 of BEREC Regulation and applying all relevant requirements for Internal Control Standard 16. In its reply to the Court of Auditors observations from the 2012 audit (performed in February 2013) the BEREC Office has forwarded an overview of actions to address the findings. These actions are in schedule to be finalised in 2013. BEREC Office has also provided an Action Plan to the Internal Audit Service in response to the findings of the Review of the implementation of the Internal Control Standards, performed in March 2013. Several activities of the Internal Control Standards Action Plan will be finalised in 2014: finalising the process of preparing Annual Work Programme, finalising the risk management procedure, definition of sensitive functions' policy, further development of BEREC Office processes inventory, introducing the ethical principles document in the newcomer's welcome pack.

In that respect, in 2014 the BEREC Office will need to:

- Maintain the organisational values and culture in the office;
- Ensure the adequate division of responsibilities and efficient deployment of the resources of the office;
- Consolidate and implement the risk management plans together with the auditing bodies;
- Promote efficient Internal Control and effective implementation of the recommendations of the Internal Audit Service and the Court of Auditors;
- Follow-up of the recommendations of the BEREC Task Force;
- Ensure that the Administrative Manager submits an annual administrative report to the Management Committee on the performance of his/her duties;
- Assist the Management Committee in preparation of the BEREC Office Annual Activity Report and the draft Office WP;
- Manage optimally the relations with the Authorities of the Republic of Latvia;
- Manage the internal communication aspects (e-mails, minutes of meetings, internal documents registration and filing, etc.).

Table 1: Summary of BEREC Office main activities in 2014

Abbreviations: PM – BEREC Office Programme Management Unit; AF – Administration and Finance Unit; ES - Executive Support Unit; BoR – Board of Regulators; MC – Management Committee, CN – Contact Network; AM – Administrative Manager; EWG - BEREC Expert Working Group; RoP - Rules of Procedure

| Activity categories and activities | Responsible | Result, Deliverable | Performance indicator(s) | Timeline/ deadline |
|--|-------------|-------------------------------|---|--------------------|
| 1. Support to implementation of BEREC WP 2014 | | | | |
| 1.1. Setting up of the BEREC Expert Working Groups and providing support | PM Unit | | | |
| 1.1.1. Setting up of the BEREC Expert Working Groups and managing changes | PM Unit | Set up of EWGs | Set-up of EWGs in accordance with the approved PRD's; efficient follow-up of later amendments | Q1 2014/ ongoing |
| <ul style="list-style-type: none"> a) Setting up of EWGs b) Managing changes | | | | |
| 1.1.2. Providing administrative, professional and logistical support to the BEREC Expert Working Groups | PM Unit | EWGs are adequately supported | Professional resources are assigned to support the work of each EWG as required, satisfaction of the EWG's with support received, deliverables are prepared in time; efficient management of public consultations | Ongoing |
| <ul style="list-style-type: none"> a) Providing professional support to the BEREC EWGs b) Providing administrative support to the BEREC EWGs c) Data collection from NRAs on request of EWGs d) Assisting the EWGs in preparation of BEREC documents | | | | |

| | | | | |
|--|---------|--|---|---|
| e) Managing public consultations | | | | |
| 1.1.3. Managing public procurement procedures for studies, research and organising workshops on request of the BEREC EWGs for promoting exchange of best practices and expertise | PM Unit | Requested work-shops are arranged and research studies are delivered in accordance with the approved PRD's | Workshops are efficiently organised and supported, External studies and research delivered meet high quality requirements and are delivered on time. | On request |
| 1.2. Activities of the BEREC Office under Articles 7 and 7a FD | PM Unit | | | |
| 1.2.1. Collection of notifications | PM Unit | Tracking of all notified national measures under Art 7/7a FWD | All Art 7 notifications are registered; overviews are made available at request | Ongoing |
| 1.2.2. Maintaining the database | PM Unit | Adequate internal register is set up and maintained | Information on all Phase II cases is available and updated; a functional database for sharing information is developed | Set-up of database together with BEREC collaboration platform (Q2/2014) |
| 1.2.3. Coordinating the BEREC activities under Article 7/7a | PM Unit | Phase II EWGs are established and adequately supported and resourced | Timely delivery of BEREC Opinions. Timely set-up and support (e.g. support documents), overall quality assessment and regular reports provided to the BoR | When needed |
| 1.3. Collecting information from National Regulatory Authorities | PM Unit | | | |
| 1.3.1. Collecting of market data from the NRAs on request of BEREC | PM Unit | Reports on relevant market data in accordance with the BEREC WP 2014 | Reports are prepared in accordance with the approved methodologies and submitted for approval within the given timelines; efficient cooperation with the relevant BEREC EWG's and with the European Commission on the data collection | Deadlines to be confirmed by BoR |

- elaboration of the yearly report on regulatory accounting
- elaboration of International Roaming Benchmark Reports
- elaboration of the regular SMS/MTR/FTR benchmark reports

2. Horizontal and other support activities

| | | | | |
|---|-------------|---|---|-----------------------------------|
| 2.1. Assisting BEREC Chair and Vice-chairs, Plenaries and Contact Network meetings | ES, PM Unit | All administrative and procedural documents prepared and distributed within RoP deadlines | Satisfaction of the Chairs and BEREC members | Ongoing |
| 2.1.1. Providing assistance and executive support to the BEREC Chair and Vice-chairs and to BEREC international events | ES | | | |
| a) Preparing all documents for organising the procedure for election of the 2016 Chair and Vice-chairs for 2015 of the BoR and MC | | See above | See above | Dec 2014 / Plenary 4 |
| b) Providing assistance to the Chair of the BoR and the MC in organising electronic voting procedures | | See above | See above | When needed |
| c) Providing support to the BEREC Chair, Vice-chairs and/or BEREC members in representing BEREC in international or other representative events | | Participation on events is prepared and properly communicated | See above | When needed |
| d) Assisting the BEREC Chair in the preparation of the BEREC Newsletter and supporting in communications activities | | Newsletters are published | Newsletters are published timely with good quality | Quarterly after Plenaries |
| 2.1.2. Providing administrative and professional support for the meetings of the BoR, the MC and the CN, to the Board of Regulators' stakeholder forums or workshops | 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 |
| a) Providing support to the BEREC Chair and BEREC CN Chair in preparing the draft agendas, action points, meeting conclusions, meetings minutes and undertaking any follow-up actions | ES, PM Unit | See above | See above | See above |
| b) Registering the meeting participants, collecting all meeting documents and distributing them to the Members of the of the BoR, the MC and the CN | ES | Registrations are handled in a timely manner | Full list of participants and meeting documents are available for each meeting | According to meeting schedule |

| | | | | |
|--|----------------------------------|--|--|----------------------------------|
| c) Providing methodological and logistical support to the meeting host by regularly updating the guidelines and other relevant documents for hosting BEREC events, collecting the proposals by the BEREC members and observers to host meetings of next year and providing upon request any other support that could be needed | ES | Guidelines for hosting BEREC events | Satisfaction with the support provided to the meeting hosts by the Office | See above |
| d) Organising the traditional public debriefings for presenting the outcome from the meetings of the BoR and the MC | ES | Ensuring full logistics for the debriefings | Meeting room is booked on time and all technicalities are arranged | According to debriefing schedule |
| e) Providing administrative and logistical support to the BoR in organising strategic high-level stakeholder forums or BEREC workshops. For the purposes of sharing of knowledge and information. The Office takes care of the public procurements needed for the financing of the meeting venue and other services. | ES | Ensuring full administrative and logistical support for the events | Timely conclusions of procurement contracts, when needed, and timely distribution of meeting documents | According to event schedule |
| 2.2. Ensuring internal and external transparency, accountability of the work of BEREC and its Office and other horizontal support | | ES | | |
| 2.2.1. Ensuring public transparency and accountability requirements | | | | |
| a) 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 BoR and the MC | ES in cooperation with PM and AF | The public register, documents are adequately available | Timely document registration | Ongoing |
| b) Maintaining the BEREC Internet website | ES in cooperation with PM and AF | BEREC Internet web site is maintained and info updated | User-friendliness, up-date of info, number of users, number of uploads and downloads | Ongoing |
| c) Providing 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 |
| d) Receiving, coordinating and managing the requests on advice and assistance | ES, PM Unit | Requests are handled promptly | Timely responses, quality of responses | On request |
| e) Communication and relationship management with EU institutions, stakeholders and civil society | ES in cooperation with PM and AF | Relations with stakeholders are managed | Communications and relationship management plan has been implemented | Ongoing |

| | | | | |
|---|-------------|--|---|--|
| 2.2.2. Managing internal platforms for collaboration and knowledge management between BEREC members for exchange and transmission of information, of best practices and expertise | PM Unit, ES | The collaboration platform is set up and maintained | The Intranet and Art 7 Database are implemented in accordance with the user requirements, resulting in a user-friendly and functional collaboration and knowledge management platform | end of Q2/2014 (procurement), end of 2014 (new communication tool is 100 in use) |
| 2.2.3. Providing support and coordination to the preparation of the BEREC Annual Reports and the BEREC WP | | | | |
| a) Assisting the BEREC Chair in the preparation of the 2015 BEREC WP, including in the conducting of the public consultation as required by the BEREC Regulation | PM Unit | Preparation of BEREC WP 2015 is supported | Timely delivery, efficient management of the public consultation | Dec 2014 / Plenary 4 |
| b) Assisting the BEREC Chair 2013 with the preparation of the draft 2013 Annual Report on the activities of BEREC and coordinate the drafting of the Annual Report on the developments needed in the electronic communications sector | PM Unit | Draft annual report on the activities of BEREC for year 2013 | Timely delivery with good quality | May 2014 / Plenary 2 |

3. Administrative functions and activities of the BEREC Office

| | | | | |
|--|-----------------------|--|---|---------------------------|
| 3.1. Budget, finance and accounting | AF Unit | | | |
| - Budget 2014: Implement the 2014 budget based on the Activity-Based Budgeting (ABB) principles with timely transactions and perform regular budget monitoring with status reporting | | | | |
| - Budget 2015: prepare draft for MC with staffing plan, revenue and expenditure estimates | AF Unit, AM | Draft budget 2015 | Timely delivery w good quality | Dec 2013-Jan 2014 / CN 1 |
| - Budget 2015: MC to transmit revenue & expenditure estimates to Commission | MC, AF Unit | Draft budget 2015 transmitted | Timely delivery w good quality | March 31, 2014 |
| - Accounts/Budget 2013: prepare and forward to Commission accounting officer & Court of Auditors provisional accounts accompanied by the report | Acc. Officer, AF Unit | Draft accounts 2013 & report | Timely delivery w good quality | March 1, 2014 |
| - Accounts/Budget 2013: 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 2013 + MC opinion | Timely delivery w good quality | July 1, 2014 |
| - 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 |

| 3.2. IT infrastructure | | ES | | |
|---|---------|---|---|--|
| <ul style="list-style-type: none"> - Maintain and develop the hardware and the software to ensure smooth functioning of the office - Maintain the public website and the internal platform efficiently in order to fulfil its transparency and communication responsibilities etc. - Contribute to the development and implementation of BEREC collaboration tool. | ES | Office IT network maintained in good running conditions. | Number and duration of downtimes of Equipment. | Ongoing |
| | ES | Public website is functioning | Number and duration of downtimes. | Ongoing |
| | ES | The collaboration platform is set up and maintained | The Intranet and Art 7 Database are implemented in accordance with the user requirements, resulting in a user-friendly and functional collaboration and knowledge management platform | end of Q2/2014 (procurement), end of 2014 (new communication tool is 100 in use) |
| 3.3. Premises and Equipment | | AF Unit | | |
| <ul style="list-style-type: none"> - Provide the adequate facilities to ensure smooth functioning of the activities - Manage efficiently and timely any premises/equipment issue; - Ensure the security and maintenance of the premises. | AF Unit | Premises and equipment maintained in good running conditions. Supplies delivered to the Office. | Number of maintenance jobs undertaken. General stationary always available | Ongoing |
| | AF Unit | Deliver in time and repair | Duration of delivery and repair | Ongoing |
| | AF Unit | Deliver in time and repair | Duration of delivery and repair | Ongoing |
| 3.4. Human resources management | | AF Unit | | |
| <ul style="list-style-type: none"> - Ensure that all HR methodologies and policies are in place such as payroll and determination of individual rights, absence, leave and missions management, training, performance evaluation, career development, document management etc.; - Manage the recruitment of staff and the replacements for turn-overs, the end of the secondment of national experts etc. | | Policies and methodologies are defined and implemented | Timely delivery w good quality | Q3-Q4 2014 |
| | 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 |
| - Prepare the Training Plan 2014 and ensure its implementation throughout the year | AF Unit | Training Plan 2014 | Timely delivery w good quality | Feb 2014' |

| | | | | |
|---|------------------|---|--|-----------------------|
| - Prepare the Multi-Annual Staff Policy Plan 2015-2017 | AF Unit | Draft is delivered and approved by MC | Timely delivery w good quality | Oct-Nov 2013, Q1 2014 |
| - Maintain and support the activities of the BEREC Office Staff Committee. | AM | Staff Committee is functioning and fulfilling its tasks | Staff Committee is adequately supported | Ongoing |
| 3.5. Legal activities and procurement | | AF Unit | | |
| - Provide legal advice for the drafting of the contracts, the contract management and the selection of the correct public procurement procedures | AF Unit | Legal opinions as requested. Representation of the Office in all appropriate instances. | Number of internal legal opinions issued. Number of legal cases handled for the Office | Ongoing |
| - Provide legal assistance to BEREC and the office | AF Unit | Legal opinions as requested. . | Timely reply to requests. | On request |
| - Prepare public tenders to order research studies from third parties and/or to conclude agreements for the arrangement of BEREC workshops and other events | PM Unit, AF Unit | Public procurements are arranged on request | Overall assessment of efficiency | 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 |
| - Manage Data Protection by appointing a Data Protection Officer to handle the inventory and the register of processing operations of personal data | DPO | Data protection activities are carried out | Number of notifications | Ongoing |
| 3.6. General management and control activities | | AM, ES | | |
| - Maintain the organisational values and culture within the office | AM | Good organisational culture, motivated employees | Employee satisfaction | Ongoing |
| - Ensure the adequate division of responsibilities and efficient deployment of the resources of the Office | AM, Unit Heads | Optimal usage of resources | Efficiency (efficiency dashboard) | Ongoing |
| - Follow-up of the recommendations of the BEREC Task Force; | AM, Unit Heads | Task Force recommendations are addressed | Timely delivery w good quality | Q1-Q2 2014 |

| | | | | |
|---|-------------|---|---|----------------------|
| - Consolidate and implement the risk management plans together with the auditing bodies; | AF Unit; AM | Risk management plan and processes to address them (workplan) | Availability | June 30, 2014 |
| - Promote efficient Internal Control and effective implementation of the recommendations of the Internal Audit Service and the Court of Auditors; | AF Unit; AM | Transfer information to all managers and staff members | Action plan to be supported by all managers | 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 |
| - Ensure that the Administrative Manager submits an annual administrative report to Management Committee on the performance of his duties; | ES, AM | | | |
| - Authorising Officer's Annual Administrative Report 2012 (AAR): preparing draft for assessment by MC on Plenary 2 | AM | Authorising Officer's AAR 2013 | Timely delivery w good quality | May 2014 / Plenary 2 |
| - Assist the Management Committee in preparation of the BEREC office Annual Activity Report and the draft office WP | ES, AM | | | |
| - BEREC Office Activity Report 2012: assisting MC in preparing Activity Report for adoption on Plenary 2 | ES, AM | Draft BEREC activity report 2013 | Timely delivery w good quality | May 2014 / Plenary 2 |
| Preparing the draft Office WP 2015 and submitting to the MC | AM | Draft Office WP 2015 | Timely delivery w good quality | June 30, 2014 |
| - Manage efficiently the relations with the Authorities of the Republic of Latvia | AM, ES | 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 |
| - Manage the internal communication aspects (e-mails, meetings minutes, internal documents registration and filing etc.) | AM, ES | Internal communication is managed | Timely delivery of documents, timely registration of documents according to policy requirements | Ongoing |

Table 2: Budget allocation between BEREC Office main activity groups

| | 1.1.1. Setting up of EWG's and managing changes | 1.1.2. Prov. admin./ professional/ logistical support to BEREC EWG's | 1.1.3. Manage public proc. proced. for studies and organising workshops on req. of BEREC EWG's ... | 1.2.1. Collection of Article 7/7a notifications | 1.2.2. Maintaining database | 1.2.3. Coordination of BEREC activities under Art. 7/7A Fr. Dir. | 1.3.1. Collection of market data from NRA's on request of BEREC | 2.1.1. Prov. assist. and exec. Support to BEREC (Vice)Chairs and international events | 2.1.2. Prov. admin. and professional supp. for meetings of BoR, MC, CN, to BoR stakeholder forums & workshops | 2.2.1. Ensuring public transparency & accountability requirements | 2.2.2. Manage internal platform for collab. and knowledge mngt btw BEREC members... | 2.2.3. Prov. supp. and coordination to the preparation of the BEREC AAR & BEREC WP | TOTAL * |
|---|---|--|--|---|-----------------------------|--|---|---|---|---|---|--|--------------------|
| Total Admin./ Manag. Costs | € 81,903 | € 805,381 | € 34,651 | € 53,552 | € 5,250 | € 92,404 | € 201,608 | € 76,653 | € 172,207 | € 178,507 | € 92,404 | € 45,152 | € 1,839,670 |
| Total Operational Costs | € 48,281 | € 874,356 | € 452,379 | € 28,298 | € 4,809 | € 137,164 | € 94,272 | € 149,101 | € 447,695 | € 135,713 | € 226,595 | € 34,166 | € 2,632,828 |
| TOTAL COSTS per OPERATIONAL ACTIVITIES | € 130,184 | € 1,679,736 | € 487,030 | € 81,850 | € 10,059 | € 229,567 | € 295,880 | € 225,754 | € 619,902 | € 314,220 | € 318,998 | € 79,318 | € 4,472,498 |
| % Adm./Manag. Costs | 62.9% | 47.9% | 7.1% | 65.4% | 52.2% | 40.3% | 68.1% | 34.0% | 27.8% | 56.8% | 29.0% | 56.9% | |

| | | | | | | | | | | | | |
|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| % Operat. Costs | 37.1% | 52.1% | 92.9% | 34.6% | 47.8% | 59.7% | 31.9% | 66.0% | 72.2% | 43.2% | 71.0% | 43.1% |
|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|

The Activity Based Costing model has been used for allocating administrative/managerial and operational costs between the 12 main activity groups. The expenses of all budget lines have been allocated to the activities using the following cost drivers:

- Direct allocation of expenditures;
- Allocation by # of full-time equivalent (FTE) staff members;
- Time allocation of staff members;
- Allocation by salary mass (# of FTEs * time allocated)
- Estimated % of expenditures between different activity groups.

No costs were allocated to administrative/managerial activities in section three. Instead, all administrative/managerial expenditures have been allocated to operational activity groups.

- The European Commission announced on 15 April 2013 the new proportionality factor (3.03%) of EEA countries for the 2014 Budget. The BEREC Office Draft Budget 2014 was prepared and submitted to the Commission in the End of March 2013 with the EEA contribution of 2.8% of the EU subsidy. BEREC Office was asked to use the 3.03% proportion for calculating EEA country contributions in the future financial documents relating to 2014. The difference is reflected in the total budgetary amount of € 4,472,498 in the current document, which is by € 8,321 larger than the draft Budget 2014 submitted to the Commission in March with the value of € 4,464,176.

ANNEX I: Financing decision to launch the procurement procedure for BEREC collaboration and knowledge management platform

| | | |
|---|---|-----------|
| Title | BEREC collaboration and knowledge management platform | |
| Short description and Objectives | <p><u>OBJECTIVE</u></p> <p>To support BEREC in procuring a relevant collaboration and knowledge management solution, potential customisation of the solution and implementation of the platform.</p> <p><u>DESCRIPTION</u></p> <p>Since the establishment of BEREC in 2010 the Board of Regulators, the BEREC Office Management Committee, the Contact Network and the Expert Working Groups have used a non-BEREC owned solutions as a platform for distribution of documents, exchange of information, distribution of questionnaires to NRAs, registration of participation in EWG meetings and distribution of other useful documents.</p> <p>The solution has not been owned by BEREC or BEREC Office, it has not been significantly upgraded since its putting into operation in 2008. Neither has its capacity been increased in order to meet the requirements of new applications.</p> <p>The BEREC Office Management Committee requested the BEREC Office to find a solution for a similar collaborating facility, which could serve BEREC as a platform for exchange of documents and information between the BEREC members and observers.</p> <p>The tender should cover main activities as follows:</p> <p>Providing access to collaboration and knowledge management solution together with potential customisation to the needs of BEREC and implementation (incl. migration of data);</p> <p>Hosting and maintenance of the website, including updates and relevant improvement of the functionalities.</p> | |
| Reference to the Annual Work Programme | <p>Main activity: 2.2. Ensuring internal and external transparency, accountability of the work of BEREC and its Office and other horizontal support;</p> <p>Sub-activity: 2.2.2. Managing internal platforms for collaboration and knowledge management between BEREC members for exchange and transmission of information.</p> | |
| Budget Line / Commitment | BERO-B2013-B03102-C1-BEREC | |
| Contract value for the budgetary year | MAXIMUM = | € 120 000 |

| | |
|---|--|
| Indicative number and type of contracts envisaged Duration of tasks (including possible renewal) | Service contract (with possibility of renewals). |
| Procurement Procedure/ method of implementation | Open or restricted procedure with publication of a contract notice in the Official Journal |
| indicative timeframe for launching the procurement procedures | Q4 2013 |

ANNEX II: Financing decision to launch the procurement procedure for consumer research on Net Neutrality

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|--|---|------------------|
| Title | BEREC external consumer research to support BEREC Work Program 2014 work on Net Neutrality | |
| Short description and Objectives | <p><u>OBJECTIVE</u></p> <p>The objective of the tender is to support BEREC in completing its on-going Network Neutrality work. The possibility of outsourcing consumer research was foreseen in item 5(c) of BEREC's 2013 Work Programme, <i>a study on consumers' incentives and market forces driving Net Neutrality developments</i>.</p> <p>Based on the preliminary work by the network Neutrality EWG on scoping the desirability and value of commissioning such research has been confirmed and the actual launch of the study has been included in the BEREC 2014 Work Programme.</p> <p>The previous investigations of net neutrality have focused on the supply side, The objective of the requested study is to analyse how important net neutrality is to consumers (demand side).</p> <p><u>DESCRIPTION</u></p> <p>The tender should address the planned methodological approach of the NN EWG to be undertaken by the chosen Contractor :</p> <ul style="list-style-type: none"> • Draw up a list of test countries / meaningful geographic segmentation; • Understand what matters to consumers when they choose their Internet access service; • Measure the value of internet in the test countries and compare results. | |
| Reference to the Annual Work Programme | Item 1.1. "Setting up of the BEREC Expert Working Groups and providing support"; Sub-Item 1.1.3 "Managing public procurement procedures for studies, research and the holding of workshops at the request of the BEREC Expert Working Groups" | |
| Budget Line / Commitment | BERO-B2013-B03001-C1-BEREC | |
| Contract value for the budgetary year | MAXIMUM = | € 400 000 |
| Indicative number and type of contracts envisaged | Service contract | |

| | |
|--|--|
| Duration of tasks (including possible renewal) | |
| Procurement Procedure/ method of implementation | Open or restricted procedure with publication of a contract notice in the Official Journal |
| indicative timeframe for launching the procurement procedures | Q4 2013 |

ANNEX III: Financing Decision for the BEREC Website Conception and Hosting

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| Title | BEREC Website conception and hosting | |
| Short description and Objectives | <p><u>OBJECTIVE:</u></p> <p>The main objective of the contract shall be, as follows:</p> <p>Further development and improvement of the current BEREC website and development of additional functionalities and tools;</p> <p>Hosting and maintenance of the website, including by improving the functionalities.</p> <p><u>DESCRIPTION:</u></p> <p>The contract shall address the feedback and improvement proposals from NRAs and external stakeholders. The improvement proposals among others shall include:</p> <p>Improved functionalities for usage of the website by disabled users;</p> <p>Improved search functionality;</p> <p>Updated layout;</p> <p>Improved and more flexible registration for the events;</p> <p>Improved e-mail update service and RSS feeds;</p> <p>Improved document register and its administration.</p> | |
| Reference to the Annual Work Programme | <p>Main activity: 2.2. Ensuring internal and external transparency, accountability of the work of BEREC and its Office and other horizontal support;</p> <p>Sub-activity: 2.2.1. Ensuring public transparency and accountability requirements.</p> | |
| Budget Line / Commitment | BERO-B2014-B03102-C1-BEREC | |
| Contract value for the budgetary year | MAXIMUM = | € 30 000 |
| Type of contract | Prolongation of Simple service contract No BEREC/13/005 of 2013 | |
| Type of procurement (Service/supply/works) | Service contract | |
| Indicative timeframe for signing the contract | Q1 2014 | |

ANNEX IV: Financing Decision for the organisation of the 1st Contact Network meeting for 2014 in Riga and BEREC workshops and other meetings

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|---|---|---|
| Title | Organisation of the 1st Contact Network meeting for 2014, , Riga, Republic of Latvia and BEREC workshops and other meetings | |
| Short description and Objectives | <p><u>OBJECTIVE:</u></p> <p>Provision of professional event organiser services to support BEREC Office in the organisation of the 1st Contact Network meeting for 2014, Riga, Republic of Latvia and BEREC workshops and other meetings in Latvia (Framework Service Contracts No BEREC/13/020) and outside of Latvia (Framework Service Contracts No BEREC/13/026).</p> <p><u>DESCRIPTION:</u></p> <p>Event management;</p> <p>Venue selection and reservation;</p> <p>Selection and pre-booking of accommodation;</p> <p>Catering services;</p> <p>Organisation of social/cultural programme;</p> <p>Hiring technical equipment;</p> <p>Printing, copying and scanning services;</p> <p>Photographic, video and/or audio recording service;</p> <p>Transport/transfer services;</p> <p>Translation and/or interpretation service;</p> <p>Collection, compilation and distribution of documents;</p> <p>Provision of service staff necessary for the event organisation;</p> <p>Other event organisation services not listed above.</p> | |
| Reference to the Annual Work Programme | <p>Item 2.1. Assisting the BEREC Chair and Vice-chairs, Plenaries and Contact Network meetings; sub-item: 2.1.2. Providing administrative and professional support for the meetings of the Board of Regulators, the Management Committee and the Contact Network;</p> <p>Item 1.1.3. Managing public procurement procedures and organising workshops on request of the BEREC EWGs for promoting exchange of best practices and expertise.</p> | |
| Budget Line / Commitment | <p>BERO-B2014-B03101-C1-BEREC</p> <p>BERO-B2013-B03003-C1-BEREC</p> | |
| Contract value for the budgetary year | MAXIMUM = | € 65 000 - 1 st CN meeting, Riga and other meetings in Latvia |

| | | |
|--|--|--|
| | | € 40 000 - workshops and other meetings outside of Latvia |
| Type of contract | Specific contracts or purchase orders based on the existing Framework Service Contracts No BEREK/13/020 and BEREK/13/026 of 2013. | |
| Type of procurement (Service/supply/works) | Service contract or purchase order | |
| indicative timeframe for signing the contract | Q1 2014 for Specific contract 1 st CN meeting 2014 in Riga. Q1-Q4 2014: Specific contracts or purchase orders for other workshops and meetings. | |