

**2017 Consolidated Annual Activity Report  
of  
the Office of the Body of European Regulators for  
Electronic Communications  
(the BEREC Office)**

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## Analysis and assessment of the Management Committee

### The BEREC Office Management Committee (MC),

Having regard to Article 13(2) of Regulation (EC) No 1211/2009 of the European Parliament (EP) and of the Council of 25 November 2009 establishing the Body of European Regulators for Electronic Communications (BEREC) and the Office<sup>1</sup> (the BEREC Regulation);

Having regard to Article 47(2) of Decision No MC/2014/1 of the BEREC Office MC on the financial regulation applicable to the BEREC Office in accordance with the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the EP and of the Council on the financial rules applicable to the general budget of the Union;

Having regard to the BEREC Office Work Programme (WP) 2017<sup>2</sup>, which was developed to support the achievement of the objectives of the BEREC WP 2017<sup>3</sup>;

Having regard to the 2017 Consolidated Annual Activity Report of the BEREC Office submitted by the Administrative Manager (AM)/Authorising Officer (AO) to the MC on the performance of his duties;

### Whereas,

- (1) In 2017, the BEREC Office provided BEREC with administrative and, in particular, highly professional support, as follows:
  - a) extremely valuable support to BEREC in implementing its tasks assigned by Regulation (EU) 2015/2120 of the European Parliament and of the Council of 25 November 2015 laying down measures concerning open internet access and amending Directive 2002/22/EC on universal service and users' rights relating to electronic communications networks and services and Regulation (EU) No 531/2012 on roaming on public mobile communications networks within the Union (the Telecoms Single Market Regulation);
  - b) high-quality administrative and professional support to the Board of Regulators (BoR), the Contact Network (CN) and all Expert Working Groups (EWGs), including the Ad Hoc and Article 7/7a phase II cases EWGs;
  - c) commissioning one study on the implications of 5G deployment on future business models, which will be used as input to BEREC deliverables to be finalised in 2018;
  - d) contributing to the revision of the BEREC Communication Strategy and Communication Plan and continuing its contribution to increased transparency of BEREC's work by managing the public register of BEREC documents and

<sup>1</sup> OJ L 337, 18.12.2009, pp. 1-10.

<sup>2</sup> MC (16) 136, [BEREC Office Work Programme 2017](#), 5 December 2016.

<sup>3</sup> BoR (16) 215, [BEREC Work Programme 2018](#), 7 November 2016.

implementing the BEREC Communication Plan for 2017;

- e) maintaining and further using the information-sharing portal (ISP), which is a user-friendly online documentation tool that allows users to search for and consult various public documents, reports, and decisions published within the electronic communications sector, providing access to all national regulatory authorities (NRAs) and the BEREC Office to upload links to documents;
  - f) organising the annual BEREC Stakeholder Forum and the public debriefings with live streaming and possibilities for interaction through social media, which provided citizens and other interested parties with more opportunities to follow these events and contribute to the discussion remotely;
  - g) expanding the capacity of the audio and video-conference facilities in Brussels and Riga to ensure wider remote participation of NRA representatives in the EWG meetings and thus decreasing the travelling expenses and time for experts and contributing to reducing the carbon print;
  - h) organising professional training for NRA experts on the regulatory framework for electronic communications of the European Union (EU);
  - i) procuring consultancy services for the development of a modern and user friendly on-line platform for the organisation of the BEREC public consultations and for supporting BEREC in the preparation for the procurement of the Net Neutrality (NN) tool;
  - j) improving the IT support to BEREC by the introduction of specialised IT services, including in the field of IT security by use of IT service providers and services offered by EU-CERT.
- (2) In 2017, the BEREC Office further improved its day-to-day operations, in particular through:
- a) achieving the highest rate of budget execution in commitment appropriations (99.94 %) since the establishment of the Agency and maintaining cancellation rate of appropriations carried over from 2016 to 2017 below the 5% threshold (2.53%);
  - b) maintaining full staffing, irrespectively of the staff turnover;
  - c) further developing the risk management procedure and internal controls with the support of the European Network and Information Security Agency (ENISA);
  - d) ensuring a compliance with the internal control standards (ICSs), which has led to closing all recommendations by the Internal Audit Service (IAS) and reducing the risk portfolio of the BEREC Office;
  - e) improving the IT services and applications offered to and used by the staff and starting the modernisation of the IT infrastructure of the BEREC Office;
  - f) launching a project on business continuity with the objective to find a sustainable solution for the back-up and disaster recovery of the BEREC Office electronic systems

and data;

- g) addressing the observations of the IAS, the European Court of Auditors (ECA) and the Discharge Authority issued in previous years;
  - h) undertaking the necessary action for the preparation of additional Service Level Agreements (SLAs) and Memoranda of Understanding (MoU) with the European Commission (EC) and other bodies of the EU aimed at further increasing its efficiency and effectiveness, in particular in the field of business continuity, IT services and security, IT applications for document management, HR management and others;
- (3) Expresses its concern that:
- a) The BEREC Office was negatively affected with the highest possible rate of cut according to the ECA report of the on the implementation of the 5% reduction of staff posts published on 21 December 2017, namely a cut of 12.5%, irrespectively of the fact that Regulation (EU) 2015/2120 assigned additional tasks to BEREC<sup>4</sup>.
  - b) The average stay of staff at the BEREC Office in 2017 increased to 2.7 years compared to the same indicator for 2016, which was 2.58 years, but is still bellow satisfactory level, provided that as a general rule the initial contract duration offered by the BEREC Office to its staff is of three years;
  - c) The high staff turnover which, as recently observed by the ECA, affects the BEREC Office efficiency and poses risks to the implementation of its Work Programmes;
  - d) One possible reason for the staff turnover is the salary correction coefficient applied for the host Member State (74.9 % as at 1 July 2017) on which the BEREC Office has no influence;
  - e) The staff of the BEREC Office faces a heavy workload, challenging working conditions and seems dissatisfied by the living conditions in Latvia, which further aggravates the situation;

**Following an analysis of the Consolidated Annual Activity Report 2017 from the AM / AO, the following conclusions have been made:**

1. The BEREC Office provided BEREC with high-quality professional and administrative support in 2017 and this strongly contributed to the preparation of high quality BEREC deliverables in a timely manner;
2. The information contained in the report presents a true and fair view and demonstrates further improvements in the BEREC Office's performance in 2017 in achieving its objectives, as defined in the BEREC Regulation and the BEREC Office WP 2017;
3. The resources assigned to the activities described in the report have been used for their

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<sup>4</sup> <https://www.eca.europa.eu/en/Pages/DocItem.aspx?did=44567>

intended purpose and in accordance with the principle of sound financial management;

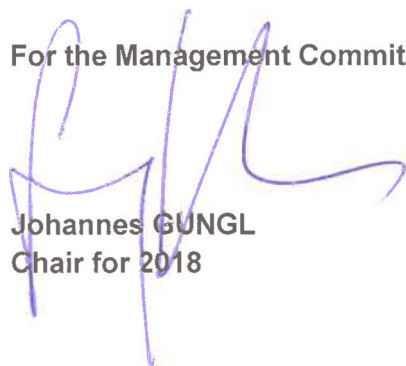
4. The control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions;
5. The MC is assured of the reliability of the accounts and of the legality and regularity of the transactions undertaken.

**The AM/AO is invited to:**

1. Maintain and, where possible, increase the high level of professional support provided to BEREC, including by further externalising technical tasks where feasible;
2. Maintain the compliance with the ICSs at the BEREC Office;
3. Further mobilise the resources and capabilities of the BEREC Office to further limit payment delays for expert reimbursements as far as possible;
4. Maintain good level of budget planning and management with a view to ensuring compliance with the key performance indicators adopted by the MC;
5. Address any remaining issues raised by the ECA and the Discharge Authority;
6. Work on improving the mitigation techniques for the areas of risk identified by the IAS in its risk assessment held in 2017;
7. Undertake appropriate measures aimed at retaining highly qualified staff and reducing the staff turnover;
8. Work towards improvement of the working conditions for the staff and the living conditions for the staff and their families, including, where needed, in cooperation with the host Member State;
9. Report regularly on achieving the key performance indicators by the BEREC Office and addressing any remaining open issues raised by ECA and the Discharge Authority and complying with IAS recommendations.

Done at Riga, on 29 June 2018.

**For the Management Committee**



**Johannes GUNGL**  
Chair for 2018

**List of Acronyms**

<b>Acronym</b>	<b>Meaning</b>
ABAC	Accrual Based Accounting
ABB	Activity-based budgeting
ABC	Activity-based costing
AD	Administrator
AM	Administrative manager
AO	Authorising Officer
AST	Assistant
AST/SC	Secretaries and clerks
BAG	BEREC Office Advisory Group
BEREC	Body of European Regulators for Electronic Communications
BEREC Office	Office of the Body of European Regulators for Electronic Communications
BEREC Regulation	Regulation (EC) No 1211/2009 of the European Parliament and of the Council of 25 November 2009 establishing BEREC and the Office <sup>5</sup>
BoR	Board of Regulators
CA	Contract Agent
CN	Contact Network
DG CNECT	Directorate-General for Communications Networks, Content & Technology
DG HR	Directorate-General for Human Resources and Security
DPO	Data Protection Officer
EC	European Commission
ECA	European Court of Auditors

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<sup>5</sup> OJ L 337, 18.12.2009, pp. 1–10.



Acronym	Meaning
EDPS	European Data Protection Supervisor
EFTA	European Free Trade Association
ENISA	European Network and Information Security Agency
EP	European Parliament
ERGP	European Regulators Group for Postal Services
EU	European Union
EU-CERT	EU Computer emergency response team
EWG(s)	Expert working group(s)
FG	Function group
FTE(s)	Full-time equivalent post(s)
FWC	Framework Contract
HR	Human resources
IAS	Internal Audit Service
ICC	Internal Control Coordinator
ICS(s)	Internal control standard(s)
ISP	Information Sharing Portal
IT	Information technology
ITRE	Committee on Industry, Research and Energy of the EP
KPI(s)	Key Performance Indicator(s)
MC	Management Committee
MS(s)	Member State(s)
NGN	Next generation networks
NN	Net neutrality

Acronym	Meaning
NRA	National regulatory authority
OJ	Official Journal of the European Union
OLAF	European Anti-Fraud Office
PD	Programming Document
PMO	Office for the administration and payment of individual entitlements
PRD	Project requirements document
RBFM	The BEREC Office Report on the implementation of the budget and on budgetary and financial management
SLA	Service level agreement
SNE	Seconded national expert
TA	Temporary agent
TSM	Telecoms Single Market Regulation (Regulation (EU) 2015/2120 <sup>6</sup> )
WBA	Wholesale broadband access
WLA	Wholesale local access
WLL	Wholesale leased lines
WP	Work Programme

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<sup>6</sup> OJ L 310, 26.11.2015, pp. 1–18.

## Introduction

### The BEREC Office in brief

BEREC and the BEREC Office were established within Regulation (EC) No 1211/2009 of the European Parliament and of the Council of 25 November 2009<sup>7</sup> (the BEREC Regulation), with the objective to increase the consistency in the implementation of the regulatory framework for electronic communication network and services of the European Union (EU) and thus to improve the functioning of the single market.

BEREC is composed of the Board of Regulators (BoR). The BoR is composed of one representative of the national regulatory authority ("NRA") established in each Member State (MS) with primary responsibility for overseeing the day-to-day operation of the markets for electronic communications networks and services.

The European Commission (EC) attends BEREC's meetings as observer and is represented at high level, as well.

The NRAs from the EFTA States and from the States that are candidates for accession to the EU have also observer status and are represented at high level.

The BoR appoints its Chair and Vice-Chairs from among its members, subject to the rules of procedure of BEREC. The term of office of the Chair and of the Vice-Chairs is one year.

BEREC has the following role:

- (a) to develop and disseminate among NRAs regulatory best practice, such as common approaches, methodologies or guidelines on the implementation of the EU regulatory framework;
- (b) on request, to provide assistance to NRAs on regulatory issues;
- (c) to deliver opinions on the draft decisions, recommendations and guidelines of the Commission, referred to in the BEREC Regulation, the Framework Directive and the Specific Directives;
- (d) to issue reports and provide advice, upon a reasoned request of the EC or on its own initiative, and to deliver opinions to the European Parliament (EP) and the Council, upon a reasoned request or on its own initiative, on any matter regarding electronic communications within its competence;
- (e) on request, to assist the EP, the Council, the EC and the NRAs in relations, discussions and exchanges with third parties; and assist the EC and NRAs in the dissemination of regulatory best practices to third parties.

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<sup>7</sup> OJ L 337, 18.12.2009, p.1

Further to this, BEREC has been assigned with additional tasks in the fields of mobile roaming and net neutrality in order to implement the tasks assigned by the Telecoms Single Market Regulation (Regulation (EU) 2015/2120 of the EP and of the Council of 25 November 2015 laying down measures concerning open internet access and amending Directive 2002/22/EC on universal service and users' rights relating to electronic communications networks and services and Regulation (EU) No 531/2012 on roaming on public mobile communications networks within the Union)<sup>8</sup>.

BEREC is supported by the BEREC Office. The BEREC Office is established as a EU body with legal personality. BEREC Office comprises:

- the [Management Committee \(MC\)](#);
- an [Administrative Manager \(AM\)](#).

The MC is composed of one representative of all 28 MS NRAs and the Commission. It ensures the overall governance of the Agency.

The BEREC Office is managed by the AM, who is also the Authorising Officer (AO).

The BEREC Office is structured as follows:

- Programme Management Unit;
- Administration and Finance Unit;
- Executive Support Unit (reporting directly to the AM).

As of 31 December 2017 the BEREC Office had 27 staff members (including 13 temporary, nine contract agents, four seconded national experts and the AM).

The BEREC BoR and the MC convene at least four regular plenary meetings per year, which are held on a rotation principle in different EU MSs, EFTA countries or candidate countries for accession to the EU.

The decisions to be taken by the BoR and the MC are prepared by a special working group, called "Contact Network" (CN), composed of senior representatives of all members. The CN usually has its meeting two weeks prior to each plenary meeting.

The documents submitted to the CN and the MC are reviewed by the BEREC Office Advisory Group (BAG).

The BEREC Office performs its tasks under the guidance of the BEREC BoR and has to:

- provide professional and administrative support services to BEREC;

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<sup>8</sup> OJ L 310, 26.11.2015, pp. 1–18

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

More information about the functions and activities of BEREC and the BEREC Office can be found at the BEREC web site: [www.berec.europa.eu](http://www.berec.europa.eu)

Following an application by the Government of the Republic of Latvia to host the seat of the BEREC Office, on 31 May 2010 the Representatives of the Governments of the EU MSs took unanimous decision to locate the BEREC Office in Riga.

The BEREC Office has its headquarter at Zigfrida Annas Meierovica Bulvaris 14, Riga, Latvia.

## **Executive summary**

The BEREC Office was established by [Regulation \(EC\) No 1211/2009 of the European Parliament and of the Council of 25 November 2009](#) (the BEREC Regulation) as an agency of the EU to provide professional and administrative support to BEREC. In the same legal act, the legislator established BEREC with the objective of contributing to the development and better functioning of the internal market for electronic communications networks and services. BEREC has no legal personality and acts as an exclusive forum for cooperation among NRAs, and between NRAs and the EC, in the exercise of the full range of their responsibilities under the EU regulatory framework for electronic communications. BEREC also serves as a body for reflection, debate and advice for the EP, the Council of the EU and the EC in the field of electronic communications.

The BEREC Office comprises a MC and an AM. The BEREC Office, under the guidance of the BoR, performs the following tasks: providing professional and administrative support services to BEREC, collecting and exchanging information from NRAs in relation to all BEREC tasks, disseminating regulatory best practice among NRAs, assisting the Chair in the preparation of the work of the BoR, setting up EWGs at the request of the BoR and providing them with the support needed to ensure their smooth functioning.

## **Achievements of the year**

### **Support to BEREC EWGs**

Tasks carried out by the BEREC Office to support BEREC EWGs during 2017 included:

#### ***Setting up EWGs and providing support***

According to the BEREC Regulation the BEREC Office sets up the BEREC EWGs, upon request of the BoR, and provides them with the appropriate administrative, professional and logistics support.

The practice of assigning a member of the Programme Management Unit as a contact person for each of the EWGs and of being in charge of distributing meeting documents, drafting the minutes of the meetings and providing other administrative and professional support, if needed, including by participating in the drafting teams at the request of the EWG Chair, continued. When needed, the contact person also provided content-related support. This contributed in better cooperation and understanding of the required support between the BEREC Office and BEREC.

To support BEREC in this regard, under Article 6 of the BEREC Regulation, the BEREC Office was assigned with the responsibility of collecting information from the NRAs and from the sector stakeholders, to exchange and transmit data in relation to the BEREC role and tasks as specified in BEREC Regulation Articles 2(a) and 3. The BEREC Office was also responsible for collecting information from NRAs and collating periodical BEREC benchmark reports.

Since the beginning of 2017 the BEREC Office provided support to the EWGs in drafting several

of 13 BEREC papers on the review of the EU Regulatory Framework for electronic communications. Furthermore, BEREC Office contributed to 19 reports, two responses to EC public consultations, two reports on implementing set of recent BEREC guidelines, and eight deliverables for BEREC public consultations. Additionally the BEREC Office extensively contributed to the preparation of prepared five reports<sup>9</sup>, which were submitted to the respective EWGs for finalisation and the contribution to outline for the study on 5G.

In 2017 the BEREC Office organised 136 EWG meetings (86 physical and 50 by audio or videoconference)<sup>10</sup> and reimbursed 908 experts for their participation in these meetings (amounting to EUR 475,247.30). The total number of participants was 2,478 and 642 participated by joining via A/V conference (both in the physical meetings and meetings held exclusively by A/V). For the same period in 2016, the BEREC Office reimbursed 763 experts (amounting to EUR 380,166.75). This constitutes an increase of 19 % in the number of reimbursed experts and 25.01 % for reimbursements from the BEREC Office budget (even if no EWG meeting was planned in December 2017). Ensuring the expert reimbursements until the end of the year in the best way possible and the required further prioritisation of the planned expenditure, with the financial resources in place, were the challenges the BEREC Office had to overcome, especially taking into account the fact that the EU subsidy for 2017 was kept at the level of 2016 (EUR 4,246,000.00). Consequently, the EWG Co-chairs were invited to undertake good planning of the organisation of EWG meetings and all event participants were encouraged to use audio and video-conference as far as possible.

To improve the use of audio and video-conferences and the virtual meeting rooms available for organising BEREC and BEREC Office events, the BEREC Office introduced an internal booking system.

In 2017 the BEREC Office put into operation a platform for on-line public consultations, which has been used for the organisation of three public consultations through 2017.

### ***BEREC Office activities under market analysis and notifications***

In 2017 the EC opened five Article 7/7a phase II cases, for which BEREC was requested to provide opinions. Phase II EWGs were established by the BEREC Office for each case and were provided with all the support and the coordination needed to deliver draft opinions to the BoR within the deadlines. The EWGs held seven meetings, including those by videoconference, and the BEREC Office reimbursed 15 experts for participation in the meetings.

A simple database of Article 7/7a Framework Directive focal points, rapporteurs and experts was maintained. Regular tracking of all Article 7/7a Framework Directive notifications from the NRAs

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<sup>9</sup> [BEREC Report on the outcome of the consultation on the Draft BEREC Medium Term Strategy for 2018-2020](#), [BEREC Report on Termination rates at European level - January 2017](#), [BEREC Report on Termination rates at European level – July 2017](#), [18th International Roaming BEREC Benchmark Data Report](#) and [19th International Roaming BEREC Benchmark Report](#).

<sup>10</sup> Compared to 92 EWG meetings (70 physical meetings and 22 by videoconference) for the whole duration of 2016.

and comments from the EC continued. In 2017, the BEREC Office registered 91 notifications.

### **Support to BEREC and NRAs**

Tasks carried out by the BEREC Office to support BEREC and the NRAs during 2017 included:

#### ***Support to the BEREC Chair and Vice-Chairs and organisation of CN and BoR and MC plenary meetings and BEREC stakeholder and international events***

Throughout the reporting period, the BEREC Office provided professional and administrative support to the BoR, the MC, the BEREC Chair and Vice-Chairs and the CN in fulfilling their assignments. In particular, the BEREC Office was in charge of the preparation of the four BoR and MC plenary meetings, and four CN meetings. The BEREC Office supported 53 events attended by the Chair and Vice-Chairs on behalf of BEREC, seven BEREC international events and the organisation of 21 BEREC and MC electronic voting procedures when the organisation of a meeting for adoption of the decision needed was not possible or practicable.

Meeting documents, presentations, speeches, as well as other meeting materials were circulated to the meeting participants and, when it was required, published on the BEREC website in a timely manner.

The reimbursement of the expenses of the meeting participants invited to the events listed above were in compliance with the applicable BEREC Office rules and were, to their majority, performed within the deadlines envisaged in the BEREC Office Financial Regulation (30 days).

The responses to three questionnaires on the quality of support provided by the BEREC Office carried out in the reporting period demonstrate that the BEREC Chair was very satisfied with the services provided by the BEREC Office (the questionnaire assesses 10 BEREC Office activities: in Q1/2017 the Office received five top marks, in Q2/2017 it received nine top marks, while in Q3/2017 and Q4/2017 the Office received the highest possible result with 10 top marks).

#### ***Public transparency, accountability and integrity and support to BEREC and NRAs***

In 2017 the multiannual BEREC External Communication Strategy continued to be implemented, with the aim to promote transparency in presenting the work and activities of BEREC and its achievements to external audiences actively and more effectively and promoting the engagement of stakeholders and the citizens in BEREC and BEREC Office in these activities.

The BEREC Office organised four public debriefings with live web-streaming and the possibility for stakeholders and EU citizens to engage via social media. The information on the public events was published on the BEREC website, as well as advertised through the automatic notifications to the subscribers of the BEREC website and social media accounts (Twitter and LinkedIn). 120,787 users visited the BEREC office website in 2017 and 3,126 users subscribed for the BEREC updates.

The BEREC Office disseminated information regarding its activities via social networks

To inform BEREC stakeholders and EU citizens on the BEREC achievements in the first part of



2017, the BEREC Office published the BEREC Annual Reports 2016 on its website and the printed version was circulated to the stakeholders. To further increase the transparency of BEREC, the activities of the BEREC Chair, his speeches and presentations are published on the BEREC website.

All the relevant requests for information or media requests were treated in an active, qualitative and timely manner and content-wise as far as possible. The BEREC Office maintains and further develops the public its website, including working on the increase of the flow of information on BEREC activities and subsequently the traffic to the website. 24 news items were published, 57 requests were received via email by media outlets and journalists and 122 mentions of the BEREC activities was recorded in the media.

The BEREC Office continued the maintenance and the support for ensuring that the internal platform for collaboration and knowledge-sharing between BEREC members and observers (BERECnet) is well-functioning, including by purchasing the necessary software and providing continuous IT support to BEREC. Three procurements in support to BEREC were launched and concluded for consultancy services for the development of the net neutrality tool, the establishment of a public consultation platform and a study on the implications of 5G deployment on future business models.

To further develop the NRAs' expertise the BEREC Office organised trainings about the EU Regulatory Framework on electronic communications and other topics related to the BEREC activities. In 2017 the BEREC Office organised four training sessions and provided training services to 160 NRA experts during these sessions, of which 91 experts were reimbursed.

## **Management**

### ***BEREC Office MC***

In 2017 the BEREC Office MC held four ordinary plenary meetings during which all topics related to the functioning of the BEREC Office were discussed. All decisions taken by the MC during its plenary meetings were prepared by the CN. Additionally, the Chair organised four electronic voting procedures for adopting urgent BEREC Office documents.

In 2017 the BEREC Office MC adopted nine decisions, one opinion in relation to the BEREC Office Annual Accounts for 2016, the Consolidated Annual Activity Report for 2016, the Annual and Multiannual Programming of the BEREC Office Activities 2018-2020, the final BEREC Office budget and establishment plan for 2018.

### ***Budgetary and financial management***

The initial budget of the BEREC Office for 2017, as adopted by the MC and approved by the budgetary authority in 2016, was EUR 4,246,000.

The BEREC Office has only non-differentiated appropriations; therefore, commitment and payment appropriations are equal.

In 2017 the implementation of commitment appropriations (after carryovers) amounted to EUR

4,243,465.01 out of EUR 4,246,000 of authorised commitment appropriations (99.94 % of available appropriations<sup>11</sup>). This is the highest level of budget execution of the BEREC Office budget since the establishment of the Agency in 2010 due to fact that there was a significant increase of the number of EWG meetings and all contracts for operational projects in support to BEREC were signed before the end of the year. In spite of the fact that the 2017 budget was kept at the level of 2016, in 2017 the BEREC Office committed EUR 1,437,649 (with 3% more than in 2016) for activities in support to BEREC, mainly due to increase of the number of EWG meetings and expert reimbursements.

The implementation of payment appropriations reached EUR 3,690,674.14, corresponding to 86.92% of the available appropriations.

The amount of EUR 552,790.87 (13.03 % of total established commitments) was carried over for payments still to be processed in 2018 (C8/2018).

In 2017 the BEREC Office made 5 transfers of appropriations within the limits allowed to the AM based on Article 27(1) of Decision MC/2014/1 on the BEREC Office Financial Regulation.

### ***Human resources management***

In 2017 the BEREC Office has faced a significant number of HR related challenges. The immediate concern continued to be the high turnover of qualified staff. The average stay of staff at the BEREC Office in 2017 increased to 2.7 years compared to the same indicator for 2016, which was 2.58 years (as observed by the ECA), but is still below the initial contract duration offered by the BEREC Office to its staff - usually of three years. The high staff turnover affects the Agency's efficiency and poses risks to the implementation of its WPs and has been recorded in the risk register as a significant risk. Therefore the management is continuously working on the introduction of mitigation techniques. The reasons for the high turnover are provided in section 2.4.

At the same time the evolution of HR included a further staff reduction as set in the Inter-institutional Agreement on cooperation in budgetary matters and on sound financial management and the contribution to the redeployment pool of Agencies<sup>12</sup>. As of January 2017 the BEREC Office operates with 14 establishment plan posts due to the cut of an additional establishment plan post<sup>13</sup>.

To reduce this risk the BEREC Office continues its work towards improving its attractiveness of the Agency as an EU employer and developing and retaining the staff with valuable experience and skills, to meet the constant increase in BEREC Office workload, including through efficiency gains.

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<sup>11</sup> If the implementation of commitment appropriations in the budget of an agency for 2017 remains below 95%, 2% reduction of the EU contribution is foreseen for 2019.

<sup>12</sup> The impact of both cuts combined constituted more than 10% of the establishment plan of the BEREC Office.

<sup>13</sup> 11 agents are in the AD category and 3 in the AST category. The BEREC Office does not employ officials and agents in category AST/SC.

However, from the data provided above it is clear that any measures oriented toward retaining the staff may have only mid- and long-term impact on the staff turnover and therefore the BEREC Office must be prepared to fill in immediately any post, which becomes vacant. Therefore, as requested by the MC, in 2017 the BEREC Office continued the enlargement of the existing reserve lists, which has proved to be a successful formula for a 'fast-track' recruitment of staff for posts, which become vacant.

The HR function of the Agency worked constantly to ensure the adequate staffing to meet the strategic goals of the Agency. Among other, this objective is achieved through continuous improvement of the internal processes and the introduction of new IT tools providing high levels of efficiency, quality and cost effectiveness within HR and horizontally across the Agency in all HR processes.

A good gender balance has been achieved (52% male, 48% female on 31 December 2017), with an even gender balance in the middle management positions, which are balanced, with 50% female and 50% male.

A good geographical balance has been achieved with representatives of 15 MSs<sup>14</sup> (31 December 2017).

***Assessment of the audit results during the reporting year and follow-up of the recommendations and action plans for audits***

In 2015 the IAS carried out an audit on the BEREC Office activities under Article 7/7a, including communication activities and management of relationship with stakeholders. The procedures and processes in place were found fit for purpose and the IAS did not make any critical or very important recommendations. The IAS made five important recommendations, which were addressed in 2016 according to the Action Plan agreed with the IAS. Consequently, the IAS closed these recommendations in the first quarter of 2017.

***Assessment of the effectiveness of internal control***

For 2017, the BEREC Office organised an internal assessment exercise of the effectiveness of its internal control systems during the reporting year with the participation of the staff and the management, which concluded that the ICSs are implemented effectively.

In addition, the BEREC Office has systematically examined the available control results and indicators, including the outcome of the ex-post control carried out by the Internal Control Coordinator (ICC), which is a mandatory function and is temporarily provided under the SLA with ENISA, as well as the observations and recommendations issued by the internal auditor and ECA. These elements have been assessed to determine their impact on the management's assurance as regards the achievement of control objectives.

It has to be emphasised, however, that retaining a high level of compliance with the ICSs requires an on-going effort taking into account the low number of staff and the relatively high turnover.

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<sup>14</sup> A tendency towards an increase of Latvian nationals working at the BEREC Office has been identified. Taking into account the trainees, the MSs represented at 31 December 2017 are 15.

**Management Assurance and Declaration of Assurance**

In conclusion, the management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being monitored and mitigated appropriately; and necessary improvements and reinforcements are being implemented.

The AM, in his capacity as AO signed the Declaration of Assurance.

## **1 Part I: achievements of the year**

### **1.1 Support to BEREC EWGs**

#### **1.1.1 Setting up of BEREC EWGs and providing support**

According to the BEREC Regulation the BEREC Office sets up the BEREC EWGs, upon request of the BoR, and provides them with the appropriate administrative, professional and logistics support.

These tasks of the BEREC Office are core activities of the BEREC Office, as they are directly linked to the implementation of the BEREC WP and are of crucial importance to preparing BEREC's deliverables. Therefore, after the decision to establish the BEREC EWGs was taken by the BoR<sup>15</sup> (for the nine EWGs) and by the BEREC Chair (for the two Ad Hoc EWGs), the BEREC Office set them up and has been providing them with all the necessary support, which ensures their smooth functioning. The Programme Management and the Executive Support of the BEREC Office has assigned one staff member to support each EWG and at least one back-up.

Main emphasis has been put on providing more professional support to BEREC in implementing its assignments, including those given to BEREC by the Telecoms Single Market Regulation (TSM Regulation)<sup>16</sup> in the field of roaming and net neutrality (NN), which required reorganisation of the available resources and additional effort from the staff. As far as possible, the technical and administrative tasks have been outsourced to external service providers or overtaken by the Administration and Finance.

The BEREC Office provided support to the EWGs in drafting the BEREC deliverables and regularly monitoring the progress of the implementation of the BEREC WP and the EWG project requirements documents (PRDs). The progress in the work of the EWGs is regularly presented at each meeting of the CN and the BoR. The BEREC Office also continued to organise the work of the BEREC Ad Hoc Communications EWG and implement both the BEREC External Communications strategy and the annual BEREC Communications Plan.

The BEREC Office also managed eight public consultations and procurement procedures for studies or other projects in support to the EWGs thus contributing to the achievement of BEREC's goals.

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 with the responsibility of collecting information from the NRAs and from the sector stakeholders,

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<sup>15</sup> [Decision BoR/2016/04 on BEREC EWGs 2017-2018](#), 08.12.2016, as amended by [Decision BoR/2017/01 on the appointment of the Market and Economic Analysis EWG co-chair](#), 23.02.2017 and [Decision BoR/2017/06 on the appointment of the End-User Expert Working Group co-Chair](#), 02/11/2017;

<sup>16</sup> Regulation (EU) 2015/2120 of the European Parliament and of the Council of 25 November 2015 laying down measures concerning open internet access and amending Directive 2002/22/EC on universal service and users' rights relating to electronic communications networks and services and Regulation (EU) No 531/2012 on roaming on public mobile communications networks within the Union, OJ L 310, 26.11.2015, pp. 1–18.

to exchange and transmit data in relation to the BEREC role and tasks as specified in BEREC Regulation Articles 2(a) and 3. The BEREC Office is also responsible for collecting information from NRAs and collating periodical BEREC benchmark reports.

Since the beginning of 2017 the BEREC Office has provided support to the EWGs in drafting several of 13 BEREC papers on the review of the EU Regulatory Framework for electronic communications. Furthermore, BEREC Office contributed to 19 reports, two responses to EC public consultations, two reports on implementing set of recent BEREC guidelines, and eight documents deliverables for BEREC public consultations. Additionally the BEREC Office extensively contributed to the preparation of five reports<sup>17</sup>, which were submitted to the respective EWGs for finalisation, and to the outline for the 5G study.

The BEREC Office established capacity to support up to 100 BEREC EWG meetings and internal workshops. However, due to increase of the volume of BEREC activities in 2017 the BEREC Office organised 136 EWG meetings (86 physical and 50 by audio or videoconference)<sup>18</sup> and reimbursed 908 experts for their participation in these meetings (amounting to EUR 475,247.30). The total number of participants was 2,478 and 642 participated by joining by A/V conference (both in the physical meetings and meetings held exclusively by A/V). For the same period of 2016 the BEREC Office reimbursed 763 experts (amounting to EUR 380,166.75). This constituted an increase of 19 % in the number of reimbursed experts and 25.01 % in the amount of expert reimbursements from the BEREC Office budget (even if no EWG meetings were planned in December 2017). Ensuring the expert reimbursements until the end of the year in the possible best way required further prioritisation of the planned expenditure and HR, which has posed some challenges to the BEREC Office, especially taking into account the fact that the EU subsidy for 2017 was kept at the level of 2016 (EUR 4,246,000.00) and the number of the establishment plan posts was reduced. Consequently, the EWG Co-chairs were requested to undertake good planning of the organisation of EWG meetings and the event participants were encouraged to use video-conference as far as possible.

Furthermore, the BEREC Office externalised the expert reimbursement for participation in EWG meetings to an external contractor, which has provided the BEREC Office staff with the opportunity to provide more professional support to BEREC and to address the additional demand for support to the EWGs.

The contractor is requested to collect the applications for reimbursements, to prepare the calculations in accordance with the respective MC rules, to present the data to the BEREC Office in a pre-defined standard format and to execute the payments. The fee due to the contractor for all services listed above is EUR 20.00 per reimbursement application processed, compared to

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<sup>17</sup> [BEREC Report on the outcome of the consultation on the Draft BEREC Medium Term Strategy for 2018-2020](#), [BEREC Report on Termination rates at European level - January 2017](#), BEREC Report on Termination rates at European level – [July 2017](#), 18th International Roaming BEREC Benchmark Data Report and [19th International Roaming BEREC Benchmark Report](#).

<sup>18</sup> Compared to 92 EWG meetings (70 physical meetings and 22 by videoconference) for the whole duration of 2016.

EUR 22.35 (for 2017), which the BEREC Office pays to the PMO only for the preparation of the calculations.

An additional advantage is the fact that the contractor has further contributed to reducing the administrative burden for the BEREC Office staff by collecting, compiling and scanning the applications with all supporting documents and executing the payment directly to the experts.

As a direct result of this outsourcing arrangement, staff have been able to devote more of their time to challenging tasks in the areas of roaming and NN via the TSM Regulation. However, due to the unprecedented high number of EWG meeting (136 instead of the planned 100) the BEREC Office needed to hire two interim workers to enable the Programme Management to successfully manage the increased number of meetings and the respective increase in the workload.

The BEREC Office was constantly working on improving its support to the EWGs, including by expanding and improving the available IT facilities and tools and introducing new ones.

To improve the use of audio and video-conferences and the virtual meeting rooms available for organising BEREC and BEREC Office events in the third quarter the BEREC Office introduced an internal booking system, which is managed by the BEREC Office IT services providers and the staff responsible for the organisation of the respective event.

To support the EWG activities the staff performed 87 missions.

## Resources

Resource type	Planned resources, as envisaged in WP and decisions on budget transfers	Resources used
Financial resources (EUR)	652.039,55	651.961,69
Full-time equivalent posts (FTEs)	10.57	12.27

### 1.1.2 BEREC Office activities under market analysis and notifications

Under the current EU Regulatory Framework the NRAs are required to analyse a set of markets for electronic communications which may need ex-ante regulation.

According to Articles 7 and 7a of the Framework Directive the findings of market analysis have to be notified to the Commission. The aim of this EU notification, the so-called ‘Article 7/7a’ procedure, is to contribute to the development of a single market in electronic communications by ensuring co-operation among NRAs, and between NRAs and the EC.

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

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

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

The BEREC Office contributes in that way to the development of a single market in electronic communications and cooperation amongst NRAs, and between NRAs and the EC and therefore this activity is a priority in each annual WP of the BEREC Office.

In particular, the BEREC Office performs the following tasks:

- Keeping track of and collect NRAs' notifications and compiling database for all notifications and Phase II cases opened under Articles 7/7a of the Framework Directive (91 notifications were received during 2017);
- Coordinating the BEREC activities in accordance with the Article 7/7a procedures and ensuring high quality and consistent final draft of BEREC opinions (five opinions were drafted<sup>19</sup>);
- Ensuring proper functioning of the Ad Hoc Articles 7/7a Phase II Cases EWGs, including reimbursement of related travel expenses (five groups were established, 15 experts were reimbursed, with the value of reimbursements amounting to 7,801.03 EUR, seven meetings were organized – including those by videoconference).

Due to the fact that the phase II cases are difficult to plan or predict, the BEREC Office has established a pool of staff members trained to handle Article 7/7a cases, who can immediately launch the coordination of the whole process for every case in a timely manner. The BEREC Office also has the readiness to nominate rapporteurs if there would be no experts from the NRAs who could assume that function.

This has led to ensuring of 100% compliance with the deadlines for the preparation of the BEREC opinions, as envisaged in the legislation in force.

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<sup>19</sup> BEREC Opinion on Phase II investigation pursuant to Article 7 of Directive 2002/21/EC: Case NL/2017/1960;  
 BEREC Opinion on Phase II investigation pursuant to Article 7a of Directive 2002/21/EC: Case DE/2017/1961;  
 BEREC Opinion on Phase II investigation pursuant to Article 7a of Directive 2002/21/EC: Case DE/2017/1997;  
 BEREC Opinions on Phase II investigation pursuant to Article 7a of Directive 2002/21/EC: SK/2017/2010, AT/2017/2020.



## Resources

Resource type	Planned resources, as envisaged in WP and decisions on budget transfers	Resources used
Financial resources (EUR)	7.801,03	7.801,03
FTEs	2.59	1.20

### 1.2 Support to BEREC and NRAs

#### 1.2.1 Support to the BEREC Chair and Vice-Chairs and organisation of CN and BoR and MC plenary meetings and BEREC stakeholder and international events<sup>20</sup>

Throughout the reporting period, the BEREC Office provided professional and administrative support to the BoR, the MC, the BEREC Chair and Vice-Chairs and the CN in fulfilling their assignments. In particular, the BEREC Office was in charge of the preparation of the four BoR and MC plenary meetings, and four CN meetings. The BEREC Office supported also other events attended by the Chair and Vice-Chairs on behalf of BEREC, as well as BEREC international activities.

More specifically, the four BoR and MC plenary meetings were attended by 463 participants and 105 experts were reimbursed, with the value of the reimbursements amounting to EUR 62,110.52. The four CN meetings were by attended 285 participants and 109 experts were reimbursed, with the value of the reimbursements amounting to EUR 68,972.31.

The BEREC Office also provided support to seven BEREC international activities. The BEREC Office reimbursed travel expenses of BEREC representatives attending the international events, with the value of the reimbursements amounting to EUR 66,099.24.

The BEREC Office provided support to the Chair for the organisation of the BEREC and MC electronic voting procedures when the organisation of a meeting for adoption of the decision needed was not possible or practicable and it was not possible to postpone the adoption of the decision until the next plenary meeting. In 2017 the BEREC Office supported the launch of 21 electronic voting procedures. Regular reports about the electronic voting procedures were prepared and their outcomes were presented to each CN and plenary meeting together with an overview of the planned electronic voting procedures occurring between two plenary meetings.

The BEREC Office supported the BEREC Chair and Vice-Chairs and BEREC representatives, in their participation in 88 other events such as: conferences, events organised by other EU bodies

<sup>20</sup> More detailed information can be found under Annex I, table 4.

and/or EU institutions or bilateral meetings with interested parties.

The annual BEREC high-level stakeholder event (5<sup>th</sup> BEREC Stakeholder Forum<sup>21</sup>) was held in Brussels, Belgium, on 18 October 2017. 147 participants attended the event and 25 experts were reimbursed with the value of the reimbursements amounting to EUR 21,962.07. The event was broadcasted live, which provided the EU citizens to follow it remotely and to submit questions and/or comments via the social media and e-mail.

The BEREC Office kept track and registered all new nominations of BoR, MC and CN members or observers and regularly updated the contact and mailing lists of these bodies.

The reimbursement of the expenses of the meeting participants invited to all events organised by the BEREC Office for the activity or attended by the Chair, Vice-Chairs or BEREC representatives were in compliance with the applicable BEREC Office rules and, to their majority, performed within the deadlines envisaged in the BEREC Office Financial Regulation. Out of 337 reimbursements, ten were performed out of the deadlines due to late receipt of the calculation of the due amount by the PMO (3.38%).

The responses to four questionnaires on the quality of support provided by the BEREC Office carried out in the reporting period demonstrate that the BEREC Chair was very satisfied with the services provided by the BEREC Office (the questionnaire assesses 10 BEREC Office activities: in Q1/2017 the Office received five top marks, in Q2/2017 it received nine top marks, while in Q3/2017 and Q4/2017 the Office received the highest possible result with 10 top marks).

## Resources

Resource type	Planned resources, as envisaged in WP and decisions on budget transfers	Resources used
Financial resources (EUR)	507.902,55	507.902,55
FTEs	2.4	2.98

### 1.2.2 Public transparency, accountability and integrity and support to BEREC and NRAs

As the BEREC external communication is based on the principles of transparency, accessibility, coherence and timeliness, the objective of this activity is to ensure the transparency of the BEREC and BEREC Office activities via disseminating the information, as well as increasing engagement of stakeholders and the general public in BEREC and BEREC Office activities.

In order to increase the transparency and accountability of BEREC and BEREC Office activities,

<sup>21</sup> [http://berec.europa.eu/eng/events/berec\\_events\\_2017/158-5th-berec-stakeholder-forum](http://berec.europa.eu/eng/events/berec_events_2017/158-5th-berec-stakeholder-forum)

a list of certain actions were performed by the BEREC Office as described below.

The BEREC Office organised four public debriefings with live web-streaming and the possibility for stakeholders and EU citizens to engage via social media. In 2017, on average, there were 289 live stream connections for the four public debriefings and 47 registered participants per event. Compared to 2016, the numbers have decreased. In 2016, on average, there were 634 web-stream connections during the four public debriefings of the year (except the fifth for the extraordinary plenary meeting) and 50 registered participants. It was due to an important topic of the second public debriefing – Net Neutrality, which made 1951 live stream connections and 108 registered participants alone. There was also specially organised press event on 30 August on the NN Guidelines, which had 5206 live-stream connections, and 124 registered participants. The information on the public events was published on the BEREC website, as well as advertised through the automatic notifications to the subscribers of the BEREC website and social media accounts (Twitter with 181 posts and LinkedIn with 31 posts). In 2017 120,787 users visited the BEREC website (the data for 2016 is not available) and 3,126 users subscribed for the e-mail notifications about new documents and events announced on the website (in 2016 there were 2922 subscribers).

The BEREC Office also contributed to advertising the public consultation on the draft BEREC Medium-Term strategy 2018-2020 by creating a special video (long and short version) on the matter. The video was launched during the public debriefing in June 2017 and afterwards circulated to the media and stakeholders via social media. After the launch and publication on YouTube until the end of 2017 the video (both versions) gathered 736 views.

The BEREC Office disseminated via social networks, such as Twitter (2,657 followers), LinkedIn (890 followers) and YouTube (204 followers), information regarding its activities. On Twitter 960,200 views and 183 posts were recorded, 59,865 views and 31 posts on LinkedIn and 6,709 views and 17 posts on YouTube.

During the period in question, the BEREC Office worked on the production of two videos: BEREC role in Net Neutrality Regulation in EU, which was launched during the public debriefing on 11 October and BEREC achievements and plans for 2018 – launched at the Stakeholder Forum on 18 October. The last one also contributed to the advertising of the public consultation on the BEREC Work programme 2018.

To inform BEREC stakeholders and EU citizens on the BEREC achievements in the first part of 2017, the BEREC Office published the BEREC Annual Reports 2016 on its website and the printed version was sent to the stakeholders. To further increase the transparency of BEREC, the activities of the BEREC Chair, his speeches and presentations are published on the BEREC website.

During the meetings and events supported by BEREC Office for BEREC, the meeting documents, presentations, speeches, as well as other meeting materials were circulated to the meeting participants and published on the BEREC website in a timely manner (634 documents not exempted from registration were registered in the public register and 1,307 documents relevant to the activity (even not registered) were up-loaded on BERECnet).

In 2017 in the BEREC Public register there were registered: 29 BEREC reports; 22 BEREC Opinions, two Guidelines documents, 11 Press releases, as well as the Decisions of the Board of Regulators, annual declarations, letters and replies and e-voting procedures. On the BEREC public register the BEREC Office documents are registered as well, i.e, eight publications of notices, five procurement documents, eight agendas of the MC plenary meetings and conclusions, 20 documents related to the BEREC Office budget and accounts, 126 Annual declarations of Commitment and Interests and many more, including, MC decisions, work programmes, consolidated annual report documents, e-clearance procedure documents and others. On BERECnet all BEREC working and final documents are uploaded.

All the relevant requests for information or media requests were treated in an active, qualitative and timely manner and content-wise as far as possible. In 2017 24 news items were published, 57 requests were received via email by media outlets and journalists and 122 mentions of the BEREC activities was recorded in the media (Google News).

Also the use of the information-sharing portal (IS portal) (a user-friendly online documentation tool that allows users to search for and consult various public documents, reports, and decisions published within the electronic communications sector) ensured that all NRAs and the BEREC Office have access to upload links on the IS Portal and are responsible for uploading the documents they produce and publish. The IS portal became available to the public on 6 June 2016 and it is available through the BEREC website at <https://isportal.berec.europa.eu/>.

For the period of October 2016 to December 2017, the IS Portal received 898 visitors. Since June 2016, NRAs uploaded 656 links (the number of monthly uploads has decreased between 2016 and 2017).

The BEREC Office maintained and further developed its website, including working on the increase of the flow of information on BEREC activities and subsequently the traffic to the website. To ensure the security of the website under the Service Level Agreement (SLA) with the EU Computer emergency response team (EU-CERT) the BEREC Office has run a vulnerability assessment and has started the implementation of measures oriented towards further improving the security. The security update of the website has been followed by a second vulnerability assessment in order to ensure appropriate security compliance. The BEREC Office put into operation a platform for on-line public consultations, which has been used for the organisation of three public consultations through 2017. To ensure the necessary level of security and integrity of the platform the BEREC Office has run two penetration tests before the launch of the public consultations.

The BEREC Office continued the maintenance and the support for ensuring that the internal platform for collaboration and knowledge-sharing between BEREC members and observers (BERECnet) is well-functioning, including by purchasing the necessary software and providing continuous IT support to BEREC.

Two procurements were launched and concluded for consultancy services over the development of the NN tool and the public consultation platform, as well as procurement for a study on the implications of 5G deployment on future business models.

To further develop the NRAs' expertise the BEREC Office organised trainings about the Regulatory Framework and other topics related to BEREC activities. In 2017 the BEREC Office organised four training sessions and provided training services to 160 NRA experts. For participation in these sessions, 91 experts were reimbursed for the total amount of 54,647.72 EUR.

## Resources

Resource type	Planned resources, as envisaged in WP and decisions on budget transfers	Resources used
Financial resources (EUR)	269.983,42	269.983,42
FTEs	3.73	3.16

## 2 Part II Management

### 2.1 Management Committee

In 2017 the BEREC Office MC held four ordinary plenary meetings during which it discussed all issues related to the functioning of the BEREC Office. As required by Article 1(3) of the Rules of Procedure, all the decisions taken by the MC during its ordinary plenary meetings were prepared by the CN.

Additionally, the Chair organised four electronic voting procedures for the adoption of BEREC Office documents in accordance with a preliminary plan corresponding to the deadlines for their adoption defined in the legislation in force. The full list of electronic voting procedures and information about their outcome is available in [Annex VI, Table 1](#).

All decisions adopted by the MC during the plenary meetings and by electronic voting procedure were examined by the BAG, chaired by a representative of the incoming Chair (RTR). The opinions of the BAG were approved either electronically or during meetings organised by video-conference (four in total). The BAG did not organise any physical meetings.

As a result of these events, in 2017 the BEREC Office MC adopted nine decisions, one opinion in relation to the BEREC Office Annual Accounts for 2016, the Consolidated Annual Activity Report for 2016, the Annual and Multiannual Programming of the BEREC Office Activities 2018-2020, the final BEREC Office budget and establishment plan for 2018.

The full list of all public documents adopted in 2017 by the MC is available in [Annex VI, Table 2](#).

## 2.2 Major developments

In 2017 the implementation of commitment appropriations (after carryovers) amounted to EUR 4,243,465.01 out of EUR 4,246,000 of authorised commitment appropriations (99.94 % of available appropriations). This is the highest level of budget execution of the BEREC Office budget since the establishment of the Agency in 2010 due to fact that all contracts for operational projects in support to BEREC were signed before the end of the year. In spite of the fact that the 2017 budget was kept at the level of 2016, in 2017 the BEREC Office committed EUR 1,437,649 (with 3% more than in 2016) for activities in support to BEREC, mainly due to increase of the number of EWG meetings.

On 3 April 2017 the BEREC Office started the use of the Commission document management applications (HERMES-ARES-NomCom) and since January 2017 started preparation for joining the Commission HR management tool – Sysper2. In May 2017 the BEREC Office and the EC signed a Security Convention for remote access, which enabled the BEREC Office to establish a secure connection with the EC and to start working on the migration of the historical data. In this regard, during December 2017 the BEREC Office was selected for a pilot Agency for the implementation of Sysper 2 project. In September 2017, the BEREC Office started preparatory work in implementing and participating to the Legal Commitment Kernel (LCK) in ABAC, the European Commission system for the management of contracts, with a view of going to production in January 2018. The BEREC Office also started using e-Tendering which is an EU institutions' eProcurement platform based on EU Directives on public procurement. It allows economic operators to register and have free electronic access to call for tenders' documents such as contractual documentation, technical specifications, annexes, questions, answers etc. However, the launch of this application has posed some difficulties to the potential Latvian services providers, some of which found the use of the tool as too complicated. This has reflected in decrease in the interest from Latvian companies to apply for provision of good and services to the BEREC Office.

In the first half of 2017 the BEREC Office conducted an internal audit and a mapping exercise of its IT infrastructure, which has been used as the basis for planning the future development of the IT system and services. In particular some immediate measures for strengthening the on-site back-up system were foreseen, which were also completed during 2017. The monitoring of IT security at the BEREC Office is ensured through a SLA with the EU-CERT.

In order to ensure business continuity and have in place proper risk management procedures the BEREC Office signed a contract for a consultant to address the issues of its ICT infrastructure and possibly introduce after the receipt of the results new reinforced procedures and mitigate and/or eliminate the identified risks.

A draft policy on the duration and renewals of contracts, in line with Decision MC/2015/3 for the temporary agents, was submitted for approval, following the receipt of the opinion of the European Commission.

To improve the working conditions of the staff, as already mentioned above, the BEREC Office signed an amendment to the Lease agreement for its premises and acquired the possibility to rent additional officer space (one office and one small meeting room) in the same building. The new agreement entered into force on 29 June 2017.

To ensure higher level of fraud prevention following a fraud risk assessment exercise (January 2017), the BEREC Office drafted an Anti-fraud Strategy for the period 2017-2019 (adopted by Decision MC/2017/02 of the Management Committee of 23 February 2017).

Among others the Anti-fraud Strategy contains an action plan, according to which the BEREC Office has undertaken the following actions in the first half of 2017:

- With the support of DG Connect an in-house training on ethical values, conflict of interest, fraud prevention and whistleblowing was designed and delivered to the staff on 23 March 2017;
- An Anti-fraud Officer and a back-up Anti-fraud Officer were designated and communicated to OLAF;
- A draft internal whistleblowing policy has been developed and notified to the EDPS as required by the provisions of Regulation (EC) 45/2001; in the meantime the EC notified all agencies that it had drafted a staff implementing rule covering the same subject; consequently the BEREC Office has put on hold the finalisation of its draft internal policy awaiting the finalisation of the work on the respective staff implementing rule from the EC.

In the field of data protection the BEREC Office continues its work on developing the rules and procedures for processing personal data. In the light of the expected new regulation for data protection of the bodies of the EU, priority was given to defining the ex-ante policies for all new processing operations. Consequently, in 2017 the BEREC Office drafted seven new notifications for processing personal data (five prepared by the Administration and Finance and two by the Programme Management). Due to its limited resources and expected changes in the regulation on data protection for bodies of the EU, most of the policies to be developed ex-post were postponed for 2018 and 2019.

## **2.3 Budgetary and financial management**

### **2.3.1 The BEREC Office budget structure and general approach to budget management**

In accordance with Article 11 of the BEREC Regulation, the revenues and resources of the BEREC Office consist, in particular, of:

- a subsidy from the EU, entered under the appropriate headings of the general budget of the EU (EC Section), as decided by the budgetary authority and in accordance with Point 47 of the IIA of 17 May 2006;
- financial contributions from MSs or from their NRAs made on a voluntary basis in accordance with Article 5(2). These contributions shall be used to finance specific items of operational expenditure as defined in the agreement to be concluded between the BEREC Office

and the MSs or their NRAs pursuant to Article 19(1)(b) of EC Regulation (EC, Euratom) No 2343/2002 of 19 November 2002 on the framework Financial Regulation for the bodies referred to in Article 185 of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities.

The budget of the BEREC Office is distributed among three titles, as follows:

### **Title 1 ‘Staff’**

The expenditure under Title 1 has been used to cover salary and individual entitlements, missions (including in support to BEREC activities), expenditure related to selection and recruitment procedures, medical expenditure, fees for external services related to staff, such as services provided by the PMO, DG HR, technical HR services, legal services to the staff in line with the Staff Regulations etc.; provision of multilingual tuition by international schools available in Latvia for the children of staff; social welfare activities in line with the applicable rules; payment of grants and other associated expenditure for trainees; the provision of ICC services (currently provided under a SLA with ENISA); translation of vacancy notices in all official languages of the EU, any other external HR services, such as provision of interim staff and other expenditure related to the staff .

### **Title 2 ‘Buildings, equipment and miscellaneous operating expenditure’**

The expenditure under Title 2 has been used for paying the rent of premises (including parking) and their maintenance, purchase of furniture, IT hardware and software, office supplies, books, publications and subscriptions, external data processing services provided to the BEREC Office by the Commission services, such as: hosting of ABAC, HAN, Sysper<sup>22</sup>, IT security services (including provided by the EU-CERT), access to DG DIGIT procurement procedures, ensuring business continuity, publications in the Official Journal, translations and/or other language requests related to the BEREC Office budgetary and legal documents, legal services, the costs of the accounting officer services provided by the Commission Services (DG Budget), the expenditure for the independent private auditors, the telecommunications and postal charges and meetings in general organised by the BEREC Office, which are not related to the Agency mandate.

### **Title 3 ‘Operational expenditure’**

The expenditure under Title 3 has been used to cover the support to BEREC and in particular for EWGs meetings and workshops (including for Article 7/7a EWGs), which includes reimbursement of experts for their participation in EWG meetings, workshops or other events organised by the EWGs, the planned maintenance and extension of the audio-video and conference facility, as well as Support to BEREC and NRAs, which included support to the BEREC and Vice-Chairs, Plenary and CN meetings, stakeholder and international events, as well as addressing public

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<sup>22</sup> The EC human resources management system.



transparency and accountability obligations. covering the costs for the consultancy on the new NN measurement tool, the study on 5G, update and maintenance of the BERECnet collaboration tool, BEREC website and other IT support to BEREC, as well as the provision of electronic communications regulatory training to NRA's staff.

Due to specificities of the BEREC activities and having in mind that approximately 70% of the operational budget is used for expert reimbursement, which is associate with high level of uncertainty due to the unknown amount of experts applying for reimbursement and the unpredictability of Article 7/7a Phase II case the BEREC Office operates with a list of flexibility items, which includes expenditure, which is necessary but can materialise in the last quarter of the financial year. This approach has proved also to be effective in mitigating the risks associated with the fluctuation of the correction coefficient, which is applied to the salaries and some of the individual entitles to the staff in December with a retroactive effect as of 1 July.

To mitigate these risks the management organised a budget review with the respective budget line and contract manager once a quarter and discusses the state of budget planning and execution and assesses which of the items to be purchased may qualify as flexibility items and could be addressed as late as possible.

### **2.3.2 Budget 2017: initial and with transfers and amendments**

The initial budget of the BEREC Office for 2017, as adopted by the MC and approved by the budgetary authority in 2016, was EUR 4,246,000, including:

- EUR 4,025,833.44: main subsidy from the European Union voted by the budgetary authority;
- EUR 220,166.56: budget outturn (surplus) 2015.

By the end of 2017, the BEREC Office made five (one in quarter 3, four in quarter 4) transfers of appropriations within the limits allowed to Administrative Manager based on Article 27(1) of the Decision MC/2014/1 on the BEREC Office Financial Regulation:

'The Administrative Manager may make transfers from one chapter to another and from one article to another without limit and from one title to another up to a maximum of 10% of the appropriations for the financial year shown on the line from which the transfer is made.'

The BEREC Office Report on the implementation of the budget and on budgetary and financial management (MC (18) 22), which is available on the BEREC Office's public website, presents the 2017 budget in terms of commitment and payment appropriations, additionally indicating the overall summary of the transfers made by the BEREC Office among various budget items.

### 2.3.3 Budget 2017: rate of implementation

The budget execution of the BEREC Office is calculated as the 2017 C1 credits (current year available credits) in commitment appropriations.

The BEREC Office received one instalment from the Commission, constituting the subsidy and amounting to EUR 4,246,000.00

As regards expenditure, the BEREC Office has only non-differentiated appropriations; therefore, commitment and payment appropriations are equal.

The subsidy represents 100% of the total budget available as adopted by the Budgetary Authority to the BEREC Office. EUR 4,243,465.01 (99.94%) were accepted in commitments, EUR 3,690,674.14 (86.92 % of the total available budget) was paid by 31.12.2017 and EUR 552,790.87 (13.03 % of total established commitments) were carried over for payments still to be processed in 2018 (C8/2018).

The tables which present the actual revenue received by the BEREC Office and the actual expenditure in terms of commitment and payment appropriations and commitments accepted and payments made by budget lines, chapters and titles by the end of 2017 can be found at the RBFM report (MC (18) 22), which is available on the BEREC Office's public website.

### 2.3.4 Budgetary execution: summary by title – C1 credits 2017

The BEREC Office has only non-differentiated appropriations; therefore, commitment and payment appropriations are equal.

	Commitment/ Payment appropriations				
Budget Title	Commitment/ Payment Credit Available	Commitment Accepted	% Committed / Available	Payment Request Accepted	% Paid / Available
Title 1- Total	2,359,570.43	2,357,113.30	<b>99.90%</b>	2,250,398.30	<b>95.37%</b>
Title 2 - Total	448,703.02	448,703.02	<b>100.00%</b>	277,853.93	<b>61.92%</b>
Title 3 - Total	1,437,726.55	1,437,648.69	<b>99.99%</b>	1,162,421.91	<b>80.85%</b>
<b>Total Expenditure</b>	<b>4,246,000.00</b>	<b>4,243,465.01</b>	<b>99.94%</b>	<b>3,690,674.14</b>	<b>86.92%</b>

Commitments are entered in the accounts based on the legal commitments entered into up to 31 December and payments based on the payments made by the Accounting Officer by 31 December of that year, at the latest.

Non-differentiated appropriations corresponding to obligations duly contracted at the close of the financial year will be carried over automatically to the following financial year only.

The amount, which was neither committed by the end of 2017 nor carried over to 2018, is returned to the EU budget and will be included in the EU subsidy of 2019. That amount is EUR 2,534.99. The general rule is that if the implementation of commitment appropriations (fund source C1) in the budget for 2016 would remain below 95%, penalties amounting to a 2% reduction in the 2018 budget would be foreseen. This indicator for the BEREC Office is at 99.94%.

### 2.3.5 Commitment and payment appropriations carried over from 2016 to 2017

Budget Title	Type of expenditure	Automatic Carry-over of Commitment and Payment Appropriations to 2017	Commitment Accepted	% Committed / Available	Payment Request Accepted	% Paid / Available
Title 1	Staff	252,143.37	245,362.04	97.31%	245,362.04	97.31%
Title 2	Buildings, equipment and miscellaneous operating expenditure	104,605.97	103,251.99	98.71%	103,251.99	98.71%
Title 3	Operational expenditure	450,279.03	438,002.37	97.27%	438,002.37	97.27%
<b>Total Expenditure</b>		<b>807,028.37</b>	<b>786,616.40</b>	<b>97.47%</b>	<b>786,616.40</b>	<b>97.47%</b>

EUR 20,411.97 (2.53%) of the carried over C8 appropriations were cancelled.

It occurred due to the fact that:

#### Title 1:

- The BEREC Office has planned for the ICC assistant from ENISA for ex-post controls (under a SLA for sharing the ICC capacity) to provide the control activities remotely for a maximum period of 20 days (750 EUR per day) and the amount invoiced was lower by EUR 6,177.87 (11 days of remote ex-post controls) and needed to be cancelled;
- Carry-over for interim staff contracts were based on the contracts' amount. The actual expenditure was lower by EUR 405.04 and unused appropriation had to be cancelled;
- Expenditure for invoices received for BEREC Office Staff badges for access to EC premises and for the inter agencies network contribution was less than expected and 620 EUR had to be cancelled.

**Title 2:**

- The estimates of the needs for telecommunication services, utilities, security services, provision of the HR system SYSPER 2 by DG HR (for personnel management), office supplies, an unused amount for the accounting officer for travelling to the BEREC Office (in accordance to the contract in place and on the basis of expenses incurred in the previous period) was lower by EUR 1,353.98 cumulatively. Therefore, the unused appropriations had to be cancelled.

**Title 3:**

- Reimbursement of participants/experts to EWGs travel were based on the number of people invited and eligible to receive reimbursements and average costs per expert;

However, the final costs depend on the actual participation and the number of applications received and actual costs incurred. These costs were lower than estimated by EUR 12,101.90 and were cancelled;

- An amount of 174.76 EUR was cancelled by the ICT services for BEREC contract due to travelling expenses not incurred as per the conditions of the said contract.

The amount of cancelled carried over from 2015 appropriations (fund source C8) will not be automatically deducted from next year (i.e. 2017) budget. However, if the cancellation of payment appropriations (fund source C8) in the budget exceeds 5%, 2% reduction may be applied for 2019 budget. This indicator for the BEREC Office is 2.53%.

**2.3.6 Commitment and payment appropriations carried over from 2017 to 2018**

<b>Budget Title</b>	<b>Type of expenditure</b>	<b>Automatic Carry-over of Payment Appropriations to 2017</b>	<b>Automatic Carry-over of Payment Appropriations to 2018</b>
1	Staff	252,143.37	106,715.00
2	Buildings, equipment and miscellaneous operating expenditure	104,605.97	170,849.09
3	Operational expenditure	450,279.03	275,226.78
	<b>Total</b>	<b>807,028.37</b>	<b>552,790.87</b>

There are three primary reasons for the budget of previous year (C1) to be carried over (to C8):

- payments for services where invoices are received only in the next financial year (most of them in January, but there are examples about invoices arriving in Q3 or even Q4 of the next year);
- payments falling due in year 2017 which not been finalised by the end of year (example: reimbursements to experts not fully finalised by the end of December 2017);

- contracts entered into by 31 December 2017 which do not end in December 2017. The relevant budgetary commitment for a particular contract has to be carried over into the next year. The C8 2018 budget should be consumed as soon as possible and the resources not used to be de-committed. C8 2018 budget cannot be carried over for the second year.

Carry-over of appropriations to 2017 (EUR 552,790.87) relates to:

**Title 1: Staff related costs such as:**

- missions of staff for support provided to BEREC and EWGs;
- medical examinations (SLA with Medical Service of the EC);
- training (trainings delivered in 2017, for which the invoices have not been received and trainings to be carried out in 2018 under contracts signed in 2017);
- SLAs with EC services and bodies of the EU (DG HR, CdT, PMO fees for calculation of missions, inter-agencies network secretariat, ), translations of vacancies and contracts with external contractors (travelling costs for missions, interim staff) started and/or executed in 2017, for which invoices will be received in 2018.

The carry-over of EUR 106,715.00 represents a percentage of 4.63 % of the total staff related commitments established in 2017 which amount to EUR 2,357,113.30.

**Title 2: Buildings, equipment and miscellaneous operating expenditure such as:**

- invoices for services and supplies delivered in 2017 (mainly in December 2017) for premises' utilities, security services, consumables, postal and telecommunications services, that will be received in 2018;
- IT purchases and related services, for which contracts have been signed in 2017 and/or services rendered and invoices will be received in 2018;
- the cost for the use of the EC's financial system (ABAC) and the services for the AccO (debit notes to be received in 2018);
- publications ordered to the Publication Office in 2017 which will be invoiced in 2018 and a subscription to a regulatory intelligence services database for the BEREC Office staff for one year;
- 7 parking lots for the needs of the BEREC Office after a contract with a commercial company was signed in the 2nd half of 2017 for one year;
- the costs for external audit, which will be paid at the end of service delivery - in 2018.

The carry-over of EUR 170,849.09 represents a percentage of 38.08 % of total Title 2 commitments established in 2017 which amount to EUR 448,703.02.

**Title 3: Operational activities such as:**

- expenses for organisation and expert reimbursements for participation in BEREC meetings (incl. EWG meetings) beginning of 2018 ( January), planned under the 2017 budget;
- SLAs (PMO fees for calculation of expert reimbursements, CdT, Publications Office);

- contracts signed in 2017 (IT platform for online public consultations, studies, provision of ICT support to BEREC) for which services were partially rendered in 2017 and invoices for which will arrive in 2018.

The carry-over of EUR 275,226.78 represents a percentage of 19.14 % of total commitments relating to operational activities established in 2017 which amount to EUR 1,437,648.69.

The total carry-over of EUR 552,790.87 represents a percentage of 13.03% of total commitments established in 2016 which amount to 4,243,465.01 EUR.

### **2.3.7 Types of procurement procedure used**

In order to implement the BEREC WP and to ensure the proper functioning of the BEREC Office, the latter procured certain services and/goods for fulfilling all BEREC's tasks as defined in the BEREC Regulation and its annual WP.

The launch of public procurement procedures in the BEREC Office was initiated by its units in compliance with their responsibilities and the BEREC Office procurement plan approved by the BEREC Office AM.

In 2017, the BEREC Office has launched nine procurement procedures altogether, split between the following types:

- very low-value negotiated procedure for contracts not exceeding EUR 15,000 under Article 137(2) RAP – 3;
- low value negotiated procedure for contracts with a low value not exceeding EUR 60 000 under Article 137 (1) RAP – 3;
- negotiated procedures without publication of a contract notice under Article 134(1) RAP - 1;
- open tender procedures – 2.

However, BEREC Office did not launch one of the procurement procedures planned for 2017 for the provision of software and associated services due to lack of capacity and sufficient resources.

In order to decrease the administrative burden for the staff, in 2017 the BEREC Office continued to use inter-institutional framework contracts and FWCs established by the BEREC Office. The BEREC Office signed 104 specific contracts and order forms during 2017 under the FWCs in force.

## **2.4 HR management**

### **2.4.1. Highlights**

In 2017 the BEREC Office has faced a significant number of HR related challenges. The immediate concern continued to be the high turnover of qualified staff. The average stay of staff at the BEREC Office in 2017 increased to 2.7 years compared to the same indicator for 2016, which was 2.58 years (as observed by the ECA), but is still below the initial contract duration offered by the BEREC Office to its staff - usually of three years.

At the same time the evolution of HR included a further staff reduction as set in the Inter-institutional Agreement on cooperation in budgetary matters and on sound financial management and the contribution to the redeployment pool of Agencies<sup>23</sup>. As of January 2017 the BEREC Office operates with 14 establishment plan posts due to the cut of an additional establishment plan post<sup>24</sup>.

The high staff turnover affects the Agency's efficiency and poses risks to the implementation of its WPs<sup>25</sup> and consequently has been recorded in the risk register as a significant risk. To reduce this risk the BEREC Office continues to work towards improving its attractiveness of the Agency as an EU employer, and developing and retaining the staff with valuable experience and skills, to meet the constant increase in BEREC Office's workload, including through efficiency gains.

However, from the data provided above it is clear that any measures oriented toward retaining the staff would have only mid- and long-term impact on the staff turnover and therefore the BEREC Office must be prepared to fill in immediately any post, which become vacant. Therefore, as requested by the Management Committee, in 2017 the BEREC Office continued the enlargement of the existing reserve lists, which has proved to be a successful formula for a 'fast-track' recruitment of staff for posts, which become vacant.

The HR function of the Agency works constantly to ensure the adequate staffing to meet the strategic goals of the Agency. Among other, this objective is achieved through continuous improvement of the internal processes and the introduction of new IT tools providing high levels of efficiency, quality and cost effectiveness within HR and horizontally across the Agency in all HR processes.

A good gender balance has been achieved (52% male, 48% female on 31 December 2017), with an even gender balance in the middle management positions, which are balanced, with 50% female and 50% male.

A good geographical balance has been achieved with representatives of 13 MSs<sup>26</sup> (31 December 2017).

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<sup>23</sup> The impact of both cuts combined constituted more than 10% of the establishment plan of the BEREC Office.

<sup>24</sup> 11 agents are in the AD category and 3 in the AST category. The BEREC Office does not employ officials and agents in category AST/SC.

<sup>25</sup> See point 20 of the Report on the annual accounts of the BEREC Office for the financial year 2016, together with the Office's reply (2017/C 417/03 of 06.12.2017), [https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C\\_.2017.417.01.0031.01.ENG&toc=OJ:C:2017:417:TOC](https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C_.2017.417.01.0031.01.ENG&toc=OJ:C:2017:417:TOC) and point 11 of EP of 18 April 2018 with observations forming an integral part of the decision on discharge in respect of the implementation of the budget of the BEREC for the financial year 2016 (2017/2175(DEC)), <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2018-0135+0+DOC+XML+V0//EN&language=EN>

<sup>26</sup> A tendency towards an increase of Latvian nationals working at the BEREC Office has been identified. Taking into account the trainees, the MSs represented at 30 September 2017 are 15.

### **2.4.2. Analysis of the reasons for the high turnover of staff**

In 2017 the BEREC Office analysed the reasons for the high turnover of staff and concluded that are mainly of external origin and have been grouped as follows:

#### **A – Very low and not realistic correction coefficient**

The salaries and allowances for the BEREC Office staff are reduced with 25.1 % compared to Brussels, while, according to the staff, the prices of goods and services do not show such a significant price difference. For this reason, the BEREC Office frequently loses staff (mainly from the Administration and Finance) who go to other bodies of the EU who are based in countries with higher correction coefficient.

The BEREC Office has no influence in the negotiation of the correction coefficient and may only raise the issue of the calculation in all the relevant meetings.

#### **B – Living conditions in Latvia**

The staff of the BEREC Office seems dissatisfied by the living conditions in Latvia. Some aspects of the dissatisfaction have been brought to the attention of the Latvian Authorities during the first semester of 2017 as they derive directly or indirectly from a restrictive interpretation of the Seat Agreement.

For example, the staff systematically experience difficulties in obtaining access to the Latvian market of services (bank, telecommunications, real estate), which is negatively affected by limited features of the special identity cards issued by the Latvian Authorities, which do not contain a Latvian personal identity number or the local address of the staff.

Other elements of concern raised during an operational meeting with the Latvian Authorities are related to:

- the modalities of car registration;
- the lack of connections between the host MS and the main EU cities;
- the complex linguistic situation;
- the lack of support to the spouses of staff in the access to the local job market;
- the lack of European schooling;
- the restrictions in the access to kindergarten for BEREC Office staff pupils.

#### **C – Working conditions at the BEREC Office**

The BEREC Office is struggling to ensure proper working conditions to the staff. The main issues identified are the following:

##### **- Heavy workload**

The BEREC Office already at its set-up has been understaffed. The number of staff envisaged



for administrative functions in the Legislative Financial Statement accompanying the BEREC Regulation, namely two, has proved already in 2011 and 2012 insufficient to meet the requirements of the legislation in force and internal control framework applicable to bodies of the EU. Therefore already at that early stage part of the staff envisaged for operational activities has been assigned to financial, legal and administrative tasks. However, to meet the requirements of BEREC and to deliver the necessary support to BEREC most of staff with financial and administrative assignments has to provide also operational support.

Against this background the BEREC Office was negatively affected with the highest possible rate of cut of staff, namely a cut of 12.5%, irrespectively of the fact that Regulation (EU) 2015/2120 assigned additional tasks to the BEREC without adjusting the resources of the BEREC Office accordingly. This has further aggravated the situation as it has led to higher workload for the staff without any changes to the Agency mandate.

The management introduced different mitigation techniques to address the heavy workload, such as outsourcing of technical and administrative tasks to external service providers, redistribution of the tasks between the different units, the introduction of teams as a means of more efficient and effective control and distribution of tasks, the introduction of new IT tools, for example for document management, contract management, procurement and HR and training management, and others. In addition, the BEREC Office will externalise the secretarial and clerical tasks, which at the moment are in carried out by all the categories of staff, including administrators and managers.

However, it should be noted that the start of the use of new IT tools the time invested in training the staff to use them and the migration of the legacy documents to the new systems leads to temporary decrease of the efficiency. This was also accompanied by complaints from the staff, in particular those involved in support to BEREC, who could see the obligation to use new IT tools as additional administrative burden. Therefore, the impact on the efficiency could be expected as the end of the migration of all the data in the new tools, which for Sysper2 will continue throughout 2018.

#### **- Limitation of the space in the premises and quality of the offices**

All the staff, with the exception of the head of agency and two heads of units, is requested to share the offices. Administrators share offices, in some cases, with three or more colleagues. The number of meeting rooms, toilets and service spaces, parking is not adequate to the operational needs. There is no canteen and no recreational spaces for the staff. Most of the offices are not well-lit and the natural light is extremely limited. The insulation of the windows and the additional heating though air-conditioning is not effective and in some offices and service rooms the temperature during the winter was considered by the staff as low and a precondition for sicknesses. The quality of air, due to issues with the ventilation system, is not good.

In order to alleviate these problems, the BEREC Office acquired one office and an additional meeting room in the building. However, the situation is still far behind the acceptable standards.

The lack of cooperation at the expected level by the owner of the building<sup>27</sup> increased the need for an urgent resolution of all the pending issues related to the premises. The BEREC Office is currently assessing further possible solutions to alleviate these issues and considering all the options, including open spaces; however the office area has not been designed for such purpose.

### **2.4.3. Selections and recruitments**

#### **A - Recruitments**

In 2017 the BEREC Office hired the following staff:

- for the Programme Management Unit: one SNE and one trainee;
- for the Administration and Finance: one AST3, two CA FGIV, one CA FGII<sup>28</sup> and three trainees.

#### **B - Selections**

The organisation of selection procedures according to the EU requirement is a lengthy process and having reserve lists ready available for use has proved to be the only feasible method for filling in posts which become vacant within reasonable period of time. Therefore the need to establish reserve lists for at least 75% of the number of job profiles in the BEREC Office has been determined as a multiannual objective by the MC and systemically pursued by the Agency throughout 2017.

Therefore in 2017 the BEREC Office published eight notices for selection of staff. Five selection procedures were successfully completed, four of which led to immediate recruitments. Three calls for expression of interest for TAs and one for contract staff will be completed in 2018.

As required by Decision MC/201/3 laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the EU the selection notices for TAs have been published in all official languages of the EU on the website of the agency and on the EPSO website. To attract more candidates on the broadest possible geographical basis the NRAs which sit in the MC, the Permanent Representations to the EU in Brussels and the diplomatic representations of the MSs in Riga were used as additional communication channels to further disseminate the information about these notices.

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<sup>27</sup> The BEREC Office rents its premises in accordance with the Memorandum of Understanding with the Government of the Republic of Latvia. The Lease agreement with the State owned joint-stock company Valsts nekustamie ipasumi, was signed on 01/08/2011 and is effective until 31/03/2021 (with a possibility of renewal). Further details concerning the rental agreement are indicated in Annex V of the Annual and Multiannual Programming of the BEREC Office Activities 2017-2019.

<sup>28</sup> The selection for this post was run in accordance with the provisions of Article 5 (3) (a) of Decision MC (10) 24 on the general implementing provisions on the procedures governing the engagement and the use of contract staff at the BEREC Office, in the absence of a current list of successful candidates; the notice for the selection of the job holder on a long-term basis was published in 2017 and the procedure will be completed in 2018.

#### **2.4.4. Talent Management**

The appraisal exercise 2017 was launched in January 2017 and finalised on time in April 2017. The reclassification exercise 2017 was launched in April 2017 and finalised as planned.

During 2017 BEREC Office staff members have benefited from training sessions on 83 various subjects including 11 in-house internal trainings and two training events. There has been an increase in the use of online trainings, which is further promoted via the on-line training tool EU-Learn. Trainings were provided to staff members in order to deepen their knowledge in areas such as project management, procurement, finance and budget, data protection and ethical values. A particular attention has been given to the multilingualism, and language classes were offered to staff. The Training plan of the agency in 2017 focused on mitigating risks identified in the Risk Register, comments provided by the auditors during audits or risk assessments or recommendations made by the Commission and/or the Discharge Authority in the course of the budget cycle, such as: data protection, avoiding conflict of interests, fraud prevention, protection of whistle-blowers, strengthening the ethical values, improving the planning and reporting activity of the BEREC Office and strengthening IT security.

#### **2.4.5. Providing safe and secure working environment**

The BEREC Office cares for its staff by seeking to provide a functional, comfortable and environment friendly working space, taking care at the same time to the good quality support and social welfare services. A medical service covering a wide range of situations is granted to the staff thanks to a SLA with the EC.

The BEREC Office implements the flexible working time arrangements and during the entire first semester of 2017 worked towards the implementation of Sysper2, in order to manage smoothly the flexitime regime.

Irrespectively of the activities mentioned above, the BEREC Office has identified as an area for improvement the need to improve the working and living conditions for the staff and has started a series of initiatives with the Latvian authorities and the building manager to offer to its staff safe and secure working environment and better living conditions for the staff and their families. The efforts in this area will continue until a satisfactory solution is found.

#### **2.4.6. Organisational efficiency**

As requested in the WP, in order to better tackle the increased workload and to maximize the potential of the staff in place intermediate levels were added in the organisational chart starting with the Administration and Finance Unit, where two teams were created in May 2017. The respective team leaders were identified among the staff already in place and the workflows in the unit were re-shaped accordingly.

Situations where coordination is needed in the Programme Management Unit were also identified and teams for Market Analysis Support, for BEREC WP Implementation Support and for BEREC

Office Knowledge Centre were considered.

## **2.5 Assessment by management**

The BEREC Office has put in place internal control processes intended to ensure the adequate management of financial flows and the legality and regularity of the underlying transactions. The control objective is to ensure that the BEREC Office management has reasonable assurance that the total amount of any financial operations authorised during the reporting year that do not comply with the contractual and regulatory provisions does not exceed 2 % of the total expenditure.

To reach this conclusion, the BEREC Office management examined the Register of Exceptions and non-compliant events (defined as control overrides or deviations from policies and procedures), the outcome of the audits performed by the IAS, the ECA, the independent auditors, the results of the ex-post control and the assessment of the effectiveness of the internal control systems.

The examination of this evidence, including accounting and asset management information, shows that, although there is still room for improvement in some aspects of the internal administrative procedures (including the reimbursement of experts, with the objective of reducing the payment time), there are no errors that have a financial impact or could call into question the legality and/or regularity of the underlying transactions.

## **2.6 Budget implementation tasks entrusted to other services and entities**

No budget implementation tasks have been entrusted to other services or entities during the reporting year.

## **2.7 Assessment of audit results during the reporting year**

### **2.7.1 Internal Audit Service<sup>29</sup>**

In accordance with Article 14 of the BEREC Regulation<sup>30</sup>, the EC IAS is responsible for auditing the BEREC Office. At the end of 2016 the IAS adopted a Strategic Audit Plan for 2017-2019 which identified two of the sub-processes of the BEREC Office activities considered as high risk areas, namely: personal data protection and fraud prevention. The matters related to fraud prevention were addressed in an Anti-Fraud Strategy<sup>31</sup> approved by the MC in February 2017 and respective action plan implemented systematically by the BEREC Office throughout 2017. The main reason

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<sup>29</sup> According to the provisions of Article 14 of the BEREC Regulation, the EC IAS acts as the BEREC Office internal auditor.

<sup>30</sup> Regulation (EC) No 1211/2009 establishing BEREC and the Office.

<sup>31</sup> MC /2017/02 23 February 2017 Decision of the Management Committee of the BEREC Office on the Anti-fraud strategy

for including the data protection in this assessment is that the BEREC Office has a backlog in preparing data protection policies for all its internal policies.

In compliance with the above-mentioned Strategic Audit Plan in 2017 the IAS did not perform any audits at the BEREC Office due to the low risk profile of the Agency.

There were no open recommendations deriving from previous audit missions left for 2017.

### **2.7.2 Internal audit capability**

Not applicable.

### **2.7.3 European Court of Auditors (ECA)**

On 6 December 2017 ECA published in OJ its Report on the BEREC Office annual accounts for the financial year 2016, together with the BEREC Office reply<sup>32</sup>. According to this report the accounts of the BEREC Office for the year ended 31 December 2016 present fairly, in all material respects, the financial position of the BEREC Office at 31 December 2016, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

The ECA made some comments on the operations of the BEREC Office, which do not question the Court's opinions as mentioned above. In particular, the ECA commented on the choice of contracting relations of the BEREC Office with external parties and the staff reclassification process. The ECA also commented on the high staff turnover, which represents a risk for the BEREC Office operations. The ECA has also recommended the performance of external evaluation every five years, as it is the case for most other agencies.

The preparation of the ECA report on the 2017 BEREC Office annual accounts is ongoing and will be finalised during the last quarter of 2018.

## **2.8 Follow-up of recommendations and action plans for audits**

In the beginning of 2017 all IAS recommendations were closed.

## **2.9 Follow-up of observations from the discharge authority**

On 18 April 2018 the EP adopted its decision on granting discharge in respect of the implementation of the BEREC Office budget for the financial year 2016 (2017/2175(DEC))

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<sup>32</sup> 2017/C 417/03 of 6.12.2017, published in Official Journal of the EU, [https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C\\_.2017.417.01.0031.01.ENG&toc=OJ:C:2017:417:TOC](https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C_.2017.417.01.0031.01.ENG&toc=OJ:C:2017:417:TOC)

following a recommendation by the Council of the EU of 9 February 2018 the EP approved the following documents:

- Decision to grant the MC discharge in respect of the implementation of the BEREC Office budget 2016<sup>33</sup>;
- Decision to close the BEREC Office accounts for 2016<sup>34</sup>;
- Resolution addressed to the BEREC Office with observations on the budget implementation specific only for our Agency<sup>35</sup>;
- Resolution addressed to all Agencies of the EU with other observations of a cross-cutting nature focusing on the performance, financial management and control of the agencies<sup>36</sup>.

Among many positive comments about the operation of the BEREC Office, the EP identified the following main areas for improvement.

### **1. Difficulties identified**

- lack of adequate human resources to ensure carrying out the mandate of the BEREC Office, while maintaining its smooth day-to-day operation;
- high staff turn-over (25% in 2016) / short duration of employment contracts (2.58 years on average);
- public procurement still remains an error-prone area, mainly as a results of the factors listed above.

### **2. Main risk identified - the high staff turnover, which is a risk factor:**

- affecting the BEREC Office efficiency;
- putting at stake the implementation of its WPs.

### **3. Additional factor leading to the identified difficulties and risks:**

- against this background the BEREC Office was negatively affected with the highest possible rate of cut, namely a cut of 12.5%, irrespectively of the fact that Regulation (EU)

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<sup>33</sup> EP decision of 18 April 2018 on discharge in respect of the implementation of the budget of the BEREC Office for the financial year 2016 ([2017/2175\(DEC\)](#)), <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2018-0135+0+DOC+XML+V0//EN&language=EN>

<sup>34</sup> EP European Parliament decision of 18 April 2018 on the closure of the accounts of the BEREC Office of the for the financial year 2016 ([2017/2175\(DEC\)](#)), <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2018-0135+0+DOC+XML+V0//EN&language=EN>

<sup>35</sup> EP of 18 April 2018 with observations forming an integral part of the decision on discharge in respect of the implementation of the budget of the BEREC for the financial year 2016 ([2017/2175\(DEC\)](#)), <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2018-0135+0+DOC+XML+V0//EN&language=EN>

<sup>36</sup> EP resolution of 18 April 2018 on discharge in respect of the implementation of the budget of the EU agencies for the financial year 2016: performance, financial management and control ([2017/2179\(DEC\)](#)); <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2018-0133+0+DOC+XML+V0//EN&language=EN>

2015/2120 assigned additional tasks to BEREC without adjusting the resources of the BEREC Office accordingly.

**Follow-up actions:**

- the BEREC Office is required to report to the EP on actions taken or planned to mitigate the risk and to properly tackle the issue of the retention of staff.
- the need for adequate human resources to ensure carrying out the mandate of the BEREC Office, while maintaining its smooth day-to-day operation, is emphasized.

Additionally, the Discharge Authority suggests that the BEREC Office, together with the EC, should considered commissioning a periodical external performance evaluation at least every five years.

### **3 Part III: assessment of the effectiveness of the internal control systems**

#### **3.1 Risk management**

The BEREC Office operates in a low-risk environment due to the absence of grant management and the near absence of asset management. The operational activities of the BEREC Office that are associated with a certain level of risk were identified in 2014 and since then a monthly reporting was introduced with the objective of alerting management when indicators show that the achievement of the objectives is at risk.

As a first step in the introduction of systematic risk management, on 30 June 2015 the BEREC Office AM established a risk management implementation guide.

In 2017 exercise consisted of a fraud risk assessment (January 2017) and an annual risk assessment workshop held on 21/09/2017. As result of these, the Risk Register and Action plans have been updated with an Internal Administrative Instruction.

Due to the small size of the agency, the risk assessment was carried out by a combination of bottom-up and top-down approaches and was based on interviews with parallel brainstorming sessions with the staff, the heads of units and the AM.

The outcome of the risk self-assessment exercise was presented to the BEREC Office management in a report of 29/09/2017 according to which no critical risks were identified. The meeting participants discussed the root causes of the risks, their consequences and the establishment of appropriate actions to mitigate the identified significant risks.

The BEREC Office reviewed the Risk Register and the Action Plans for 2017 and verified their follow-up in the Monthly Management Reporting of October 2017. 10 risks were identified during the exercise, two less than 2016.

As a result of all actions described above, the BEREC Office updated the existing risk register containing the risks identified during the assessment but no significant risks appeared. The risk register and the action plans were approved by the AM by Internal Administrative Instruction IAI/2017/10 (Ares(2017)5923321-04/12/2017). As already mentioned above the main risk identified is related to the high staff turnover, which is a risk factor affecting the BEREC Office efficiency and putting at stake the implementation of its WPs. Other risk related to the IT infrastructure, the increasing number of requests for access to documents and the increasing demand for support to BEREC activities arising within the course of the year were also included in the risk register.

In 2017, the progress of the action plans associated with the risk register was monitored on a monthly basis in terms of deadlines.



### 3.2 Compliance and effectiveness of internal control standards

The MC adopted the BEREC Office Internal Control Framework and Standards on 3 June 2013<sup>37</sup>. The document specifies the set of policies and procedures to be put in place by the BEREC Office to create a proper governance structure and to ensure efficient and effective implementation of its objectives.

In 2014, the BEREC Office undertook a series of measures to put in place new procedures or to amend the existing ones to improve their compliance with the system of ICSs. The measures undertaken by the BEREC Office in 2014 led to significant improvement in compliance with the internal framework of ICSs, and 16 out of the 18 IAS recommendations on the implementation of the ICSs. The efforts to achieve full compliance with the ICS framework continued in 2015 and, as a result of these efforts, at the beginning of 2016 the IAS closed all recommendations on the implementation of the ICSs. In 2016 the BEREC Office commissioned an independent consultant to undertake an ICS assessment which was performed in November and December 2016.

In 2017 due to lack of sufficient financial resources the annual assessment of the effectiveness of the BEREC Office internal control systems (as required by ICS No 15) was performed internally.

The assessment started with a desk research of the results of external evaluations and reports (by the EC, the Discharge Authority, etc.), ex-ante/ex-post verifications, audit recommendations and other sources that provide relevant information about the BEREC Office internal control effectiveness.

An additional self-assessment exercise was carried out, which was based on staff interviews combined with management reviews. The interviews were carried out with individual staff members or groups of staff who have similar responsibilities, where applicable.

This engagement of conducting a self-assessment of the effectiveness of the Office's key internal control systems has been used by the BEREC Office management as an input to the current Report, including for signing the declaration of assurance by the AO.

The status of the implementation of the ICSs at the end of 2017 is as follows:

#### ICS 1: mission

The BEREC Office mission statement was developed from the BEREC perspective and was approved by the Management Committee during its 12th plenary meeting (28 September 2012, Limassol)<sup>38</sup>. It was discussed during the risk assessment workshop held on 21/09/2017 and the interviews with the staff and the management that followed in November and December 2017. The mission statement was found to be complete and still relevant and up to date in the context

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<sup>37</sup> MC (13) 34, BEREC Office Internal Control Framework and Standards, not public.

<sup>38</sup> MC (12) 20, BEREC Office mission statement, 28 September 2012, [http://berec.europa.eu/eng/document\\_register/subject\\_matter/berec\\_office/others/978-draft-berec-office-mission-statement](http://berec.europa.eu/eng/document_register/subject_matter/berec_office/others/978-draft-berec-office-mission-statement)

of the applicable legal framework at that moment of time. However, it was widely acknowledged that the mission statement will need a review as soon as the new BEREC Regulation is adopted.

## **ICS 2: ethical and organisational values**

The BEREC Office ethical values were approved by an internal administrative instruction by the BEREC Office AM dated 2013<sup>39</sup>, which is part of the welcome guide to newcomers. Together with the internal administrative instruction on the prevention of conflict of interest, the document mentioned above provides the main elements for ethical behaviour for the BEREC Office staff and introduces the principles of the code of good conduct, enhanced transparency, prevention and detection of fraud, etc. The internal administrative instructions mentioned above build upon the relevant documents approved by the MC and use as a reference the EC Code of Good Administrative Behaviour/Relations with the Public<sup>40</sup>, the Practical Guide to Staff Ethics and Conduct and other relevant documents of the European Ombudsman<sup>41</sup>.

During the interviews with the staff and the management no change was reported regarding this standard. The BEREC Office has procedures regarding the ethical conduct, organisational values, conflict of interest, fraud prevention and guidance to report any irregularity. The ethical and organisational values were shared and discussed with the staff during specialised trainings on ethical values, conflict of interest, fraud prevention and whistleblowing which presented all the corporate values of the BEREC Office, on anti-harassment with the objective to appoint several confidential counsellors, on confidentiality in the workplace and on dignity and respect at work which - scheduled for Q1 2018. Also a comprehensive Anti-Fraud Strategy was adopted in 2017.

## **ICS 3: staff allocation and mobility**

The allocation and recruitment of staff is based on the BEREC Office's objectives and priorities. Whenever necessary, managers align the organisational structures and staff allocations with priorities and workload, in the light of comments received from the ECA, the IAS and the discharge authority. In 2017, the BEREC Office continued to seek efficiency gains with back-ups, handover and departures procedures, well addressed continuity of staff activities and up to date plans regarding tackling identified staff turnover risks.

## **ICS 4: staff evaluation and development**

With the appraisal exercise, the staff performance has been evaluated against individual annual objectives, which fit with the BEREC Office's overall objectives and according to agreed standards. Adequate measures are taken to develop the skills necessary to achieve the BEREC Office's objectives. The target is to ensure that staff members attend compulsory training courses and other training oriented towards the career development of staff members.

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<sup>39</sup> Internal Administrative Instruction No 2 of 2013 of the Administrative Manager of the BEREC Office on establishing ethical principles and the principles of ethical administrative behaviour (IAI/2013/2), 31 July 2013, not published.

<sup>40</sup> OJ L 267, 20.10.2000.

<sup>41</sup> Public service principles for the EU civil service, 2012, [www.ombudsman.europa.eu](http://www.ombudsman.europa.eu)

In 2017, a reclassification exercise took place and two agents were reclassified.

### **ICS 5: objectives and performance indicators**

In 2014, the BEREC Office introduced new regular monthly management reports to monitor the implementation of the annual WP. The outcomes of the reports were aggregated on a quarterly basis and were regularly presented to the MC to ensure further monitoring. This reporting tool was put in place to alert managers when indicators show that achieving the objectives is at risk, as part of the internal risk management procedure.

In 2016 the BEREC Office revised its activity based costing/activity based budgeting (ABC/ABB) model to take into account the new format of its WP in line with the provisions of Article 32 of the BEREC Office Financial Regulation. These guidelines take also into account the new requirements for drawing up multiannual WPs with a three-year span<sup>42</sup>. The application of the model continued in 2017.

Also in 2017, the BEREC Office performed a revision of the KPIs with the active participation of the staff and the management and based of the WP for 2017.

A training on the planning and reporting processes over the budget and activities as described in the programming document in order to raise awareness and request the contribution of the staff based on their actual experience.

### **ICS 6: risk management process**

Risk management is an important element of the effective internal control framework. Risk management has been embedded as a standard element in the planning and reporting processes of the BEREC Office since 2014. The monthly reporting in place has the objective of alerting management when indicators show that achieving the objectives is at risk.

In June 2015, the BEREC Office defined the principles of and practical arrangements for risk management (steps, roles and responsibilities, and tools) with the support of ENISA under the SLA signed in October 2014 for sharing the function of ICC. With the support of the ICC Assistant the BEREC Office established a risk register with risk owners, risk response and mitigating action plans. In 2017 the risk register has been reviewed and revised.

The 2017 exercise consisted of a fraud risk assessment (January 2017) and an annual risk assessment workshop held on 21/09/2017. As result of these, the Risk Register and Action plans were updated with an Internal Administrative Instruction. No critical risks were identified.

### **ICS 7: operational structure**

Delegation of authority is clearly defined, assigned and communicated in writing. All delegated and sub-delegated authorising officers have received and acknowledged the charters and specific delegation instruments. Delegation of powers is defined, assigned and communicated in writing

The office's sensitive functions are defined in the job descriptions of staff, recorded and kept up

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<sup>42</sup> COM (2014) 9461.

to date. For each sensitive function a risk management is carried out and relevant mitigating controls are established.

The agency has developed and implemented a policy for avoiding potential conflict of interest.

### **ICS 8: processes and procedures**

The BEREC Office financial manual was reviewed and revised in 2017 to take into account changes in procedures and staff and to cover all aspects in budget and financial management. It introduced a detailed description of the financial workflows (including for procurement and contract management, the responsibilities of each financial actor and their involvement in the financial circuits for all types of transactions, model checklists, etc.).

The defined processes and procedures ensure appropriate segregation of duties and compliance with the legislation in force. Special attention is also paid to the acts related to sub-delegation.

The BEREC Office performs 100 % ex-ante verification of transactions and as of 2014 introduced ex-post control to further increase the monitoring of administrative and financial transactions.

### **ICS 9: management supervision**

Management supervision is carried out to ensure that activities are implemented efficiently and effectively and that they comply with the applicable provisions and the targets set in the annual work programme or other relevant documents, management supervision covers both legality and regularity aspects and operational performance. Supervision is carried out on two levels: the MC supervises the activities of the AM, and the AM supervises the activities of the heads of units.

Management supervision covers both administrative and operational performance (including the state of play of all key projects developed by the agency) on a monthly basis, follow-up on recommendations by internal and external auditors and requests for additional information submitted by the discharge authority.

### **ICS 10: business continuity**

The BEREC Office has introduced the measures required to ensure continuity of service in case of 'business-as-usual' interruption (sick leave, staff mobility, etc.). Deputising arrangements for relevant operational activities and financial transactions are in place and the drawing up of handover files is planned in case of staff leave.

To improve the BEREC Office's capability to deal with business disruptions that could seriously impact its reputation, its stakeholders, its employees or its financial position, in 2014 the BEREC Office implemented a Business Continuity Management Project within an existing EC framework contract. In the context of this project, a number of policy documents was defined to allow the BEREC Office to implement appropriate measures aimed at reducing the agency's vulnerabilities and the impact of a possible major incident. In 2015, the BEREC Office approached the EC representation in Latvia and reached an agreement in principle to use the EC premises as a secondary location for the BEREC Office staff if operations at the BEREC Office's headquarters are disrupted. The memorandum of understanding between the BEREC Office and the EC

representation in Latvia was signed in June 2016. Policy documents related to the business continuity management have been updated accordingly and an info-session for staff regarding the implementation of the policy documents was held in November 2016.

As part of the Information Systems Security Policy, in 2015 the BEREC Office developed a disaster recovery plan and procedure including a backup procedure for the BEREC Office's IT system. In January 2016, an SLA between the ENISA and the BEREC Office for providing the BEREC Office with off-site back-up services for storing the BEREC Office electronic data was signed. In February 2016, BEREC Office's Information Systems Security Policy was updated accordingly.

After all the above-mentioned preparatory work was finalised, in December 2016 the BEREC Office conducted its first business continuity test.

To ensure a structured business continuity plan, the BEREC Office decided to analyse the deficiencies of the current IT infrastructure and define a viable mid and long term solution for ensuring business continuity. The task started in December 2017.

Based on the outcome of the analysis, the BEREC Office will implement the best possible solution for ensuring business continuity of the IT infrastructure.

#### **ICS 11: document management**

The main principles of document management were approved by the BoR (for BEREC documents) and by the MC (for BEREC Office documents) in 2010 and 2011. These principles were further developed by an internal administrative instruction on document management. In compliance with these documents, the BEREC Office operates an online public registration service, in which all documents fulfilling the requirement for registration are registered (except financial and HR-related documents).

In November 2016 the BEREC Office signed a Memorandum of Understanding with the Commission services for the introduction of the common document management and archiving systems Hermes-Ares-NomCom (HAN). On the 1<sup>st</sup> of April 2017 the BEREC Office went live with the system. HAN services ensure document and records management at the BEREC Office in accordance with the legislation in force and will help in resolving the issue of transfer of BEREC and BEREC Office files intended for permanent preservation to the Historical Archives.

#### **ICS 12: information and communication**

The BEREC Office defined its communication strategy and activities in the Communication Plan and in the External Communication Strategy.

Concerning requirements on internal communication, the Office runs a monthly report to management in order to inform on the figures, objectives, key projects, contracts, and follow-up of action plans.

IT security policies are in place which describe the internal procedures and policies. The current policies in place meet the requirement of ICS 12, including the requirements for off-site back-up

of data, which were put in place at the end of January/beginning of February 2016 through an SLA with ENISA and a respective amendment to the internal IT security policy.

The IT systems of the BEREC Office are further developed to support adequate data management, including database administration and data quality assurance. Data management systems and related procedures must comply with the relevant Information Systems Policy, compulsory security measures and rules on protection of personal data.

### **ICS 13: accounting and financial reporting**

In 2014, the BEREC Office adopted a new financial regulation and strengthened its internal procedures for financial and accounting management to ensure that the accounting data and related information used for preparing the organisation's annual accounts and financial reports are accurate, complete and timely. It did this by revising its Financial Manual in 2017 to meet the IAS' observations. The overall BEREC Office accounting system controls appear to be adequate and supported by appropriate process documentation. The implementation of the BEREC Office's budget is based on the ABB principles with timely transactions. Regular monitoring of the budget is performed by monthly internal status reporting. Quarterly reports on budget and operations are presented to the MC during its plenary meetings.

The BEREC Office Accounting Officer obtained from the Authorising Officer all the information required to produce the accounts, which give a true and fair view of assets and of budget implementation. The Authorising Officer forwarded all the information that the Accounting Officer needed to fulfil these duties.

Based on the information provided, the Accounting Officer prepared the 2017 accounts in accordance with the accounting rules in place established by the EC Accounting Officer.

All documents requested by the EC Accounting Officer for the consolidation of the EU Accounts were provided on time and in the required form.

### **ICS 14: evaluation of activities**

Key performance indicators are used to measure performance and assess the agency's activities as defined via the WP. Monthly management reports, quarterly reports to the MC and the Consolidated Annual Activity Report are the tools used by the BEREC Office to report on performance and its impact. Any feedback provided by the MC or by the BEREC BoR is taken into account for improving the performance of the agency.

### **ICS 15: assessment of internal control systems**

The BEREC Office has put in place the organisational structure and the internal control systems suited to the achievement of its objectives as defined in the BEREC Regulation and its annual WP.

In accordance with ICS No 15, in 2017 the BEREC Office conducted various activities to assess and improve the level of implementation and effectiveness of the internal control systems. The assessment was done based on the following sources: register of exceptions, ex-post control, risk

assessment of the main operational processes, audits performed by the IAS and ECA and interviews with the staff.

The main actions were focused on improving the performance measurement framework, reporting, control, and the implementation of ex-post control; strengthening and fine-tuning document management, with particular emphasis on contract registration; strengthening procurement and HR management; and improving budget and financial management.

**ICS 16: internal audit capability**

The BEREC Office does not have an internal audit capability. The internal auditing function of the Office is performed by the EC's Internal Auditor in accordance with Article 14 of the BEREC Regulation, applying all relevant requirements for ICS 16.

Internal audit capability is therefore not specified under the BEREC Office's internal control standards.

#### **4 Part IV: Management assurance**

##### **4.1 Review of the elements supporting assurance**

The information reported in Parts II and III stems from the results of management and auditor monitoring conducted in 2017. They are based on a systematic analysis of the evidence available. This approach provides sufficient guarantees of the completeness and reliability of the information reported, and the results achieved by the BEREC Office in 2017.

In conclusion, the management has reasonable assurance that, overall, suitable controls are in place and working as intended, risks are being appropriately monitored and mitigated, and necessary improvements and reinforcements are being implemented.

##### **4.2 Reservations and overall conclusions on assurance**

Taking the above into consideration, no weaknesses were identified related to the financial management of appropriations inside the agency; therefore, no reservations are made in this context in the declaration.



## 5 Part V: Declaration of Assurance

I, the undersigned, Administrative Manager of the Office of the Body of European Regulators for Electronic Communications (BEREC Office), in my capacity as authorising officer,

declare that the information contained in this report gives a true and fair view,

and state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors – for the years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of the agency.

*Riga, 29 June 2018.*

*(e-signed)*

**László IGNÉCZI**

*BEREC Office*

*Administrative Manager and*

*Authorising Officer*

## **Annex I: Core business information and statistics**

**Table 1: List of EWGs supported by the BEREC Office in 2017**

### **EWGs established by a Decision of the BEREC BoR**

1. Benchmarking EWG
2. Market and Economic Analysis EWGs
3. End-User EWG
4. Net Neutrality EWG
5. Next Generation Networks (NGN) EWG
6. Regulatory Framework EWG
7. Regulatory Accounting EWG
8. Remedies EWG
9. Roaming EWG

### **Ad Hoc EWGs established by the BEREC Chair in 2017**

BEREC Communication Ad Hoc EWG  
Medium Term strategy Ad Hoc EWG

**Table 2: List of BEREC public consultations managed by the BEREC Office in 2017**

PC No	Start	End	Topic	Documents subject to consultations	Nr of contributions
PC 01/17	8 March 2017	5 April 2017	BEREC Medium-Term Strategy for 2018-2020	<a href="#">Stakeholder consultation on the review of the BEREC Medium-Term Strategy for 2018-2020</a>	16
PC 02/17	7 June 2017	5 July 2017	BEREC Strategy 2018-2020	<a href="#">Draft BEREC Strategy 2018-2020</a>	14
PC 03/17	7 June 2017	5 July 2017	NN Regulatory Assessment Methodology	<a href="#">Draft Net Neutrality Regulatory Assessment Methodology</a>	21
PC 04/17	7 June 2017	5 July 2017	IP-interconnection practices in the context of NN	<a href="#">Draft BEREC Report on IP-Interconnection practices in the Context of Net Neutrality</a>	11
PC 05/17	11 October 2017	8 November 2017	Common position on monitoring mobile coverage	<a href="#">Draft BEREC Preliminary report in view of a common position on monitoring mobile coverage</a>	5
PC 06/17	11 October 2017	8 November 2017	BEREC WP	<a href="#">Draft BEREC Work Programme 2018</a>	5
PC 07/17	11 October 2017	8 November 2017	Impact of premium content on ECS markets and effect of devices on the openness of the internet use	<a href="#">Draft BEREC report on the impact of premium content on ECS markets and effect of devices on the Openness of the Internet use</a>	8
PC 08/17	31 October 2017	28 November 2017	Facilitating mobile connectivity in “challenge areas”	<a href="#">Draft BEREC and RSPG joint report on Facilitating mobile connectivity in “challenge areas”</a>	6

**Table 3: Data collection exercises organised by the BEREC Office for the BEREC EWGs in 2017**

EWG	Data collection subject	Addressees
Roaming/Mobile EWG	Two questionnaires for the International Roaming BEREC Benchmark Data Report (18 <sup>th</sup> and 19 <sup>th</sup> Report).  The assessment of the international roaming market is based on the requirements set out in Article 19 (4) of the Roaming Regulation.	BEREC Member and Observer NRAs
	BEREC Report on Transparency and Comparability of International Roaming Tariffs  BEREC repeats this exercise each year according to Article 19 of the Roaming Regulation to collect information with which the European Commission can assess the evolution and advances in increasing the transparency and comparability of tariffs.	BEREC Member and Observer NRAs
	Questionnaire on mobile coverage obligations, enforcement and impacts	BEREC Member and Observer NRAs
Article 7/7A	Questionnaire for gathering data for performing a qualitative analysis of Article 7/7A phase II cases	Rapporteurs and members of Article 7/7A Phase II EWGs established in 2016
End User EWG	Questionnaire on the implementation and application universal service provisions <sup>43</sup>	BEREC Member and Observer NRAs
	Questionnaire on accessibility provisions for disabled end-users <sup>44</sup>	BEREC Member and Observer NRAs

<sup>43</sup> Sent out in December, 2016 requesting responses by January, 2017.

<sup>44</sup> Sent out in December, 2017 requesting responses by January, 2018.

EWG	Data collection subject	Addressees
Regulatory Framework EWG	Questionnaire for gathering data which served as a basis for the Benchmark Report of Competences of NRAs	BEREC Member and Observer NRAs
Market and Economic Analysis EWG	Questionnaire for BEREC report on the impact of premium content on ECS markets and the effects of devices on the open use of the Internet	BEREC Member and Observer NRAs
Regulatory Accounting EWG	Data collection supporting the elaboration of the regulatory accounting in practice report 2016	BEREC Member and Observer NRAs
Benchmarking EWG	Two data collection exercises for the regular MTR/FTR/SMS reports.	BEREC Member and Observer NRAs
	Questionnaire in order to define M2M (under MTR)	BEREC Member and Observer NRAs
	One data collection for the Report on non-residential market indicators for the EC Digital Scoreboard.	BEREC Member and Observer NRAs
	Information collection for the discussion with the EC and Eurostat about the collection and standardisation of statistical and market information on OTT services.	BEREC Member and Observer NRAs
NN EWG	Questionnaire on the implementation of the net neutrality provisions of Regulation 2015/2120 and associated BEREC guidelines	BEREC Member and Observer NRAs
Remedies EWG	Questionnaire for the Report on Convergence	BEREC Member and Observer NRAs, also stakeholders
NGN EWG	Under passive optical networks (PON):	

EWG	Data collection subject	Addressees
	Questionnaire on PON for network operators	Stakeholders
	Questionnaire on PON based on the technology NG-PON2	Stakeholders (mainly vendors)
	Questionnaire on PON	BEREC Member and Observer NRAs
	<u>Under broadband cost reduction directive (BCRD):</u>	
	Questionnaire regarding the implementation of the broadband cost reduction directive	BEREC Member and Observer NRAs
	<u>Under NGN State Aid:</u>	
	Questionnaire in order to collect information on state aid guidance	BEREC Member and Observer NRAs

**Table 4: BEREC events by type supported by the BEREC Office in 2017 under activities 1.2.1 and 1.2.2 of the BEREC Office WP 2017**

Type of event	Number of events supported	Number of experts reimbursed	Number of late payments	Additional comments
Plenary meetings	4 <sup>45</sup>	109	0	
CN meetings	4 <sup>46</sup>	105	0	
Meetings with the EC	9	5	0	
Meetings with the EP or presentations at meetings organised by the EP Committees	10	8	0	
Meetings and workshops with other EU bodies	2	2	0	
Public debriefings and BEREC engagement with stakeholders	5	30	0	Including the organisation of the 5 <sup>th</sup> BEREC Stakeholder Forum meeting.
International events	7 <sup>47</sup>	14	3	
Events attended by the BEREC Chair and/or Vice-Chairs on behalf of BEREC and meeting between the Chair and Vice-Chairs or	47	64	7	Delay in payments caused by late receipt of calculation from PMO
<b>Total:</b>	<b>88</b>	<b>337</b>	<b>10</b>	

<sup>45</sup> 30<sup>th</sup> BEREC BoR and BEREC Office MC plenary meetings, 23-24 February 2017, Paris, France;  
31<sup>st</sup> BEREC BoR and BEREC Office MC plenary meetings, 1-2 June 2017, Cascais, Portugal;  
32<sup>nd</sup> BEREC BoR and BEREC Office MC plenary meeting, 5-6 October 2017, Bucharest, Romania;  
33<sup>rd</sup> BEREC BoR and BEREC Office MC plenary meeting, 7-8 December 2017, Copenhagen, Denmark;

<sup>46</sup> 1<sup>st</sup> BEREC CN meeting, 2-3 February 2017, Malmo, Sweden;  
2<sup>nd</sup> BEREC CN meeting, 11-12 May 2017, Reykjavik, Iceland;  
3<sup>rd</sup> BEREC CN meeting, 14-15 September, Belgrade, Serbia;  
4<sup>th</sup> BEREC CN meeting, 16-17 November 2017, St. Julian's, Malta.

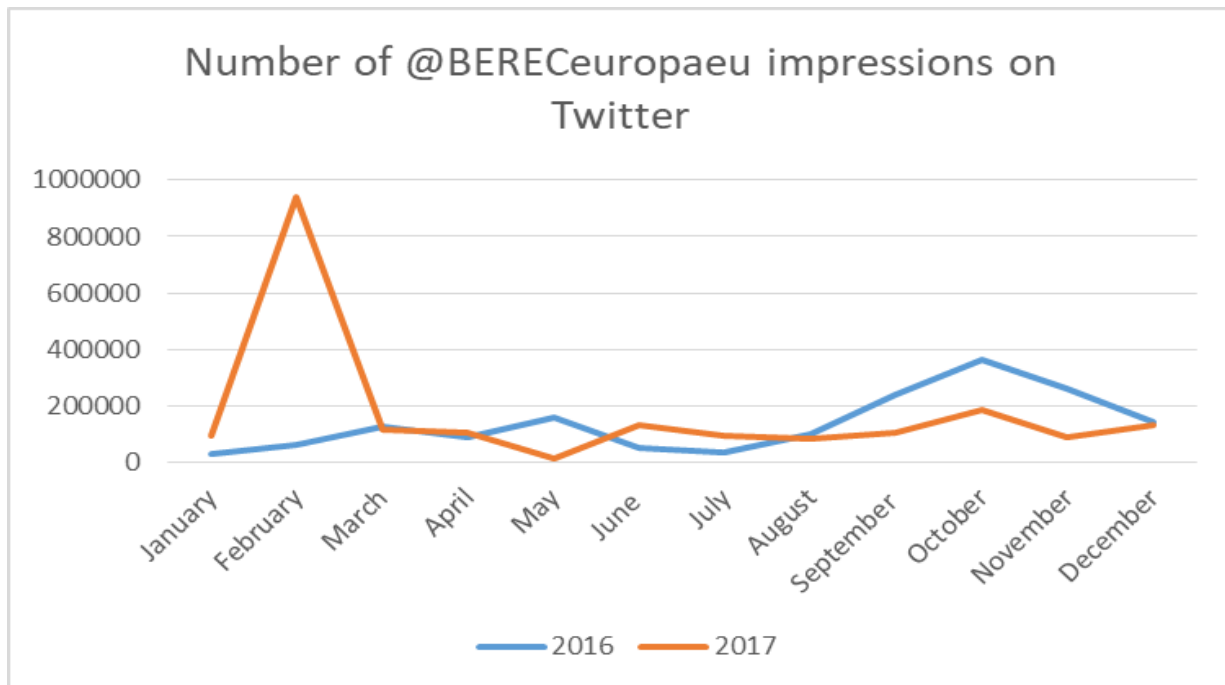
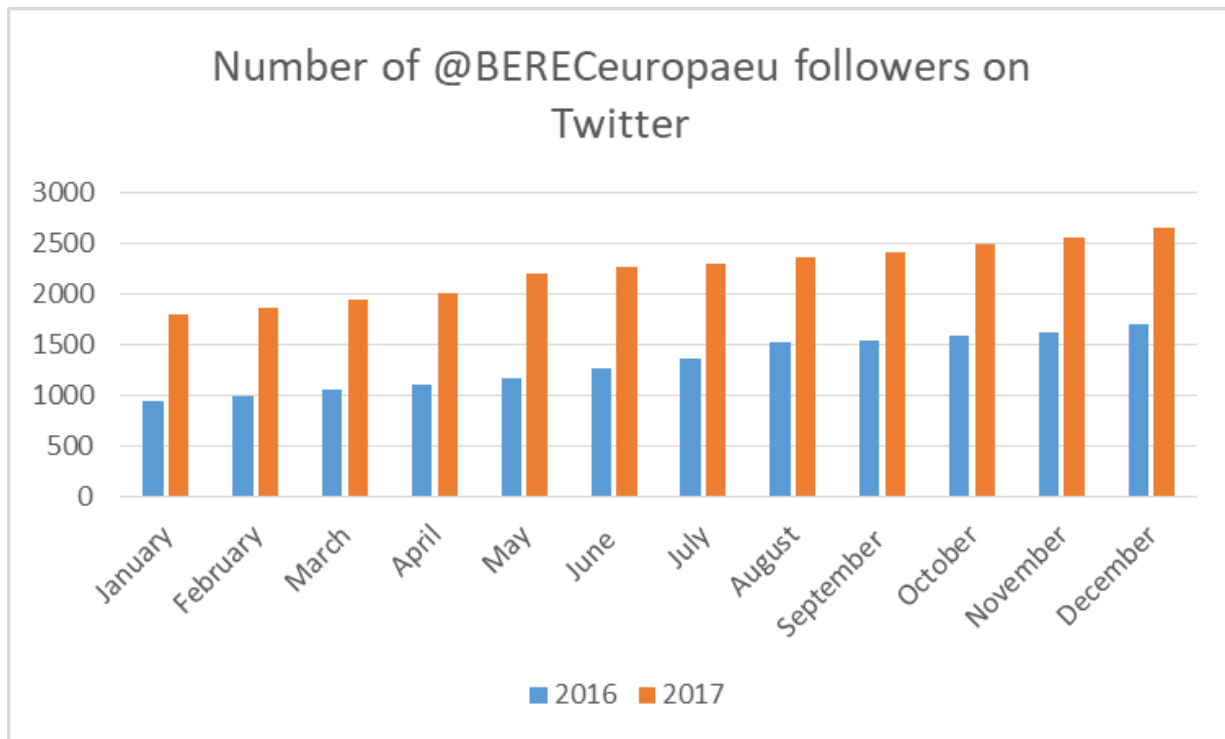
<sup>47</sup> BEREC-Regulatel Working Groups, 27 to 29 March 2017, Cartagena de Indias, Colombia;  
BEREC Study trip to India, 29 March to 5 April 2017, Delhi and Bangalore;  
BEREC - EaPeReg (Eastern Europe), REGULATEL (South America) and EMERG (Mediterranean and North African countries) Summit, 31 May 2017, Cascais, Portugal;  
BEREC - EaPeReg (REWG) 3rd meeting, 17-19 September 2017, Vilnius, Lithuania;  
ITU Telecom World 2017, 25-28 September 2017, Busan, Korea;  
Workshop on NN and 10th EaPeReg Plenary Meeting, 24-25 October 2017, Minsk, Belarus;  
BEREC - EMERG workshop on NGN and network sharing and local loop unbundling, 22-23 November 2017, Munich, Germany.

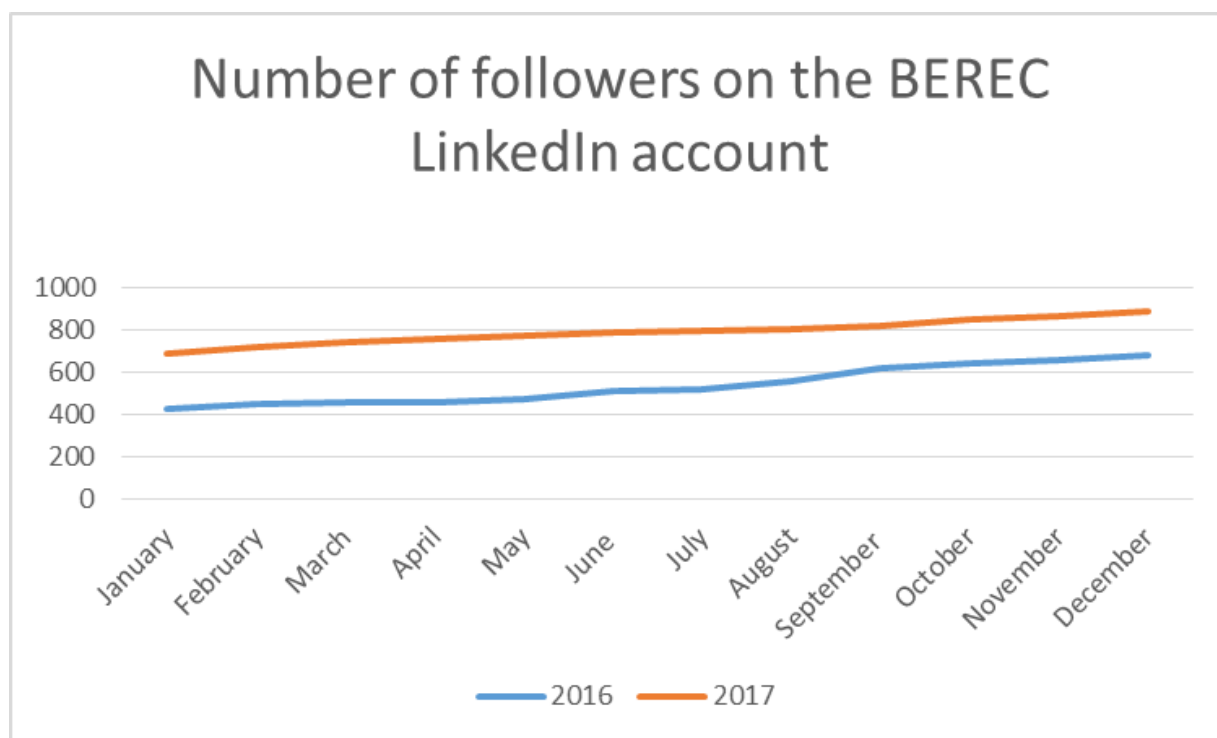
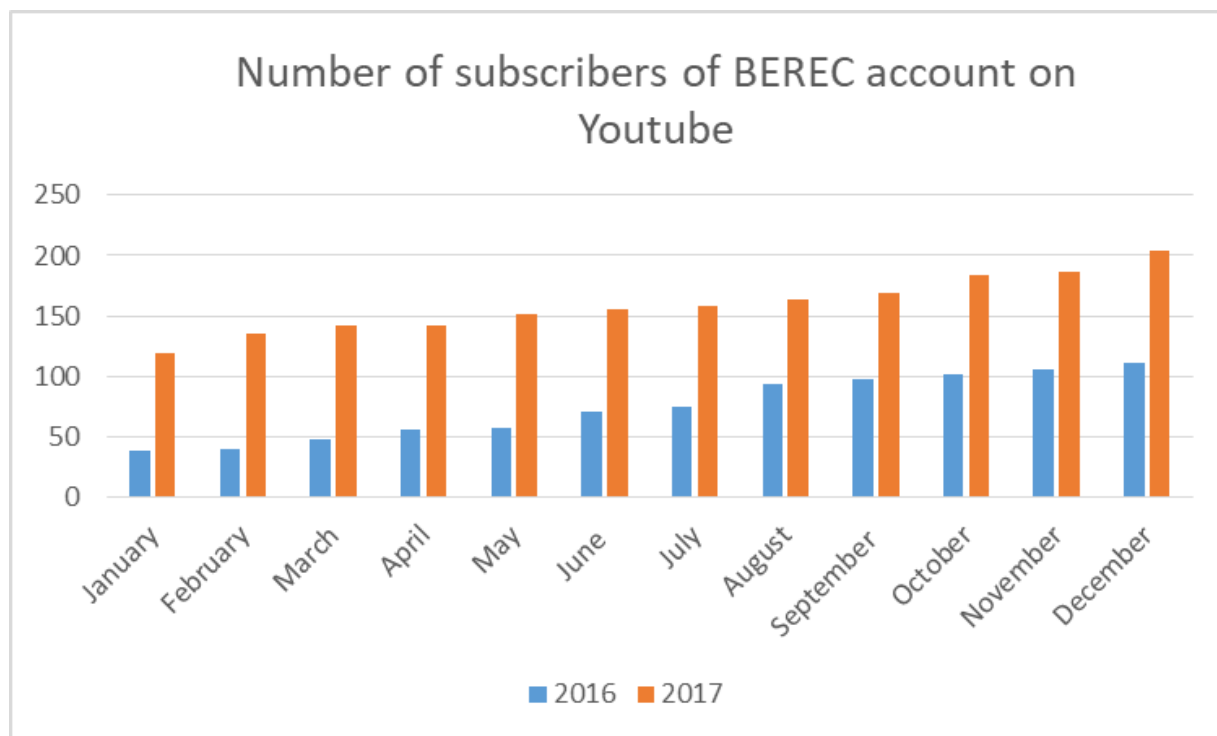
**Table 5: Overview of the 2017 the ordinary plenary meetings of the BoR and the MC, CN meetings, high-level events with stakeholders and public debriefings**

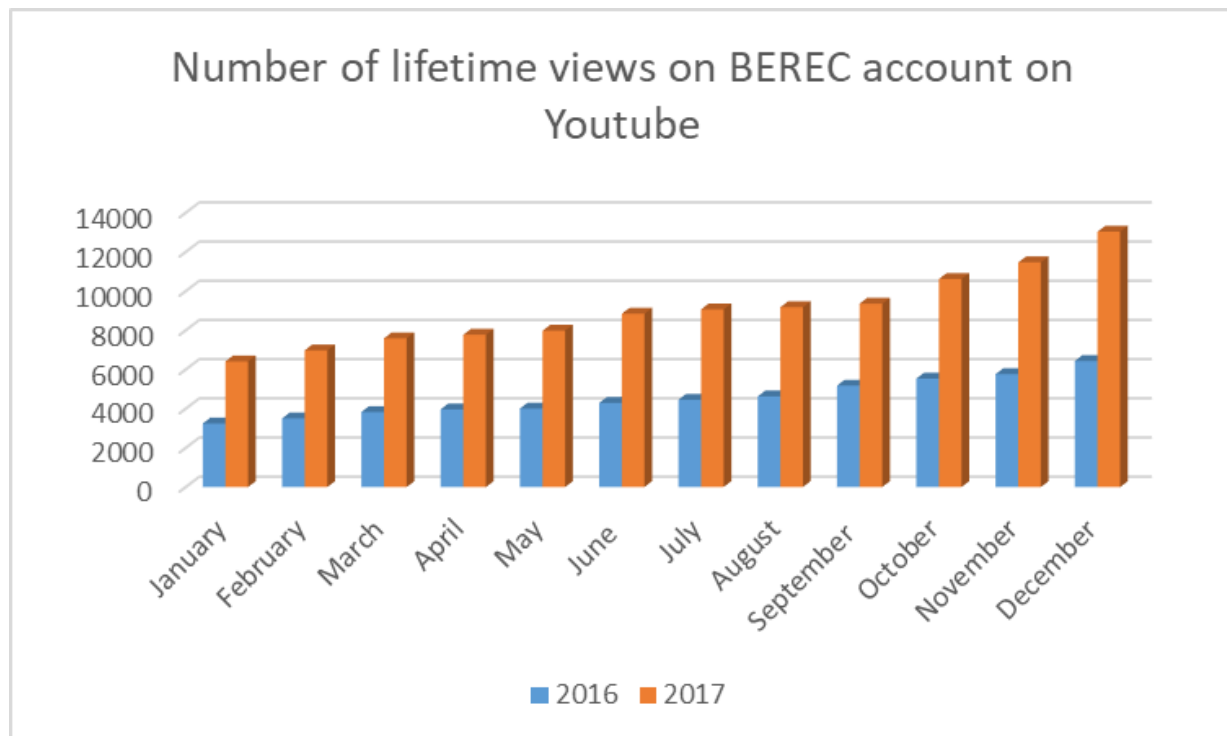
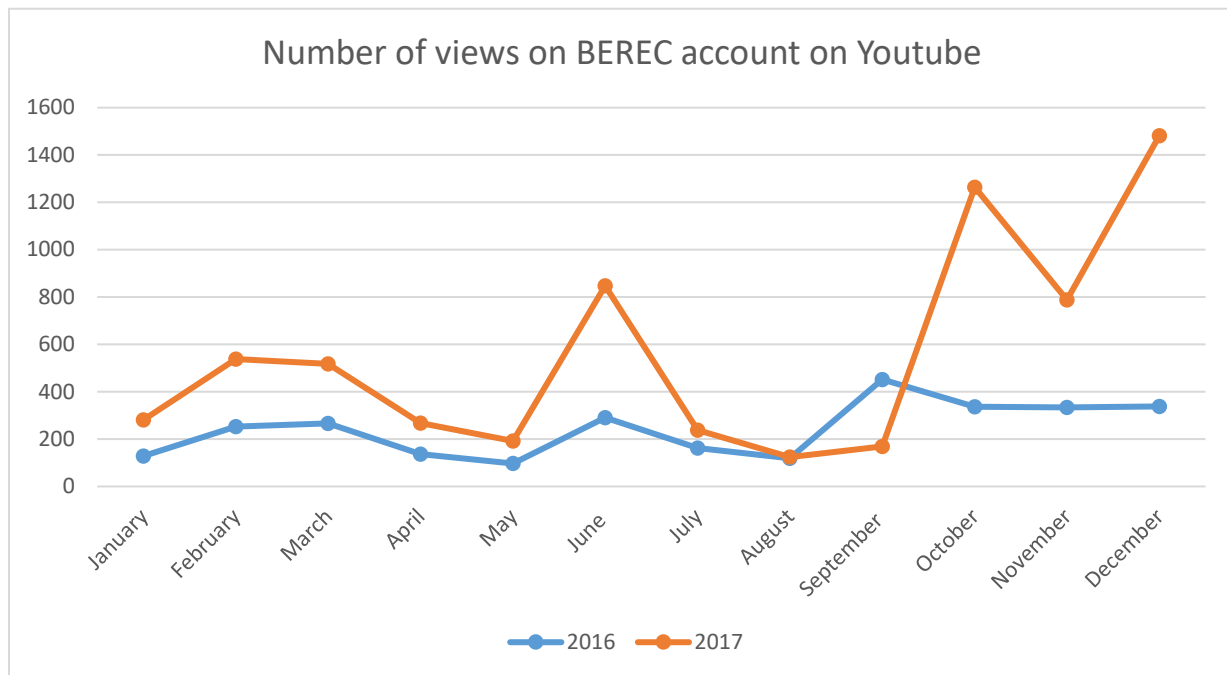
Date/Place	Event	Agenda/Hyperlink (if applicable)	Conclusions/Hyperlink (if applicable)
1 February 2017, Brussels, Belgium	BEREC workshop on “Enabling the Internet of Things”	<a href="http://berec.europa.eu/eng/events/s/berec_events_2017/151-berec-workshop-on-enabling-the-internet-of-things">http://berec.europa.eu/eng/events/s/berec_events_2017/151-berec-workshop-on-enabling-the-internet-of-things</a>	n/a
2-3 February 2017, Malmo, Sweden	1 <sup>st</sup> BEREC CN meeting for 2017	<a href="#">BEREC CN (17) 01</a>	<a href="#">BEREC CN (17) 18</a>
22-24 February 2017, Paris, France	30th BEREC BoR plenary meeting	<a href="#">BoR (17) 31</a>	<a href="#">BoR (17) 58</a>
24 February 2017, Paris, France	30th BEREC Office MC plenary meeting	<a href="#">MC (17) 02</a>	<a href="#">MC (17) 35</a>
1 March 2017 Brussels, Belgium	Public debriefing on the outcomes of the 30th BEREC plenary meetings	n/a	<a href="http://berec.europa.eu/eng/events/berec_events_2017/141-public-debriefing-from-the-30th-berec-plenary-meetings">http://berec.europa.eu/eng/events/berec_events_2017/141-public-debriefing-from-the-30th-berec-plenary-meetings</a>
11-12 May 2017, Reykjavik, Iceland	2 <sup>nd</sup> BEREC CN meeting for 2017	<a href="#">BEREC CN (17) 19</a>	<a href="#">BEREC CN (17) 44</a>
31 May 2017, Cascais, Portugal	BEREC-EMERG- Regulatel- EaPeReg Summit	<a href="#">Agenda</a>	n/a
1-2 June 2017, Cascais, Portugal	31 <sup>st</sup> BEREC BoR plenary meeting	<a href="#">BoR (17) 100</a>	<a href="#">BoR (17) 158</a>
1 June 2017, Cascais, Portugal	31 <sup>st</sup> BEREC Office MC plenary meeting	<a href="#">MC (17) 41</a>	<a href="#">MC (17) 72</a>
7 June 2017 Brussels, Belgium	Public debriefing on the outcomes of the 31 <sup>st</sup> BEREC plenary meetings	n/a	<a href="http://berec.europa.eu/eng/events/berec_events_2017/146-public-debriefing-from-31st-berec-plenary-meetings">http://berec.europa.eu/eng/events/berec_events_2017/146-public-debriefing-from-31st-berec-plenary-meetings</a>

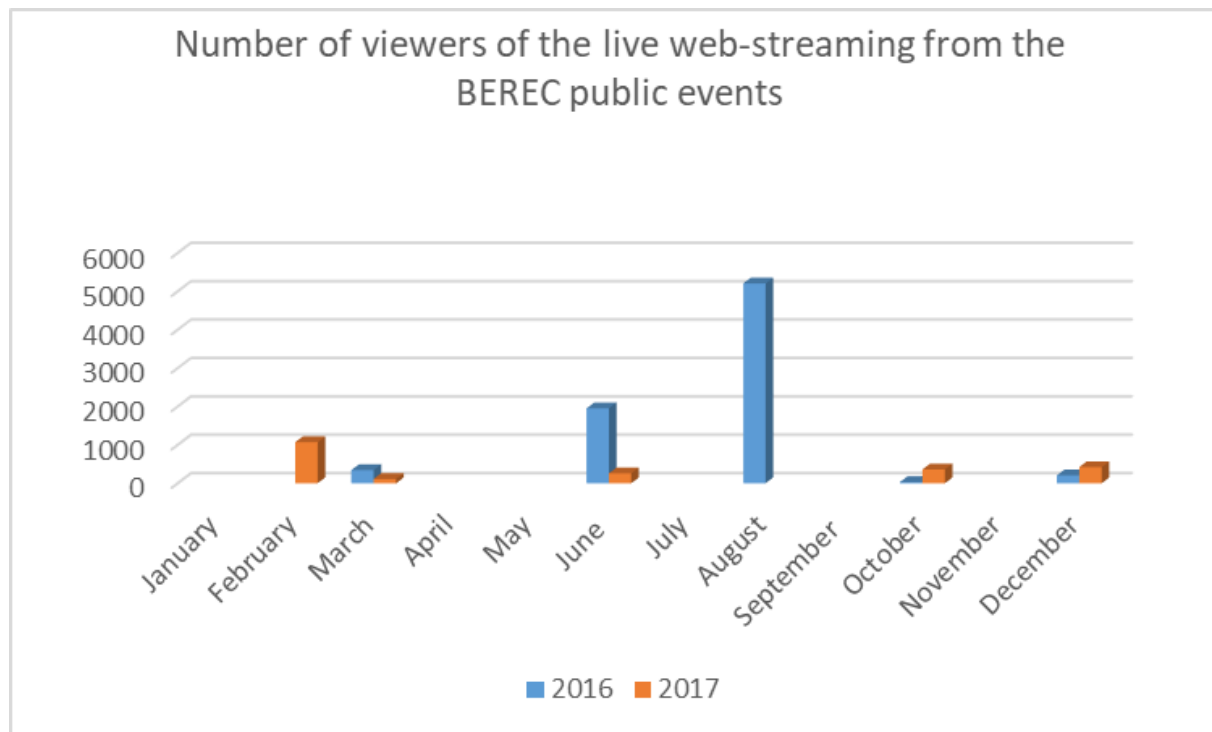


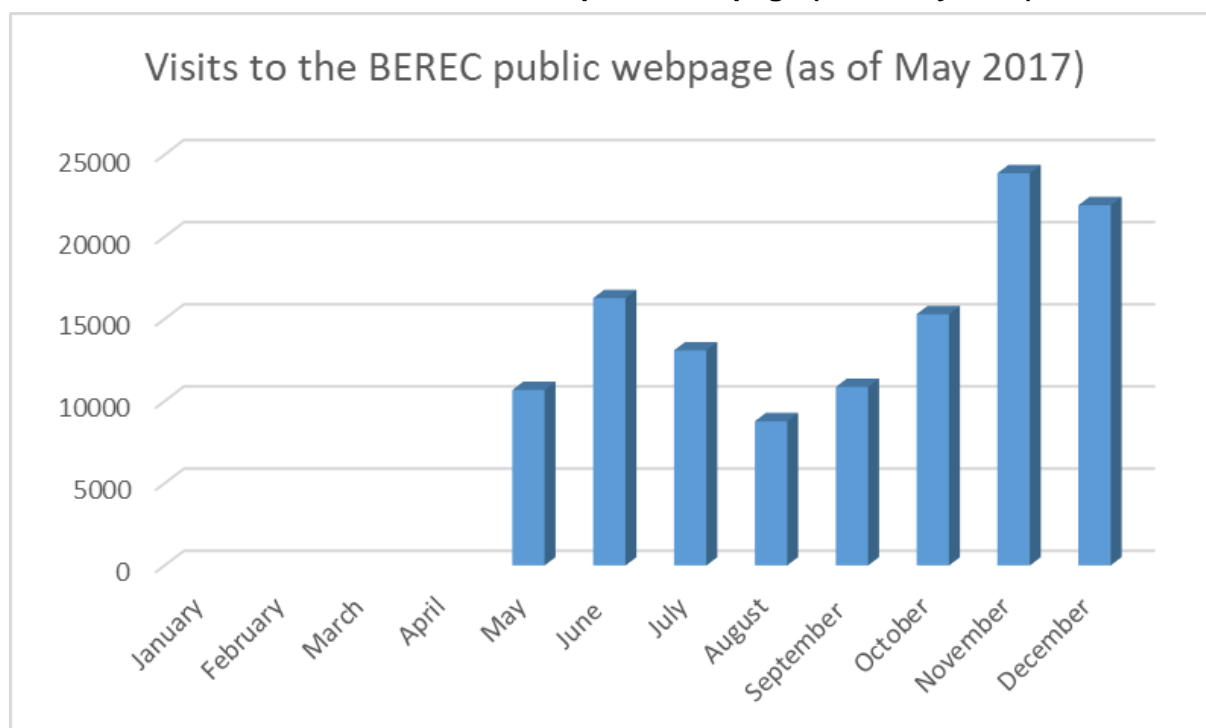
Date/Place	Event	Agenda/Hyperlink (if applicable)	Conclusions/Hyperlink (if applicable)
14-15 September, 2017 Belgrade, Serbia	3 <sup>rd</sup> BEREC CN meeting for 2017	<a href="#">BEREC CN (17) 45</a>	<a href="#">BEREC CN (17) 72</a>
5-6 October 2017, Bucharest, Romania	32 <sup>nd</sup> BEREC plenary meetings	<a href="#">BoR (17) 167</a>	<a href="#">BoR (17) 221</a>
6 October 2017, Bucharest, Romania	32 <sup>nd</sup> BEREC Office MC plenary meetings	<a href="#">MC (17) 76</a>	<a href="#">MC (17) 94</a>
11 October 2017, Brussels, Belgium	Public debriefing on the outcomes of the 32 <sup>nd</sup> BEREC plenary meetings	n/a	<a href="http://berec.europa.eu/eng/events/berec_events_2017/147-public-debriefing-from-32nd-berec-plenary-meetings">http://berec.europa.eu/eng/events/berec_events_2017/147-public-debriefing-from-32nd-berec-plenary-meetings</a>
18 October 2017 Brussels, Belgium	5 <sup>th</sup> BEREC Stakeholder Forum meeting	<a href="#">BoR (17) 118</a>	<a href="#">BoR (17) 228</a>
16-17 November 2017, Malta	4 <sup>th</sup> BEREC CN meeting for 2017	<a href="#">BEREC CN (17) 73</a>	<a href="#">BEREC CN (17) 111</a>
7-8 December 2017, Copenhagen, Denmark	33 <sup>rd</sup> BEREC BoR plenary meetings	<a href="#">BoR (17) 226</a>	<a href="#">BoR (17) 273</a>
7-8 December 2017, Copenhagen, Denmark	33 <sup>rd</sup> BEREC Office MC plenary meetings	<a href="#">MC (17) 101</a>	<a href="#">MC (17) 116</a>

**Table 6: Data regarding Twitter (@BERECeuropaeu)**

**Table 7: Number of followers on LinkedIn****Table 8: Data regarding BEREC YouTube Channel in 2017**



**Table 9: Number of viewers of the live web-streaming from the BEREC public events**

**Table 10: Number of visits to the BEREC public webpage (as of May 2017)<sup>48</sup>****Table 11: Number of uploaded links per section in the ISP**

By the end of 2017 860 links to the documents of 34 NRAs were uploaded. The most frequently uploaded data by the NRAs were statistics materials and publications (45%) and news/other (17%) (see Figure 1-uploaded links).

No	Organization	Total links
1	Decision	130
2	Consultation	118
3	News/other	147
4	Analysis	74
5	Statistics/statistical reports/publications	389
6	CIRCA	1
7	EFIS	1
	<b>TOTAL ACTIVE:</b>	<b>860</b>

<sup>48</sup> Due to a technical issue, the data is available as of May 2017.

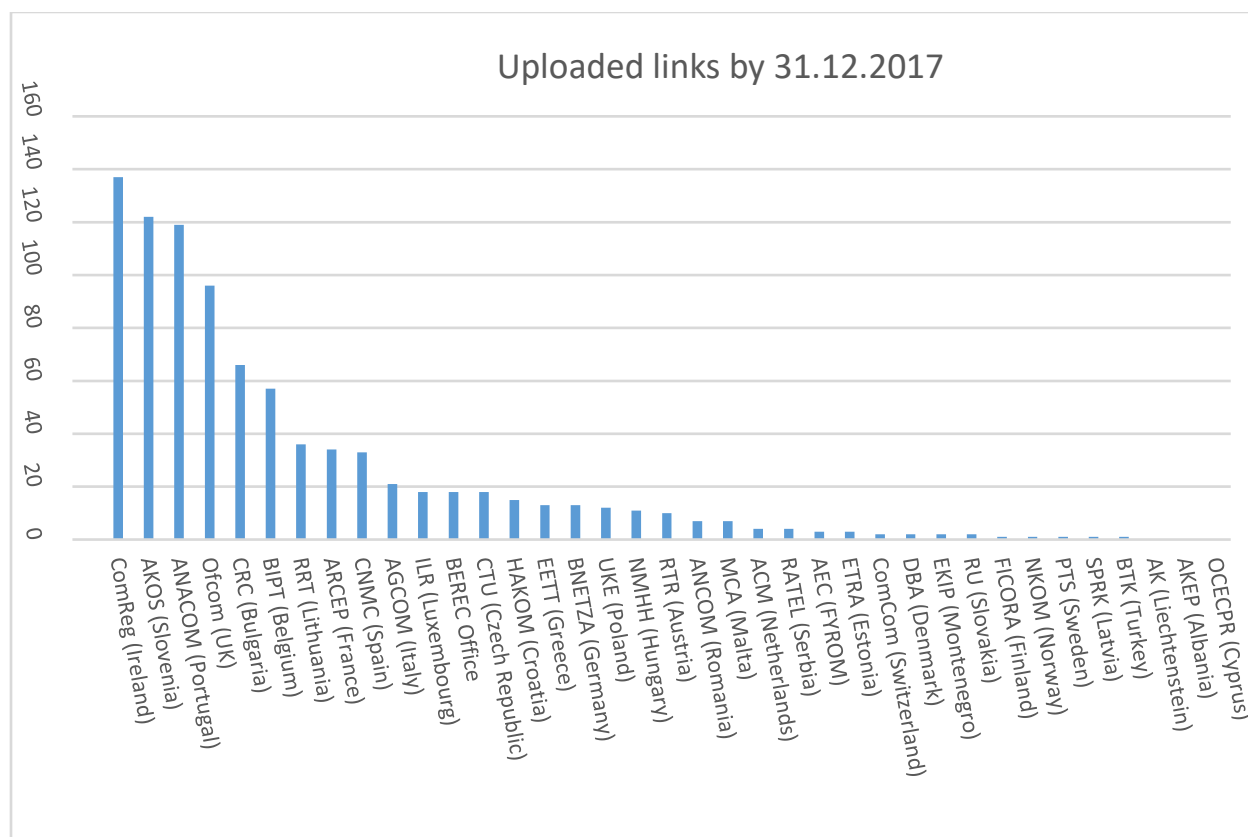


Figure 1: Uploaded links by 31.12.2017 by NRA

#### Table 12: Interest and visit over time on the ISP

The number of visits<sup>49</sup> since October 2016<sup>50</sup> reached 4,248, of which 3,310 were unique visitors<sup>51</sup>. November and December 2017 were the months of increased activity, during which 17% of total visits to the IS Portal were made.

<sup>49</sup> A visit is one individual visitor who arrives at the web site and proceeds to browse. A visit counts all visitors, no matter how many times the same visitor may have visited the site.

<sup>50</sup> The measuring tool was available from 9th October 2016.

<sup>51</sup> This is also called Visit by Cookie, which means a unique visit will tell which visits from item 1 are visiting the site for the first time. The website can track this as unique by the IP address of the computer.

\*The number of unique visits will be far less than visits because a unique visit is only tracked if cookies are enabled on the visitors computer\*.

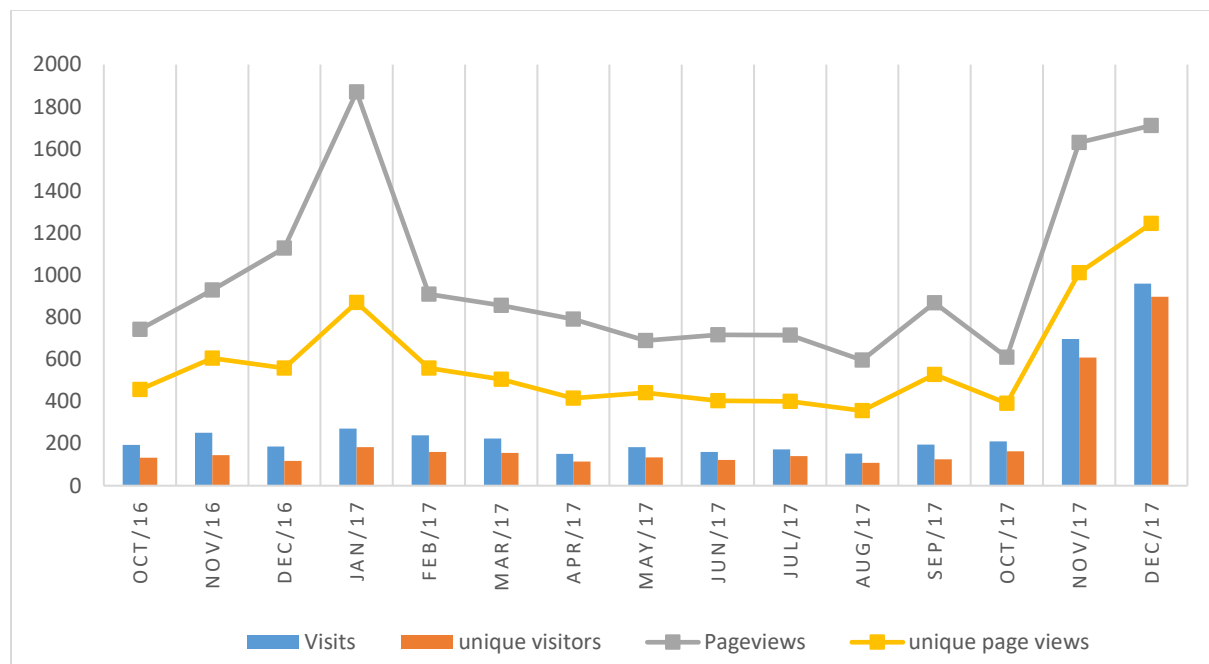


Figure 2: Number of visits and page views on the Information Sharing Portal (09.10.-31.12.2017)

The number of page views<sup>52</sup> followed the same trend of the number of visits, having increased in the last months of the year. On average, the number of page views was 984 per month.

From “view-docs”<sup>53</sup>, it can be seen the major interest for “Net Neutrality” reports comes from Poland, Romania, Portugal, Finland, Denmark and Greece. About 33% of all page views refers to net neutrality issues. The second most viewed topic refers to “3.6 GHZ Band Spectrum Award – benchmarking update”, from ComReg.

<sup>52</sup> Each individual page a visitor views.

<sup>53</sup> “View-doc” lists the most visited documents (URL links).



PAGE URL	PAGEVIEWS	▼ UNIQUE PAGEVIEWS	BOUNCE RATE	AVG. TIME ON PAGE	EXIT RATE	AVG. GENERATION TIME
<a href="#">view-doc</a>	4,991	3,559	58%	00:00:23	46%	0.16s
<a href="#">/net-neutrality-annual-report-2017-po...</a>	988	837	67%	00:00:11	82%	0.18s
<a href="#">/net-neutrality-annual-report-2017-ro...</a>	128	117	66%	00:00:15	71%	0.15s
<a href="#">/net-neutrality-annual-report-2017-po...</a>	116	95	69%	00:00:16	78%	0.2s
<a href="#">/net-neutrality-annual-report-2017-fin...</a>	99	88	67%	00:00:29	78%	0.15s
<a href="#">/3-6-ghz-band-spectrum-award-bench...</a>	106	82	44%	00:00:58	62%	0.15s
<a href="#">/net-neutrality-annual-report-2017-de...</a>	95	78	68%	00:00:15	72%	0.14s
<a href="#">/43</a>	89	64	0%	00:00:30	16%	0.16s
<a href="#">/net-neutrality-annual-report-2017-gr...</a>	83	62	46%	00:00:13	65%	0.18s
<a href="#">/circa</a>	71	57	50%	00:00:10	4%	0.05s
<a href="#">/guidelines-and-analysis-of-mobile-net...</a>	60	45	21%	00:00:32	33%	0.06s
<a href="#">/net-neutrality-annual-report-2017-no...</a>	58	44	43%	00:00:05	61%	0.22s
<a href="#">/net-neutrality-annual-report-2017-cr...</a>	40	37	76%	00:00:05	78%	0.17s
<a href="#">/net-neutrality-annual-report-2017-lat...</a>	40	33	74%	00:00:19	79%	0.09s

Figure 3: Most viewed documents

This graph demonstrates the geographical distribution of the visitors. Since October 2016, the country with higher number of visits was USA, followed by UK, Denmark and Poland. These four countries accounted for 56% of total ISP visits.

The ISP had a high number of visitors from outside Europe (e.g. USA, Russia, Canada, Mexico, Brazil, Jordan, Puerto Rico, Japan).

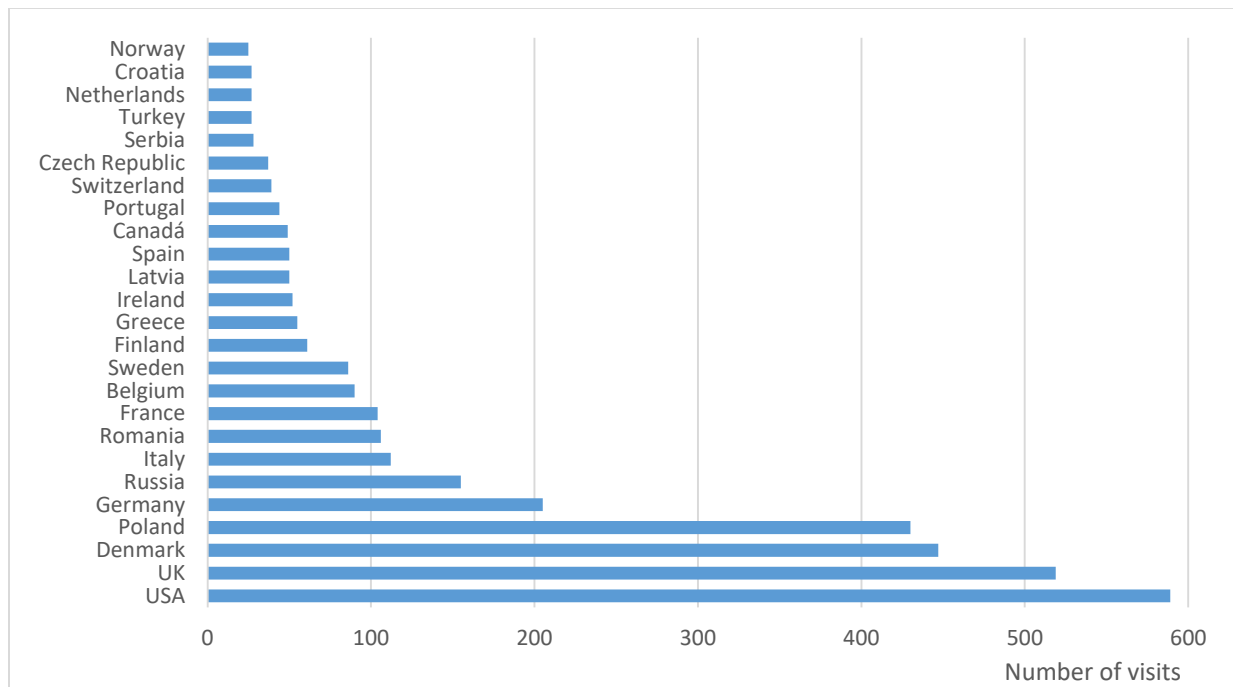


Figure 4 – Visits by country (top 25)

**Table 13: EWGs deliverables in 2017**

1. Summary report on the outcomes of the Workshop on IoT technologies and their impact on regulation;
2. BEREC update survey on the implementation and application of the universal service provisions – a synthesis of the results;
3. Internal BEREC Report on the implementation of symmetric regulation: description of existing practices and consideration of future challenges
4. BEREC Report on Termination rates at European level - January 2017;
5. 18th International Roaming BEREC Benchmark Data Report April – September 2016
6. BEREC Report on the outcome of the consultation on the Draft BEREC Medium Term Strategy for 2018-2020;
7. BEREC Annual Reports 2016;
8. BEREC response to the public consultation from the EC on the update of the SMP Guidelines;
9. BEREC Guidelines on the application of Article 3 of Regulation (EU) No 531/2012, as amended by Regulation (EU) 2015/2120 and by Regulation (EU) 2017/920 (Wholesale Roaming Guidelines);
10. 19<sup>th</sup> International Roaming BEREC Benchmark Data Report;
11. Regulatory Accounting in Practice Report 2017;
12. BEREC input on weighted average of maximum mobile termination rates
13. BEREC report on the outcomes of public consultation with stakeholders on the BEREC Strategy 2018-2020 public consultation document;
14. BEREC Strategy 2018-2020;
15. BEREC Report on the outcomes of public consultation on the draft Net Neutrality Regulatory Assessment Methodology;
16. BEREC Net Neutrality Regulatory Assessment Methodology;
17. Net neutrality measurement tool specification;

18. BEREC Report on new forms of sharing passive optical networks based on wavelength division multiplexing;
19. BEREC Report on the outcomes of the public consultation on the draft BEREC Report on IP interconnection practices in the context of net neutrality;
20. BEREC Report on IP interconnection practices in the context of net neutrality;
21. BEREC Report on the convergence of fixed and mobile networks;
22. BEREC Benchmark Report on Termination rates at the European level - July 2017;
23. BEREC Report on transparency and comparability of international roaming tariffs;- BEREC report on the outcomes of the public consultation on the draft BEREC Work Programme 2018;
24. BEREC Work Programme 2018;
25. BEREC Report on implementation of Regulation 2015/2020 and related BEREC guidelines;
26. BEREC Report analysing tools and methods used to identify contractual, commercial and technical practices for the implementation of Article 3 of Regulation 2015/2120, including recommendations to NRAs;
27. BEREC Report on non-residential market indicators for the European Commission's Digital Scoreboard;
28. BEREC Report on the implementation of the broadband cost reduction directive (BCRD);
29. BEREC Report on the analysis of individual NRAs' current work around conditions to State aid funded infrastructure.

**Table 14: Register of applications for access to BEREC Office documents (2017)**

<b>No.</b>	<b>Receipt of the initial application (date)</b>	<b>Receipt of the confirmatory application, if applicable (date)</b>	<b>Decision taken (full disclosure, partial disclosure, refusal)</b>	<b>Reason(s) for refusal, if applicable</b>
1	08.05.2017		Full disclosure	

**Table 15: Register of applications for access to BEREC documents (2017)**

<b>No.</b>	<b>Receipt of the initial application (date)</b>	<b>Receipt of the confirmatory application, if applicable (date)</b>	<b>Decision taken (full disclosure, partial disclosure, refusal)</b>	<b>Reason(s) for refusal, if applicable</b>
1	18.02.2017		Full disclosure	
2	27.02.2017		Full disclosure	
3	03.03.2017		Refusal	Protection of privacy and integrity of individuals. Regulation 1049/2001 Art. 4(1)(b).
4	03.03.2017		Refusal	Institution's decision making process. Regulation 1049/2001 Art. 4(3) 2nd indent.
5	11.05.2017		Refusal	Institution's decision making process. Regulation 1049/2001 Art. 4(3) 1st indent.
6	15.05.2017	03.07.2017	Refusal	Institution's decision-making process (Regulation 1049/2001 Art. 4(3) 2nd indent); Protection of commercial interests (Regulation 1049/2001 Art. 4(2)).
7	29.05.2017		Full disclosure	
8	04.06.2017		Refusal	Protection of commercial interests of legal entities. Regulation 1049/2001 Art. 4(2).
9	08.06.2017		Full disclosure	
10	22.06.2017		Refusal	Institution's decision-making process. Regulation 1049/2001 Art. 4(3) 2nd indent.
11	20.09.2017		Refusal	Protection of privacy and integrity of individuals. Regulation 1049/2001 Article 4(1)b.
12	30.09.2017		Full disclosure	
13	09.10.2017		Refusal	Institution's decision-making process. Regulation 1049/2001 Art. 4(3) 2nd indent.

No.	Receipt of the initial application (date)	Receipt of the confirmatory application, if applicable (date)	Decision taken (full disclosure, partial disclosure, refusal)	Reason(s) for refusal, if applicable
14	31.10.2017	13.12.2017	Initial application: refusal, confirmatory application: partial disclosure	Initial application: The volume of documents requested would have involved an inappropriate administrative burden and workload resulting from the processing of the application due to the necessity to strike down personal data (Regulation 1049/2001 Article 4(1)b.) and some other data (Art. 4(3)). Confirmatory application: Applicant agreed to narrow down his request.

\* The BEREC Office received 19 applications for access to BEREC documents, out of which five applications concerned non-existing documents, which were consequently not included in the Register of applications for access to BEREC documents (2017).

## Annex II: Statistics on financial management

Table 1: Revenue – appropriations

<b>Revenues in EUR</b>	<b>Budget 2017</b>	<b>Corrigendum</b>	<b>New Appropriations 2017</b>
1. Revenue from fees and charges			
2. EU Subsidy	4,246,000	0	4,246,000
<i>2.a. of which “fresh” contributions in year 2017</i>	<i>4,025,833.44</i>	<i>0</i>	<i>4,025,833.44</i>
<i>2.b. of which assigned revenues deriving from previous year 2015 surplus</i>	<i>220,166.56</i>	<i>0</i>	<i>220,166.56</i>
3. Other contributions (*)	p.m.	0	p.m.
4. Administrative operations	p.m.	0	p.m.
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>	<i>n/a</i>	<i>0</i>	<i>n/a</i>
5. Revenues from services rendered against payment			
6. Correction of budgetary imbalances			
<b>Total revenues</b>	<b>4,246,000</b>	<b>0</b>	<b>4,246,000</b>

(\*) Estimated voluntary contributions from MSs or from their National Regulatory Authorities (hereinafter, NRAs). These contributions shall be used to finance specific items of operational expenditure as defined in an agreement to be concluded between the Office and the MSs of their NRAs.

**Table 2: Expenditure - summary of the transfers**  
**Commitment and payment appropriations in EUR**

Budget Line	Budget Item Description	Budget 2017 approved by budg. authority	10%	Transfers July 2017 (1)	Tranfers October 2017 (2)	Transfers November 2017 (3)	Transfers December 2017 (4)	Transfers December 2017 (5)	Budget with transfers
	<b>Budget</b>	<b>4.246.000,00</b>							
<b>1</b>	<b>STAFF</b>	<b>2.448.123,00</b>		<b>-16.925,00</b>	<b>-68.400,00</b>	<b>0,00</b>	<b>1.439,61</b>	<b>-4.667,18</b>	<b>2.359.570,43</b>
<b>1 1</b>	<b>STAFF IN ACTIVE EMPLOYMENT</b>	<b>1.805.028,00</b>		<b>-16.925,00</b>	<b>-61.500,00</b>	<b>-1.672,19</b>	<b>-45,74</b>	<b>0,00</b>	<b>1.724.885,07</b>
<b>1 1 0</b>	<b>Staff in active employment</b>	<b>1.106.000,00</b>		<b>-16.025,00</b>	<b>-40.800,00</b>	<b>6.832,79</b>	<b>0,00</b>	<b>0,00</b>	<b>1.056.007,79</b>
1 1 0 0	Basic salaries	774.879,00	77.487,90	0,00	-31.000,00	8.808,60	0,00	0,00	752.687,60
1 1 0 1	Family allowances	176.120,00	17.612,00	-10.500,00	-5.300,00	-2.200,21	0,00	0,00	158.119,79
1 1 0 2	Expatriation and foreign-residence allowances	155.001,00	15.500,10	-5.525,00	-4.500,00	224,40	0,00	0,00	145.200,40
<b>1 1 1</b>	<b>Contract staff and other staff</b>	<b>607.850,00</b>		<b>2.000,00</b>	<b>-17.500,00</b>	<b>-4.390,95</b>	<b>-45,74</b>	<b>0,00</b>	<b>587.913,31</b>
1 1 1 0	Contract staff	476.885,00	47.688,50	-37.500,00	-17.500,00	-4.098,70	0,00	0,00	417.786,30
1 1 1 1	Seconded national experts	130.965,00	13.096,50	39.500,00	0,00	-292,25	-45,74	0,00	170.127,01
<b>1 1 2</b>	<b>Employer's social security contributions</b>	<b>57.581,00</b>		<b>-1.900,00</b>	<b>0,00</b>	<b>-746,93</b>	<b>0,00</b>	<b>0,00</b>	<b>54.934,07</b>
1 1 2 0	Insurance against sickness	37.795,00	3.779,50	-900,00	0,00	-93,18	0,00	0,00	36.801,82
1 1 2 1	Insurance against accidents and occupational disease	5.589,00	558,90	-1.000,00	0,00	-453,11	0,00	0,00	4.135,89
1 1 2 2	Insurance against unemployment	14.197,00	1.419,70	0,00	0,00	-200,64	0,00	0,00	13.996,36
1 1 2 3	Constitution or maintenance of pension rights	0,00	0,00	0,00	0,00		0,00	0,00	0,00
<b>1 1 3</b>	<b>Miscellaneous allowances and grants</b>	<b>33.597,00</b>		<b>-1.000,00</b>	<b>-3.200,00</b>	<b>-3.367,10</b>	<b>0,00</b>	<b>0,00</b>	<b>26.029,90</b>
1 1 3 0	Childbirth and death allowances and grants	399,00	39,90	0,00	0,00	-399,00	0,00	0,00	0,00



Budget Line	Budget Item Description	Budget 2017 approved by budg. authority	10%	Transfers July 2017 (1)	Tranfers October 2017 (2)	Transfers November 2017 (3)	Transfers December 2017 (4)	Transfers December 2017 (5)	Budget with transfers
1 1 3 1	Travel expenses for annual leave	33.198,00	3.319,80	-1.000,00	-3.200,00	-2.968,10	0,00	0,00	26.029,90
1 1 3 9	Other allowances	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>1 1 9</b>	<b>Salary weightings</b>	<b>0,00</b>		<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>
1 1 9 0	Salary weightings	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
1 1 9 1	Adjustments to remunerations	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>1 2</b>	<b>MISCELLANEOUS EXPENDITURE ON STAFF RECRUITMENT AND TRANSFER</b>	<b>74.095,00</b>		<b>0,00</b>	<b>-8.118,44</b>	<b>-23.666,98</b>	<b>-19.944,62</b>	<b>0,00</b>	<b>22.364,96</b>
<b>1 2 0</b>	<b>Recruitment expenses</b>	<b>25.700,00</b>		<b>0,00</b>	<b>-2.500,00</b>	<b>-18.537,16</b>	<b>0,00</b>	<b>0,00</b>	<b>4.662,84</b>
1 2 0 0	Travel expenses	25.700,00	2.570,00	0,00	-2.500,00	-18.537,16	0,00	0,00	4.662,84
1 2 0 1	Miscellaneous expenditure on staff recruitment	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>1 2 1</b>	<b>Expenses on entering/leaving</b>	<b>48.395,00</b>		<b>0,00</b>	<b>-5.618,44</b>	<b>-5.129,82</b>	<b>-19.944,62</b>	<b>0,00</b>	<b>17.702,12</b>
1 2 1 0	Travel expenses on entering/leaving	3.935,00	393,50	0,00	0,00	-1.935,00	-1.601,88	0,00	398,12
1 2 1 1	Installation, resettlement and transfer allowances	20.000,00	2.000,00	0,00	-2.000,00	-3.194,82	-5.139,88	0,00	9.665,30
1 2 1 2	Removal expenses	10.000,00	1.000,00	0,00	-1.000,00	0,00	-1.361,30	0,00	7.638,70

Budget Line	Budget Item Description	Budget 2017 approved by budg. authority	10%	Transfers July 2017 (1)	Tranfers October 2017 (2)	Transfers November 2017 (3)	Transfers December 2017 (4)	Transfers December 2017 (5)	Budget with transfers
1 2 1 3	Daily subsistence allowances	14.460,00	1.446,00	0,00	-2.618,44	0,00	-11.841,56	0,00	0,00
<b>1 3</b>	<b>MISSIONS AND DUTY TRAVEL</b>	<b>220.000,00</b>		<b>0,00</b>	<b>0,00</b>	<b>15.000,00</b>	<b>0,00</b>	<b>-4.667,18</b>	<b>230.332,82</b>
1 3 0 0	Mission expenses, duty travel expenses and other ancillary expenditure	220.000,00	22.000,00	0,00	0,00	15.000,00	0,00	-4.667,18	230.332,82
<b>1 4</b>	<b>SOCIOMEDICAL SERVICES</b>	<b>5.000,00</b>		<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>-1.981,10</b>	<b>0,00</b>	<b>3.018,90</b>
<b>1 4 0</b>	<b>Medical service</b>	<b>5.000,00</b>		<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>-1.981,10</b>	<b>0,00</b>	<b>3.018,90</b>
1 4 0 0	Medical service	5.000,00	500,00	0,00	0,00	0,00	-1.981,10	0,00	3.018,90
<b>1 5</b>	<b>TRAININGS</b>	<b>76.000,00</b>		<b>0,00</b>	<b>1.218,44</b>	<b>3.567,25</b>	<b>18.250,00</b>	<b>0,00</b>	<b>99.035,69</b>
<b>1 5 0</b>	<b>Training</b>	<b>76.000,00</b>		<b>0,00</b>	<b>1.218,44</b>	<b>3.567,25</b>	<b>18.250,00</b>	<b>0,00</b>	<b>99.035,69</b>
1 5 0 0	Training	76.000,00	7.600,00	0,00	1.218,44	3.567,25	18.250,00		99.035,69
<b>1 6</b>	<b>EXTERNAL SERVICES</b>	<b>258.000,00</b>		<b>0,00</b>	<b>0,00</b>	<b>6.771,92</b>	<b>5.616,11</b>	<b>0,00</b>	<b>270.388,03</b>
1 6 0 0	External services	258.000,00	25.800,00	0,00	0,00	6.771,92	5.616,11	0,00	270.388,03
<b>1 7</b>	<b>REPRESENTATION AND MISCELLANEOUS STAFF COSTS</b>	<b>10.000,00</b>		<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>-455,04</b>	<b>0,00</b>	<b>9.544,96</b>
1 7 0 0	Representation, receptions and events, and miscellaneous staff expenses	10.000,00	1.000,00	0,00	0,00	0,00	-455,04	0,00	9.544,96
<b>2</b>	<b>BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE</b>	<b>389.714,00</b>		<b>16.925,00</b>	<b>0,00</b>	<b>14.947,77</b>	<b>22.449,07</b>	<b>4.667,18</b>	<b>448.703,02</b>
<b>2 0</b>	<b>RENTAL OF BUILDINGS AND ASSOCIATED COSTS</b>	<b>115.868,00</b>		<b>0,00</b>	<b>-1.819,90</b>	<b>-7.702,75</b>	<b>-1.870,94</b>	<b>0,00</b>	<b>104.474,41</b>
<b>2 0 0</b>	<b>Buildings and associated costs</b>	<b>115.868,00</b>		<b>0,00</b>	<b>-1.819,90</b>	<b>-7.702,75</b>	<b>-1.870,94</b>	<b>0,00</b>	<b>104.474,41</b>
2 0 0 0	Rent	69.147,00	6.914,70	0,00	-1.819,90	-2.009,96	0,00	0,00	65.317,14
2 0 0 1	Insurance	2.000,00	200,00	0,00	0,00	-207,70	0,00	0,00	1.792,30
2 0 0 2	Water, gas, electricity and heating	29.521,00	2.952,10	0,00	0,00	-5.112,92	0,00	0,00	24.408,08
2 0 0 3	Cleaning	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00

Budget Line	Budget Item Description	Budget 2017 approved by budg. authority	10%	Transfers July 2017 (1)	Tranfers October 2017 (2)	Transfers November 2017 (3)	Transfers December 2017 (4)	Transfers December 2017 (5)	Budget with transfers
2 0 0 4	Fitting-out and maintenance of premises	2.600,00	260,00	0,00	0,00	-372,17	0,00	0,00	2.227,83
2 0 0 5	Security and surveillance of buildings	12.600,00	1.260,00	0,00	0,00	0,00	-1.870,94	0,00	10.729,06
2 0 0 9	Other expenditure relating to the acquisition, construction or maintenance of a building	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>2 1</b>	<b>INFORMATION TECHNOLOGY PURCHASES</b>	<b>177.001,00</b>		<b>19.925,00</b>	<b>0,00</b>	<b>12.247,35</b>	<b>9.870,69</b>	<b>4.667,18</b>	<b>223.711,22</b>
<b>2 1 0</b>	<b>Information technology purchases</b>	<b>177.001,00</b>		<b>19.925,00</b>	<b>0,00</b>	<b>12.247,35</b>	<b>9.870,69</b>	<b>4.667,18</b>	<b>223.711,22</b>
2 1 0 0	Computer equipment	10.000,00	1.000,00	12.400,00	0,00	12.248,88	10.347,36	4.667,18	49.663,42
2 1 0 1	Software	7.000,00	700,00	2.000,00	0,00	0,00	-206,36	0,00	8.793,64
2 1 0 2	Other external data processing services	160.001,00	16.000,10	5.525,00	0,00	-1,53	-270,31	0,00	165.254,16
<b>2 2</b>	<b>MOVABLE PROPERTY AND ASSOCIATED COSTS</b>	<b>6.050,00</b>		<b>-3.000,00</b>	<b>1.819,90</b>	<b>0,00</b>	<b>14.450,00</b>	<b>0,00</b>	<b>19.319,90</b>
<b>2 2 0</b>	<b>Technical installations and electronic office equipment</b>	<b>0,00</b>		<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>
2 2 0 0	Technical installations and electronic office equipment	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>2 2 1</b>	<b>Furniture</b>	<b>2.500,00</b>		<b>0,00</b>	<b>1.819,90</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>4.319,90</b>
2 2 1 0	Furniture	2.500,00	250,00	0,00	1.819,90	0,00	0,00	0,00	4.319,90
<b>2 2 9</b>	<b>Other movable property and associated costs</b>	<b>3.550,00</b>		<b>-3.000,00</b>	<b>0,00</b>	<b>0,00</b>	<b>14.450,00</b>	<b>0,00</b>	<b>15.000,00</b>
2 2 9 0	Books, newspapers and documentation	3.550,00	355,00	-3.000,00	0,00	0,00	14.450,00	0,00	15.000,00
2 2 9 1	Cars, transport vehicles, and maintenance and repairs	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
2 2 9 9	Other movable property, and maintenance and repairs	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>2 3</b>	<b>CURRENT ADMINISTRATIVE EXPENDITURE</b>	<b>67.968,00</b>		<b>0,00</b>	<b>0,00</b>	<b>12.119,82</b>	<b>-0,68</b>	<b>0,00</b>	<b>80.087,14</b>
<b>2 3 0</b>	<b>Stationery and office supplies</b>	<b>14.500,00</b>		<b>0,00</b>	<b>0,00</b>	<b>-4.105,68</b>	<b>-0,68</b>	<b>0,00</b>	<b>10.393,64</b>

Budget Line	Budget Item Description	Budget 2017 approved by budg. authority	10%	Transfers July 2017 (1)	Tranfers October 2017 (2)	Transfers November 2017 (3)	Transfers December 2017 (4)	Transfers December 2017 (5)	Budget with transfers
2 3 0 0	Stationery and office supplies	14.500,00	1.450,00	0,00	0,00	-4.105,68	-0,68	0,00	10.393,64
<b>2 3 2</b>	<b>Financial charges</b>	<b>0,00</b>		<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>
2 3 2 0	Bank charges	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
2 3 2 1	Exchange rate losses	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
2 3 2 9	Other financial charges	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>2 3 3</b>	<b>Legal expenses</b>	<b>2.500,00</b>		<b>0,00</b>	<b>0,00</b>	<b>-2.500,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>
2 3 3 0	Legal expenses	2.500,00	250,00	0,00	0,00	-2.500,00	0,00	0,00	0,00
2 3 3 1	Damages	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
<b>2 3 5</b>	<b>Other operating expenses</b>	<b>50.968,00</b>		<b>0,00</b>	<b>0,00</b>	<b>18.725,50</b>	<b>0,00</b>	<b>0,00</b>	<b>69.693,50</b>
2 3 5 0	Miscellaneous insurances	0,00	0,00	0,00	0,00		0,00	0,00	0,00
2 3 5 9	Other operating expenses	50.968,00	5.096,80	0,00	0,00	18.725,50	0,00	0,00	69.693,50
<b>2 4</b>	<b>POSTAGE AND TELECOMM.</b>	<b>12.500,00</b>		<b>0,00</b>	<b>0,00</b>	<b>-375,00</b>	<b>0,00</b>	<b>0,00</b>	<b>12.125,00</b>
2 4 0 0	Postage and delivery charges	1.500,00	150,00	0,00	0,00	-450,00	0,00	0,00	1.050,00
2 4 1 0	Telecommunication charges	11.000,00	1.100,00	0,00	0,00	75,00	0,00	0,00	11.075,00
<b>2 5</b>	<b>EXPENDITURE ON FORMAL AND OTHER MEETINGS</b>	<b>10.327,00</b>		<b>0,00</b>	<b>0,00</b>	<b>-1.341,65</b>	<b>0,00</b>	<b>0,00</b>	<b>8.985,35</b>
2 5 0 0	Meetings in general	10.327,00	1.032,70	0,00	0,00	-1.341,65	0,00	0,00	8.985,35
<b>3</b>	<b>OPERATIONAL EXPENDITURE</b>	<b>1.408.163,00</b>		<b>0,00</b>	<b>68.400,00</b>	<b>-14.947,77</b>	<b>-23.888,68</b>	<b>0,00</b>	<b>1.437.726,55</b>
<b>3 0</b>	<b>Support to implementation of BEREC WP 2017</b>	<b>558.677,00</b>		<b>65.000,00</b>	<b>68.400,00</b>	<b>-14.947,77</b>	<b>-20.740,81</b>	<b>3.452,16</b>	<b>659.840,58</b>
<b>3 0 0</b>	<b>Support to implementation of BEREC WP 2017</b>	<b>558.677,00</b>		<b>65.000,00</b>	<b>68.400,00</b>	<b>-14.947,77</b>	<b>-20.740,81</b>	<b>3.452,16</b>	<b>659.840,58</b>
3 0 0 1	Support to the BEREC Expert Working Groups	548.677,00	54.867,70	50.000,00	68.400,00	-14.947,77	-19.740,81	19.651,13	652.039,55

Budget Line	Budget Item Description	Budget 2017 approved by budg. authority	10%	Transfers July 2017 (1)	Tranfers October 2017 (2)	Transfers November 2017 (3)	Transfers December 2017 (4)	Transfers December 2017 (5)	Budget with transfers
3 0 0 2	Activities under Articles 7 and 7a Framework Directive	10.000,00	1.000,00	15.000,00	0,00	0,00	-1.000,00	-16.198,97	7.801,03
<b>3 1</b>	<b>Support to BEREC and NRAs</b>	<b>849.486,00</b>		<b>-65.000,00</b>	<b>0,00</b>	<b>0,00</b>	<b>-3.147,87</b>	<b>-3.452,16</b>	<b>777.885,97</b>
<b>3 1 0</b>	<b>Support to BEREC and NRAs</b>	<b>849.486,00</b>		<b>-65.000,00</b>	<b>0,00</b>	<b>0,00</b>	<b>-3.147,87</b>	<b>-3.452,16</b>	<b>777.885,97</b>
3 1 0 1	Other support activities to BEREC and NRAs	849.486,00	84.948,60	-65.000,00	0,00	0,00	-3.147,87	-3.452,16	777.885,97

**Table 3: Revenue**

<b><u>Revenues</u></b> <b>in EUR</b>	<b>Budget 2017</b>	<b>Revenue received</b>	<b>%</b>
<b>1. Revenue from fees and charges</b>			
<b>2. European Union Subsidy</b>	<b>4,246,000.00</b>	<b>4,246,000.00</b>	<b>100.00%</b>
<b>3. Other contributions (*)</b>	<b>p.m.</b>	<b>0</b>	
<b>4. Administrative operations</b>	<b>p.m.</b>	<b>0</b>	<b>0</b>
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>	<i>n/a.</i>	<i>0</i>	
<b>Total revenues</b>	<b>4,246,000.00</b>	<b>4,246,000.00</b>	<b>100.00%</b>

\* Estimated voluntary contributions from MSs or from their NRAs

**Table 4: Expenditure (C1 & C8)****1. Commitment and payment appropriations in EUR – C1 credits**

Official Budget Item	Budget Item Description	Credit Available Com/ Payment Amount	Commitment Accepted Amount (EUR)	% Commit	Payment Accepted Amount (EUR)	% Payment
<b>TITLE 1 - STAFF</b>						
A-1100	Basic Salaries	752,687.60	752,687.60	100.00%	752,687.60	100.00%
A-1101	Family allowances	158,119.79	158,119.79	100.00%	158,119.79	100.00%
A-1102	Expatriation allowance and foreign-residence allowance	145,200.40	145,200.40	100.00%	145,200.40	100.00%
A-1110	Contract Staff	417,786.30	417,786.30	100.00%	417,786.30	100.00%
A-1111	Seconded National Experts	170,127.01	170,127.01	100.00%	170,127.01	100.00%
A-1120	Insurance against sickness	36,801.82	36,801.82	100.00%	36,801.82	100.00%
A-1121	Insurance against accidents and occupation disease	4,135.89	4,135.89	100.00%	4,135.89	100.00%
A-1122	Insurance against unemployment	13,996.36	13,996.36	100.00%	13,996.36	100.00%
A-1130	Childbirth and death allowances and grants	0.00	0.00	0.00%	0.00	0.00%
A-1131	Travel expenses for annual leave	26,029.90	26,029.90	100.00%	26,029.90	100.00%
<b>A-11</b>	<b>STAFF IN ACTIVE EMPLOYMENT</b>	<b>1,724,885.07</b>	<b>1,724,885.07</b>	<b>100.00%</b>	<b>1,724,885.07</b>	<b>100.00%</b>
A-1200	Travel expenses	4,662.84	4,662.84	100.00%	4,662.84	100.00%
A-1210	Travel expenses	398.12	398.12	100.00%	398.12	100.00%

	entering/leaving service					
<b>Official Budget Item</b>	<b>Budget Item Description</b>	<b>Credit Available Com/ Payment Amount</b>	<b>Commitment Accepted Amount (EUR)</b>	<b>% Commit</b>	<b>Payment Accepted Amount (EUR)</b>	<b>% Payment</b>
A-1211	Installation resettlement and transfer allowances	9,665.30	9,665.30	100.00%	9,665.30	100.00%
A-1212	Removal expenses	7,638.70	7,638.70	100.00%	7,638.70	100.00%
A-1213	Daily subsistence allowances	0.00	0.00	0.00%	0.00	0.00%
<b>A-12</b>	<b>MISCELLANEOUS EXPENDITURE ON STAFF RECRUITMENT AND TRANSFER</b>	<b>22,364.96</b>	<b>22,364.96</b>	<b>100.00%</b>	<b>22,364.96</b>	<b>100.00%</b>
<b>A-1300</b>	<b>MISSION EXPENSES</b>	<b>230,332.82</b>	<b>228,000.00</b>	<b>98.99%</b>	<b>210,312.70</b>	<b>91.31%</b>
<b>A-1400</b>	<b>MEDICAL SERVICES</b>	<b>3,018.90</b>	<b>3,018.90</b>	<b>100.00%</b>	<b>1,424.10</b>	<b>47.17%</b>
<b>A-1500</b>	<b>TRAINING/LANGUAGE COURSES</b>	<b>99,035.69</b>	<b>98,911.38</b>	<b>99.87%</b>	<b>65,771.38</b>	<b>66.41%</b>
<b>A-1600</b>	<b>EXTERNAL SERVICES AND TEMPORARY ASSISTANCE</b>	<b>270,388.03</b>	<b>270,388.03</b>	<b>100.00%</b>	<b>216,645.13</b>	<b>80.12%</b>
<b>A-1700</b>	<b>REPRESENTATION AND MISCELLANEOUS STAFF COSTS</b>	<b>9,544.96</b>	<b>9,544.96</b>	<b>100.00%</b>	<b>8,994.96</b>	<b>94.24%</b>
<b>TOTAL TITLE 1 C1 from 2017 credits</b>		<b>2,359,570.43</b>	<b>2,357,113.30</b>	<b>99.90%</b>	<b>2,250,398.30</b>	<b>95.37%</b>



Official Budget Item	Budget Item Description	Credit Available Com/ Payment Amount	Commitment Accepted Amount (EUR)	% Commit	Payment Accepted Amount (EUR)	% Payment
<b>TITLE 2 - BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE</b>						
A-2000	Rent	65,317.14	65,317.14	100.00%	48,198.94	73.79%
A-2001	Insurance	1,792.30	1,792.30	100.00%	1,792.30	100.00%
A-2002	Water, gas, electricity and heating	24,408.08	24,408.08	100.00%	21,485.40	88.03%
A-2004	Fitting-out and maintenance of premises	2,227.83	2,227.83	100.00%	2,227.83	100.00%
A-2005	Security & surveillance of buildings	10,729.06	10,729.06	100.00%	9,903.46	92.31%
<b>A-20</b>	<b>RENTAL OF BUILDINGS AND ASSOCIATED COSTS</b>	<b>104,474.41</b>	<b>104,474.41</b>	<b>100.00%</b>	<b>83,607.93</b>	<b>80.03%</b>
A-2100	Computer equipment	49,663.42	49,663.42	100.00%	17,275.96	34.79%
A-2101	Software	8,793.64	8,793.64	100.00%	8,289.60	94.27%
A-2102	Other external data processing services	165,254.16	165,254.16	100.00%	129,978.16	78.65%
<b>A-21</b>	<b>INFORMATION TECHNOLOGY PURCHASES</b>	<b>223,711.22</b>	<b>223,711.22</b>	<b>100.00%</b>	<b>155,543.72</b>	<b>69.53%</b>
A-2200	Technical installation	0.00	0.00	0.00%	0.00	0.00%
A-2210	Furniture	4,319.90	4,319.90	100.00%	4,319.90	100.00%
A-2290	Books and publications	15,000.00	15,000.00	100.00%	0.00	0.00%
<b>A-22</b>	<b>MOVABLE PROPERTY AND ASSOCIATED COSTS</b>	<b>19,319.90</b>	<b>19,319.90</b>	<b>100.00%</b>	<b>4,319.90</b>	<b>22.36%</b>
A-2300	Stationery and Office supplies	10,393.64	10,393.64	100.00%	8,824.80	84.91%
A-2330	Legal expenses	0.00	0.00	0.00%	0.00	0.00%
A-2359	Other operating expenses	69,693.50	69,693.50	100.00%	5,637.50	8.09%
<b>A-23</b>	<b>CURRENT ADMINISTRATIVE EXPENDITURE</b>	<b>80,087.14</b>	<b>80,087.14</b>	<b>100.00%</b>	<b>14,462.30</b>	<b>18.06%</b>

Official Budget Item	Budget Item Description	Credit Available Com/ Payment Amount	Commitment Accepted Amount (EUR)	% Commit	Payment Accepted Amount (EUR)	% Payment
<b>TITLE 2 - BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE</b>						
A-2400	Postage and delivery charges	1,050.00	1,050.00	100.00%	945.82	90.08%
A-2410	Telecommunication charges	11,075.00	11,075.00	100.00%	9,988.91	90.19%
<b>A-24</b>	<b>POSTAGE AND TELECOMMUNICATIONS</b>	<b>12,125.00</b>	<b>12,125.00</b>	<b>100.00%</b>	<b>10,934.73</b>	<b>90.18</b>
<b>A-25</b>	<b>MEETINGS IN GENERAL</b>	<b>8,985.35</b>	<b>8,985.35</b>	<b>100.00%</b>	<b>8,985.35</b>	<b>100.00%</b>
<b>TOTAL TITLE 2 C1 from 2017 credits</b>		<b>448,703.02</b>	<b>448,703.02</b>	<b>100.00%</b>	<b>277,853.93</b>	<b>61.92%</b>

Official Budget Item	Budget Item Description	Credit Available Com/ Payment Amount	Commitment Accepted Amount (Euro)	% Commit	Payment Accepted Amount (Euro)	% Payment
B3-001	Support to the BEREC EWGs	652,039.55	651,961.69	99.99%	585,784.19	89.84%
B3-002	Activities under Articles 7 and 7a Framework Directive	7,801.03	7,801.03	100.00%	7,801.03	100.00%
<b>B3-0</b>	<b>SUPPORT TO THE BEREC EWGS</b>	<b>659,840.58</b>	<b>659,762.72</b>	<b>99.99%</b>	<b>593,585.22</b>	<b>89.96%</b>
B3-101	Other support activities to BEREC and NRAs	777,885.97	777,885.97	100.00%	568,836.69	73.13%
<b>B3-1</b>	<b>OTHER SUPPORT ACTIVITIES TO BEREC AND NRAS</b>	<b>777,885.97</b>	<b>777,885.97</b>	<b>100.00%</b>	<b>568,836.69</b>	<b>73.13%</b>
<b>TOTAL TITLE 3 C1 from 2017 credits</b>		<b>1,437,726.55</b>	<b>1,437,648.69</b>	<b>99.99%</b>	<b>1,162,421.91</b>	<b>80.85%</b>
<b>Total</b>	<b>Title 1-3</b>	<b>4,246,000.00</b>	<b>4,243,465.01</b>	<b>99.94%</b>	<b>3,690,674.14</b>	<b>86.92%</b>

## 1. Payment appropriations in EUR – C8 credits

Official Budget Item	Budget Item Description	Automatic Carry-over of Commitment and Payment Appropriations to 2017	Commitment Accepted	% Committed / Available	Payment Request Accepted	% Paid / Available
<b>TITLE 1-STAFF</b>						
<b>A-12</b>	A-1200 TRAVEL EXPENSES	5,146.34	5,146.34	100.00%	5,146.34	100.00%
	A-1210 TRAVEL EXPENSES ON ENTERING - LEAVING	500.00	500.00	100.00%	500.00	100.00%
<b>A-13</b>	A-1300 MISSION DUTY AND TRAVEL EXPENSES	30,979.00	30,920.03	99.81%	30,920.03	99.81%
<b>A-14</b>	A-1400 MEDICAL SERVICES	3,000.00	3,000.00	100.00%	3,000.00	100.00%
<b>A-15</b>	A-1500 TRAINING AND LANGUAGE COURSES	52,247.50	52,247.50	100.00%	52,247.50	100.00%
<b>A-16</b>	A-1600 EXTERNAL SERVICES AND TEMPORARY ASSISTANCE	159,650.53	153,067.62	95.88%	153,067.62	95.88%
<b>A-17</b>	A-1700 REPRESENTATION AND MISCELLANEOUS STAFF COSTS	620.00	480.55	77.51%	480.55	77.51%
<b>Total TITLE 1 C8 2017 credits:</b>		<b>252,143.37</b>	<b>245,362.04</b>	<b>97.31%</b>	<b>245,362.04</b>	<b>97.31%</b>

Official Budget Item	Budget Item Description	Automatic Carry-over of Commitment and Payment Appropriations to 2017	Commitment Accepted	% Committed / Available	Payment Request Accepted	% Paid / Available
<b>TITLE 2- BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE</b>						
<b>A-20</b>	A-2000 RENT	17,118.18	17,118.18	100.00%	17,118.18	100.00%
	A-2002 WATER GAS ELECTRICITY AND HEATING	2,300.00	2,032.12	88.37%	2,032.43	88.37%
	A-2005 SECURITY AND SURVEILLANCE OF BUILDINGS	800.00	708.75	88.59%	708.75	88.59%
<b>A-21</b>	A-2102 OTHER EXTERNAL DATA PROCESSING SERVICES	30,865.00	30,648.00	99.30%	30,648.00	99.30%
<b>A-22</b>	A-2210 FURNITURE	687.50	687.50	100.00%	687.50	100.00%
	A-2290 BOOKS AND PUBLICATIONS	997.04	997.04	100.00%	997.04	100.00%
<b>A-23</b>	A-2300 STATIONERY AND OFFICE SUPPLIES	2,604.71	2,587.07	99.32%	2,587.07	99.32%
	A-2359 OTHER OPERATING EXPENSES	47,304.00	46,773.41	98.88%	46,773.71	98.88%
<b>A-24</b>	A-2400 POSTAGE AND DELIVERY CHARGES	61.68	61.68	100.00%	61.68	100.00%
	A-2410 TELECOMMUNICATION CHARGES	1,867.86	1,637.63	87.67%	1,637.63	87.67%
<b>Total TITLE 2 C8 2017 credits:</b>		<b>104,605.97</b>	<b>103,251.99</b>	<b>98.71%</b>	<b>103,251.99</b>	<b>98.71%</b>

Official Budget Item	Budget Item Description	Automatic Carry-over of Commitment and Payment Appropriations to 2017	Commitment Accepted	% Committed / Available	Payment Request Accepted	% Paid / Available
<b>TITLE 3-OPERATIONAL EXPENDITURE</b>						
B3-001	SUPPORT TO BEREK EWGs	229,505.05	217,709.24	94.86%	217,209.24	94.86%
B3-101	OTHER SUPPORT ACTIVITIES TO BEREK AND NRAS	220,773.98	220,293.13	99.78%	220,293.13	99.78%
<b>TOTAL TITLE 3 C8 2017 credits</b>		<b>450,279.03</b>	<b>438,002.37</b>	<b>97.27%</b>	<b>438,002.37</b>	<b>97.27%</b>
<b>Total</b>	<b>Title 1-3 C8 credits 2017</b>	<b>807,028.37</b>	<b>786,616.40</b>	<b>97.47%</b>	<b>786,616.40</b>	<b>97.47%</b>

**Table 5: Payment times****Legal Times**

Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	811	690	85,08 %	13,52	121	14,92 %	46,91
45	1	1	100,00 %	14			
60	49	48	97,96 %	13,92	1	2,04 %	81

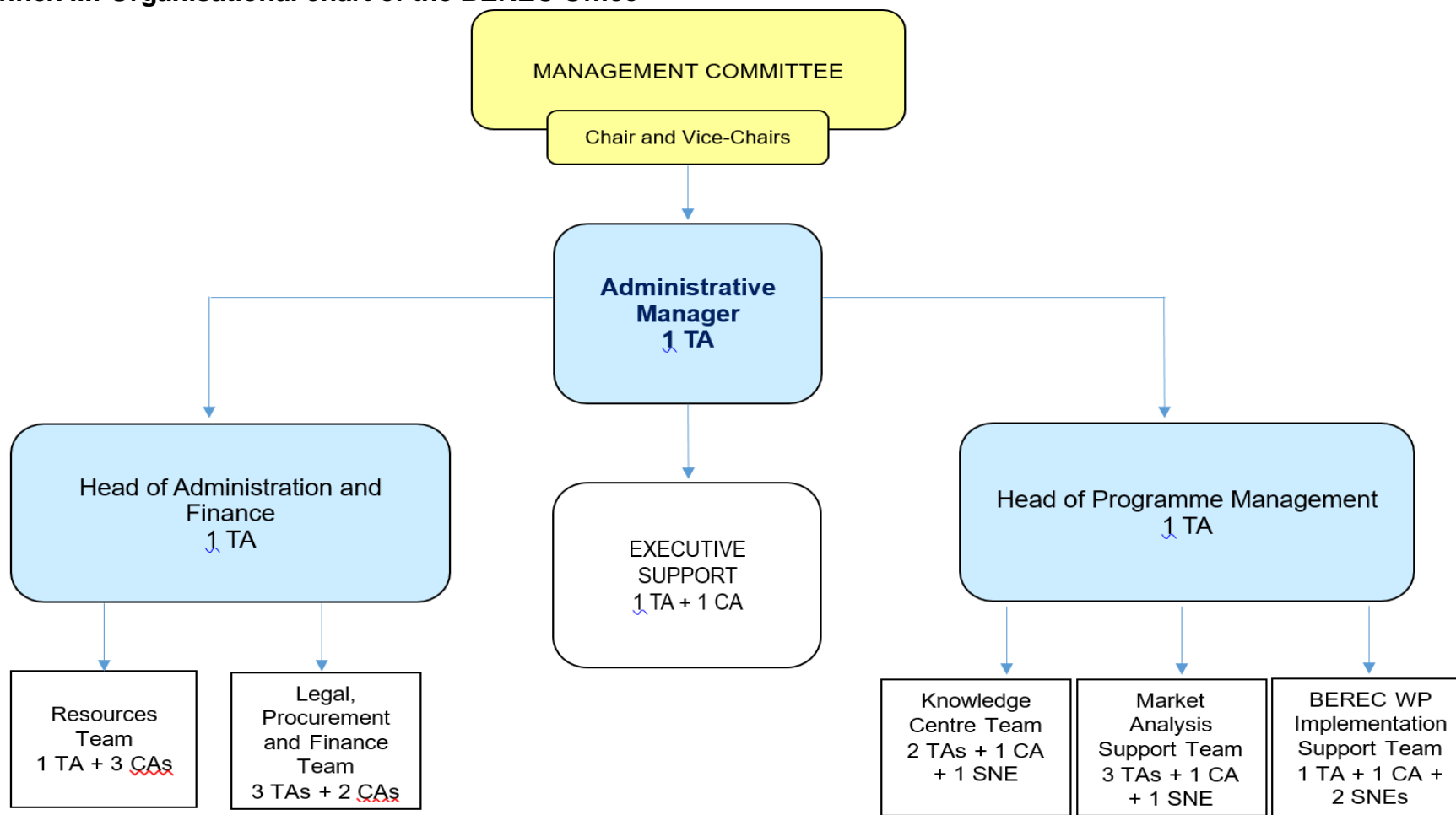
<b>Total Number of Payments</b>	<b>861</b>	<b>739</b>	<b>85,83 %</b>		<b>122</b>	<b>14,17 %</b>	
<b>Average Net Payment Time</b>	<b>18,32</b>			<b>13,55</b>			<b>47,19</b>
<b>Average Gross Payment Time</b>	<b>18,85</b>			<b>14,08</b>			<b>47,75</b>

**Suspensions**

Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	24	19,	2,21 %	861	220.879,79	6,31 %	3.500.418,91

Late Interest paid in 2017			
Agency	GL Account	Description	Amount (Eur)
BEREC Office	n/a	n/a	0.00

### Annex III: Organisational chart of the BEREC Office



\* The Accounting Officer function has been externalised.



## Annex IV: Establishment Plan

Table 1: Information about authorised and filled in post in 2015-2017

Function group and grade	Temporary agents					
	2015		2016		2017	
	Authorised under the EU budget	Filled as of 31/12/2015	Authorised under the EU budget	Filled as of 31/12/2016	Authorised under the EU budget	Filled as of 31/12/ 2017 <sup>54</sup>
AD 16						
AD 15						
AD 14	1	1	1	1	1	1
AD 13						
AD 12						
AD 11						
AD 10			1	1	1	1
AD 9	2	1	1	1	1	1
AD 8			2	2	2	2
AD 7	3	3	1	1	1	1
AD 6	2	2	2	1	4	3
AD 5	3	3	3	4	1	2
Total grade AD	11	10	11	11	11	11
AST 11						
AST 10						
AST 9						
AST 8						
AST 7						
AST 6						
AST 5						
AST 4	2	2	2	1	3	1
AST 3	2	2	2	2		2
AST 2						
AST 1						

<sup>54</sup> According to the Commission Communication Programming of human and financial resources for decentralised agencies 2014-2020 and the Draft Budget of the EU for 2017, in 2017 the BEREC Office has to contribute with one post to the redeployment pool of Agencies. As a consequence, the post of the Budget Assistant, vacant as of September 2016, has not been filled in and the post has been cut as of January 2017.

Temporary agents						
Function group and grade	2015		2016		2017	
	Authorised under the EU budget	Filled as of 31/12/2015	Authorised under the EU budget	Filled as of 31/12/2016	Authorised under the EU budget	Filled as of 31/12/ 2017 <sup>54</sup>
Total grade AST	4	4	4	3	3 <sup>55</sup>	3
AST/SC6						
AST/SC 5						
AST/SC 4						
AST/SC 3						
AST/SC 2						
AST/SC 1						
Total grade AST/SC						
GRAND TOTAL	15	14	15	14	14	14

<sup>55</sup> The post of Budget Assistant (AST4) became vacant as of September 2016 and has not been filled in with a view to implement a further cut in the establishment plan as of January 2017 for the redeployment pool.

**Table 2: Information on the entry level for each type of post: indicative table**

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration support or policy (operational)
<b>CORE FUNCTIONS</b>			
Administrative Manager (Level 1)	TA	AD14	TOP OPERATIONS - FIN/CONT
Head of Administration & Finance unit (Level 2)	TA	AD9	RES DIR/HoA - FIN/CONT
Head of Unit - Head of Programme Management unit (Level 2)	TA	AD9	TOP OPERATIONS
Senior Officer – Senior Programme Manager (Level 3)	TA	AD7	GEN OPER
Senior Officer – Senior Programme Manager (Level 3)	TA	AD7	GEN OPER
Senior Officer – Senior Programme Manager (Level 3)	TA	AD7	GEN OPER
Officer – Programme Manager (Level 3)	TA	AD5	GEN OPER
Officer – Programme Manager (Level 3)	TA	AD5	GEN OPER
Officer - HR Officer (Level 3)	TA	AD5	HR
Officer - Legal and Procurement Officer, DPO (Level 3)	TA	AD5	FIN/CONT - LEGAL
Officer – Executive Support Officer (Level 2 – reporting directly to Level 1)	TA	AD5	GEN OPER
SNEs Programme Management	SNE	SNE	GEN OPER
SNEs Programme Management	SNE	SNE	GEN OPER
SNEs Programme Management	SNE	SNE	GEN OPER
SNEs Programme Management	SNE	SNE	GEN OPER
Officer - Communication Support Officer (Level 2 - reporting directly to Level 1)	CA	FGIV	PGM

Officer - BEREK Support Officer in Programme Management unit (Level 3)	CA	FGIV	GEN OPER
Officer - BEREK Support Officer in Programme Management unit (Level 3)	CA	FGIV	GEN OPER – PGM
Officer - BEREK Support Officer in Programme Management unit (Level 3)	CA	FGIV	GEN OPER - PGM
Officer – Administration and Finance Officer (Level 3)	CA	FGIV	FIN/CONT
Officer - Support Officer – Legal and Administration	CA	FGIV	FIN/CONT - GEN OPER
Assistant – Programme Management Assistant (Level 3)	TA	AST3	GEN OPER – PGM
Assistant – Executive Support Assistant (Level 2 – reporting directly to Level 1)	TA	AST3	GEN OPER - FIN/CONT
Officer - Budget and Finance Support Officer (level 3)	CA	FGIV	FIN/CONT-PGM
Assistant – Financial Assistant (Level 3)	TA	AST3	FIN/CONT
Officer - IT Support Officer/ (Level 3)	CA	FGIV	ICT
Assistant – Logistics and Security Assistant (Level 3)	CA	FG II	LOG
Assistant – Financial Assistant (Level 3)	INT	INT	FIN/CONT
Officer - Programme Management Support Officer (Level 3)	INT	INT	GEN OPER

**Table 3: Benchmarking against previous year results**

Year	2016	2017 <sup>56</sup>
Job Type (sub) category	%	%
<b>Administrative support and Coordination</b>	<b>13.33</b>	<b>12,06</b>
Administrative support	11.67	10,34
Coordination	1.66	1,72
<b>Operational</b>	<b>63.33</b>	<b>67,24</b>
Top Level Operational Coordination	5	5,17
Programme Management & Implementation	10	15,38
Evaluation & Impact Assessment	0	0
General Operational	48.33	46,45
<b>Neutral</b>	<b>23.33</b>	<b>20,68</b>
Finance/Control	23.33	20,68
Linguistics	0	0

<sup>56</sup> The data take into account the redistribution of tasks and the reorganisation of work implemented in 2017.

**ANNEX V: Human and financial resources by operational activity**

<b>Operational activities 2017</b>	<b>Budget kEUR</b>	<b>FTEs</b>
<b>TOTAL</b>	<b>1.438</b>	<b>19,61</b>
<b>Support to BEREC Expert Working Groups</b>	<b>660</b>	<b>13,47</b>
Set-up Expert Working Groups and providing support	652	12,27
BEREC Office activities under market analysis and notifications	8	1,20
<b>Other support activities to BEREC and NRAs</b>	<b>778</b>	<b>6,14</b>
Support to the BEREC Chair and Vice-Chairs and organisation of CN and BoR and MC plenary meetings and BEREC stakeholder and international events	508	2,98
Public transparency, accountability and integrity and support to BEREC and NRAs	270	3,16

**ANNEX VI: Specific annexes related to Part II****Table 1: 2017 electronic voting procedures of the BEREC Office MC**

№	Subject	Comments Round		Voting Round	
		Start/hyperlink	End	Start/hyperlink	End/hyperlink
1.	1) Annual and Multi-annual Programming of the BEREC Office activities for the period 2018-2020 2) MC Decision on the on the adoption of the draft Annual and Multi-annual Programming of the BEREC Office Activities for the period 2018-2020	<a href="#">13.01.2017</a>	20.01.2017	<a href="#">24.01.2017</a>	<a href="#">31.01.2017</a>
2.	Final Accounts and BEREC Office Consolidated Annual Activity Report 2016	<a href="#">12.06.2017</a>	19.06.2017	<a href="#">21.06.2017</a>	<a href="#">29.06.2017</a>
3.	MC Decision on the establishment of a reserve list for the post of Budget and Accounting Assistant	<a href="#">13.07.2017</a>	20.07.2017	<a href="#">21.07.2017</a>	<a href="#">31.07.2017</a>
4.	MC reply to ECA's observations on the BEREC Office accounts for 2016	<a href="#">13.07.2017</a>	20.07.2017	<a href="#">24.07.2017</a>	<a href="#">01.08.2017</a>

**Table 2: Overview of public documents adopted in 2017 by the BEREC Office MC**

**Decisions**

Document number	Document date	Document title/hyperlink to document
MC /2017/01	31 January 2017	<a href="#">BEREC Office MC Decision on the adoption of the draft Annual and Multiannual Programming of the BEREC Office Activities for the period 2018-2020</a>
MC /2017/02	23 February 2017	<a href="#">Decision of the Management Committee of the BEREC Office on the Anti-fraud strategy</a>
MC /2017/03	28 July 2017	<a href="#">BEREC Office MC Decision on the establishment of a reserve list for the post of Budget and Accounting Assistant (TA – AST3)</a>
MC /2017/04	31 July 2017	<a href="#">Decision of the Management Committee of the Office of the Body of European Regulators for Electronic Communications (BEREC Office) on the European Court of Auditor's observations on the annual accounts for financial year 2016</a>
MC /2017/05	6 October 2017	<a href="#">Decision of the BEREC Office MC on the designation of the two Reporting Officers for the annual appraisal of the Administrative Manager of the BEREC Office</a>
MC /2017/06	8 December 2017	<a href="#">BEREC Office Management Committee Decision on the implementation of telework in the BEREC Office</a>
MC /2017/07	8 December 2017	<a href="#">BEREC Office MC Decision on the Framework of Learning and Development</a>
MC /2017/08	8 December 2017	<a href="#">BEREC Office MC Decision on the approval of the new Mission Charter of the Internal Audit Service in relation to bodies set up under the TFEU and the EURATOM Treaty and having legal personality and receiving contributions charged to the Budget</a>
MC/2017/09	8 December 2017	<a href="#">MC Decision on the adoption of the Annual and Multiannual Programming of the BEREC Office Activities for 2018-2020</a>



**BEREC Office MC Opinions**

Document number	Document date	Document title/hyperlink to document
MC (17) 52	28 June 2017	<a href="#">Opinion of the MC of the BEREC Office concerning the final accounts of the year 2016</a>

**BEREC Office Work Programme**

Document number	Document date	Document title/hyperlink to document
MC (17) 07	31 January 2017	<a href="#">Draft Annual and Multiannual Programming of the BEREC Office Activities 2018-2020</a>
MC (17) 109	8 December 2017	<a href="#">Annual and Multiannual Programming of the BEREC Office Activities 2018-2020</a>

**BEREC Office Consolidated Activity Report 2016**

Document number	Document date	Document title/hyperlink to document
MC (17) 51	28 June 2017	<a href="#">2016 Consolidated Annual Activity Report of the BEREC Office</a>

**BEREC Office budget**

Document number	Document date	Document title/hyperlink to document
MC (17) 110	8 December 2017	<a href="#">Final Budget and establishment plan of the BEREC Office for 2018</a>

**Agendas for the 2017 meetings of the BEREC Office MC**

Document number	Document date	Document title/hyperlink to document
MC (17) 02	6 February 2017	<a href="#">Draft Agenda for the 30th MC plenary meeting (23 February 2017, Paris, France)</a>
MC (17) 41	22 May 2017	<a href="#">Draft Agenda for the 31st MC plenary meeting (2 June 2017, Cascais, Portugal)</a>
MC (17) 76	19 September 2017	<a href="#">Draft Agenda for the 32nd MC plenary meeting (6 October 2017, Bucharest, Romania)</a>
MC (17) 101	23 November 2017	<a href="#">Draft Agenda for the 33rd MC plenary meeting (7-8 December 2017, Copenhagen, Denmark)</a>

**Conclusions for the 2017 meetings of the BEREC Office MC**

Document number	Document date	Document title/hyperlink to document
MC (17) 35	23 February 2017	<a href="#">Conclusions from the 30th MC plenary meeting 23 February 2017 Paris, France</a>
MC (17) 72	1 June 2017	<a href="#">Conclusions from the 31st MC plenary meeting 1 June 2017 Cascais, Portugal</a>
MC (17) 94	6 October 2017	<a href="#">Conclusions from the 32nd MC of the BEREC Office plenary meeting</a>
MC (17) 116	8 December 2017	<a href="#">Conclusions from the 33rd MC of the BEREC Office plenary meeting</a>

**ANNEX VII: Final annual accounts**

MC (18) 44 - Presented in a separate file.