

**Single Programming Document
of the Activities of
the Agency for Support for BEREC
(**'BEREC Office'**)
for the period 2020-2022**

31 January 2019

Table of Contents

Foreword	5
List of Acronyms	6
Mission Statement	9
Section I – General Context	10
Section II - Multi-annual programming 2020-2022	12
1 Multi-annual objectives	12
2 Multi-annual programme	13
2.1 Developing and maintaining the appropriate capacity for supporting existing and new BEREC tasks and activities.....	13
2.2 Developing and managing tools and resources that will assist BEREC to operate effectively and efficiently, reducing on the same time its environmental footprint	14
2.3 Attracting and maintaining highly qualified staff for the support of BEREC by continuing to ameliorate the facilities and the working environment at the office and the living conditions of its employees	15
3 Human and financial resource outlook for the years 2020-2022	15
3.1 Overview of the past and current situation.....	15
3.2 Assessment of possibilities, benefits and risks of externalisation.....	17
3.3 Resource programming for the years 2020-2022	19
3.3.1 Financial resources	19
3.3.2 Human resources	23
3.3.3 Conclusion on evolution of resources	34
Section III - Work Programme 2020	36
1 Executive summary	36
2 Activities	38
Operational Activities	38
2.1 Support to BEREC WGs	38
2.1.1 Assist in setting-up WGs and providing support	38
2.1.2 Workshop support	39
2.1.3 Participation in 3rd party meetings.....	40
2.2 BEREC Office activities under internal market procedures	41
2.2.1 Overview	41
2.2.2 Objective, indicators, expected results and main outputs.....	41
2.3 High level meetings Board’s secretariat.....	42
2.3.1 Overview	42

2.3.2	Objectives, indicators, expected results and main outputs	43
2.4	BEREC Communications activities	47
2.4.1	Overview	47
2.4.2	Objectives, indicators, expected results and main outputs	48
2.5	ICT support to BEREC	51
2.5.1	IT licenses and support	51
2.5.2	Website (technical).....	53
2.5.3	NN measurement tool	55
2.5.4	Data management strategy and policy development.....	55
2.5.5	Database (numbering)	57
2.5.6	Database (notifications under general authorisation)	58
2.5.7	BERECnet	59
2.5.8	AVC licenses	60
2.5.9	AVC extension.....	60
2.5.10	Open data platform.....	61
2.5.11	Infrastructure for processing classified data	62
2.6	Information gathering and distribution.....	62
2.6.1	Regulatory database	63
2.6.2	Public consultation tool	63
2.6.3	Training for NRAs experts.....	64
2.6.4	Study for future Work Programme	64
2.6.5	Study on system dynamics	65
	Horizontal activities	66
2.7	Coordination activities	66
2.7.1	General coordination and communication activities.....	66
2.7.2	Legal advice and data protection	70
2.8	Finance and procurement	71
2.8.1	Overview	72
2.8.2	Objectives, indicators, expected results and main outputs.....	72
	Administrative support activities	73
2.9	Human Resources (HR) management.....	73
2.9.1	Overview	74
2.9.2	Objectives, indicators, expected results and main outputs.....	74
2.10	ICT, security, logistics and document management	76
2.10.1	Overview	76
2.10.2	Objectives, indicators, expected results and main outputs.....	76

Annex I:	Resource allocation per activity 2020.....	81
Annex II:	Financial Resources 2020-2022.....	82
Annex III:	Human Resources 2020-2022, part 1	91
Annex IV:	Human Resources 2019-2021, part 2	96
Annex V:	Buildings.....	103
Annex VI:	Privileges and immunities.....	105
Annex VII:	Evaluations	108
Annex VIII:	Risks for 2020.....	111
Annex IX:	Procurement plan for 2020.....	112
Annex X:	Organisation chart for 2018.....	114

Foreword

The entry into force of the new founding regulation of 11 December 2018 will bring changes and challenges to the agency during the programming period.

The Body of European Regulators for Electronic Communications (BEREC) and the Office (an EU agency) were established in 2009. BEREC acts as a forum for cooperation among the National Regulatory Authorities (NRAs) and between NRAs and the Commission in the exercise of the full range of their responsibilities under the Union regulatory framework. BEREC was established to provide expertise and to act independently and transparently. BEREC also serves as a body for reflection, debate and advice for the European Parliament, the Council and the Commission in the field of electronic communications.

The Office was established to provide professional and administrative support to BEREC. Initially it was expected to operate as a Brussels based support office but soon it was moved to Riga, Latvia, as an ordinary decentralised EU agency.

The new regulation of 2018 acknowledges that BEREC and the Office have made a positive contribution towards the consistent implementation of the regulatory framework for electronic communications. In order to further contribute to the development of the internal market for electronic communications throughout the Union as well as to the promotion of access to, and take-up of, very high capacity networks, competition in the provision of electronic communications networks, services and associated facilities and the interests of the citizens of the Union, the revised BEREC Regulation aims to strengthen the role of BEREC. Such a strengthened role would complement the enhanced role played by BEREC following adoption of multiple legislative acts in the past years, for example on mobile roaming.

The Office is confirmed in the new regulation as a decentralised EU agency. It is not just that the agency has now a proper name (Agency for Support for BEREC) and a formal short name (BEREC Office). It is also about the strengthened mandate that the BEREC Office should provide all necessary professional and administrative support for the work of BEREC, including financial, organisational and logistical support, and should contribute to BEREC's regulatory work. Moreover, the rules on the governance and operation of the BEREC Office should be aligned with the principles of the Joint Statement of the European Parliament, the Council and the European Commission of 19 July 2012 on decentralised agencies.

We are proud of the achievements reached in past years even with extremely limited resources. Aligning our operation with the principles of the referred Joint Statement and of the Inter-institutional Agreement on budgetary discipline, on cooperation in budgetary matters and on sound financial management, in accordance with the will of the co-legislators, will allow our Agency to reach the minimum critical size during the programming period and to acquire the critical mass of staff and competences. I believe that our contribution to the completion of the digital single market will be even more visible and obvious within the revised regulatory framework.

Laszlo Ignecci

Director

List of Acronyms

Acronym	Meaning
ABAC	Accrual Based Accounting
ABB	Activity based budgeting
ABC	Activity based costing
AD	Administrator
AST	Assistant
AST/SC	Secretaries and clerks
BaaS	Backup as a service
BEREC	Body of European Regulators for Electronic Communications
BEREC Office	Agency for Support for BEREC
BEREC Regulation	Regulation (EU) 2018/1971 of the European Parliament (EP) and of the Council of 11 December 2018 establishing the Body of European Regulators for Electronic Communications (BEREC) and the Agency for Support for BEREC (BEREC Office), amending Regulation (EU) 2015/2120 and repealing Regulation (EC) No 1211/2009 ¹
BoR	BEREC Board of Regulators
CA	Contract Agent
CAAR	Consolidated annual activity report
CEOS	Conditions of Employment of Other Servants
CERT	Computer emergency response team
CN	Contact Network
DRaaS	Disaster recovery as a service
DPO	Data Protection Officer
EC	European Commission
EECC	European Electronic Communications Code (Directive (EU) 2018/1972 of the EP and of the Council of 11 December 2018 establishing the European Electronic Communications Code ²)
EDPS	European Data Protection Supervisor
EEA	European Economic Area
EFTA	European Free Trade Association
ENISA	European Network and Information Security Agency

¹ OJ L 321, 17.12.2018, p. 1–35 (BG, ES, CS, DA, DE, ET, EL, EN, FR, GA, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV); <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1546511040230&uri=CELEX:32018R1971>

² OJ L 321, 17.12.2018, p. 36–214 (BG, ES, CS, DA, DE, ET, EL, EN, FR, GA, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV); <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1546582829499&uri=CELEX:32018L1972>

Acronym	Meaning
EP	European Parliament
EU	European Union
FG	Functional group
FTE	Full-time equivalent post
FWC	Framework contract
HAN	HERMES ³ -ARES ⁴ -NomCom ⁵
HR	Human resources
ICT	Information and communication technologies
IT	Information technologies
KPI	Key performance indicator
MB	BEREC Office Management Board
MS	Member State
NRA	National Regulatory Authority
the Office	The Office of the Body of European Regulators for Electronic Communications as established by Regulation (EC) No 1211/2009 of the EP and of the Council of 25 November 2009 ⁶
OLAF	European Anti-Fraud Office
RBFM	Report on budgetary and financial management
RoP	Rules of Procedure
SLA	Service Level Agreement
SNE	Seconded National Expert
Sysper2	Système de gestion du Personnel ⁷ , version 2
RPO	Recovery point objective
RTO	Recovery time objective
TA	Temporary Agent
TSM Regulation	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) ⁸

³ The Commission unique repository for all official documents.

⁴ Advanced Records System.

⁵ Nomenclature Commune.

⁶ OJ L 337, 18.12.2009, p. 1–10 (BG, ES, CS, DA, DE, ET, EL, EN, FR, GA, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV); a special edition (HR); <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1546582997398&uri=CELEX:32009R1211>; No longer in force, Date of end of validity: 19/12/2018; Repealed by [32018R1971](#)

⁷ System for management of the personnel

⁸ OJ L 310, 26.11.2015, pp. 1–18

Acronym	Meaning
WG	Working Group
WP	Work Programme

Mission Statement ⁹

The BEREC Office was established as a body of the EU with legal personality to provide professional and administrative support services to BEREC, which is a body of the EU without a legal personality.

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

The mission statement presented below has been drafted on the basis of Regulation (EC) 1211/2009. Following the regular review of the EU regulatory framework for electronic communications the mandate of the BEREC Office has been amended, which will require a review of the mission statement of the Agency. This review will be undertaken within the course of 2019 and the mission statement will be amended accordingly.

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

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

- **Professionalism:** being oriented to results, we believe that, by performing consistently to high standards, we deliver maximum value to our stakeholders. Professionalism also means transparency and integrity in all our actions, and working always with the highest level of ethics for the interests of the organisation and the stakeholders;
- **Excellence:** the BEREC Office staff members take pride in their work and strive for quality in everything, being committed to continual self-improvement and learning;
- **Accountability:** the BEREC Office staff members take responsibility for their actions and their outcomes both as individuals and as a team. The BEREC Office honours its commitments and obligations.
- **Teamwork and diversity** are the guiding principles in our collaboration with our colleagues and stakeholders.
- **Teamwork:** teamwork is a corner-stone of the BEREC Office. By sharing knowledge and expertise, the BEREC Office staff cooperate to achieve the organizational goals. We foster collaboration while maintaining individual accountability.
- **Diversity:** the BEREC Office respects diversity among its staff, BEREC members and Observers and across the EU. The staff understands that each individual is unique and, in so doing, the staff recognise and value the different skills and strengths of the BEREC Office team. Diversity fosters creativity and growth and, therefore, the BEREC Office promotes an open and respectful working environment.

⁹ To be revised during 2019 and replaced

Section I – General Context

In view of the need to ensure the development of consistent regulatory practice and the consistent application of the Union's regulatory framework for electronic communications, the Commission established, by Commission Decision 2002/627/EC¹⁰, the European Regulators Group for Electronic Communications Networks and Services (ERG) to advise and assist the Commission in consolidating the internal market for electronic communications networks and services and, more generally, to provide an interface between NRAs and the Commission.

BEREC and the Office were established by Regulation (EC) No 1211/2009 of the European Parliament and of the Council¹¹. BEREC replaced the ERG and was intended to contribute, on one hand, to the development and, on the other, to the better functioning, of the internal market for electronic communications networks and services by aiming to ensure the consistent implementation of the regulatory framework for electronic communications. BEREC acts as a forum for cooperation among NRAs and between NRAs and the Commission in the exercise of the full range of their responsibilities under the Union regulatory framework. BEREC was established to provide expertise and to act independently and transparently. BEREC also serves as a body for reflection, debate and advice for the European Parliament, the Council and the Commission in the field of electronic communications.

The Office was established as a Community body with legal personality to carry out the tasks referred to in Regulation (EC) No 1211/2009, in particular the provision of professional and administrative support services to BEREC. In order to support BEREC efficiently, the Office was given legal, administrative and financial autonomy. It was expected to operate as a Brussels-based support office as the successor of the former ERG secretariat. With only 16 posts and 12 external staff FTEs (of which two were assigned to Administration and Support), the Office became the smallest EU regulatory agency.

By Decision 2010/349/EU¹², the Representatives of the Governments of the Member States decided that the Office would have its seat in Riga, thus becoming a decentralised regulatory agency. The resources were not adjusted accordingly.

BEREC and the Office have made a positive contribution towards the consistent implementation of the regulatory framework for electronic communications. In order to further contribute to the development of the internal market for electronic communications throughout the Union as well as to the promotion of access to, and take-up of, very high capacity networks, competition in the provision of electronic communications networks, services and associated facilities and the interests of the citizens of the Union, the revised BEREC Regulation aims to strengthen the role of BEREC. Such a strengthened role would

¹⁰ Commission Decision 2002/627/EC of 29 July 2002 establishing the European Regulators Group for Electronic Communications Networks and Services (OJ L 200, 30.7.2002, p. 38).

¹¹ Regulation (EC) No 1211/2009 of the European Parliament and of the Council of 25 November 2009 establishing the Body of European Regulators for Electronic Communications (BEREC) and the Office (OJ L 337, 18.12.2009, p. 1).

¹² Decision taken by common accord between the Representatives of the Governments of the Member States of 31 May 2010 on the location of the seat of the Office of the Body of European Regulators for Electronic Communications (BEREC) (2010/349/EU) (OJ L 156, 23.6.2010, p. 12).

complement the enhanced role played by BEREC following Regulations (EU) No 531/2012¹³ and (EU) 2015/2120¹⁴ and Directive (EU) 2018/1972¹⁵.

As stated in the new founding regulation, the new official name of the Office should be 'Agency for Support for BEREC' (the 'BEREC Office'). The designation 'BEREC Office' should be used as the Agency's short name. The BEREC Office should enjoy legal, administrative and financial autonomy. To that end, it is necessary and appropriate that the BEREC Office should be a body of the Union with legal personality that exercises the powers conferred upon it. As a Union decentralised agency, the BEREC Office should operate within its mandate and the existing institutional framework. The BEREC Office should provide all necessary professional and administrative support for the work of BEREC, including financial, organisational and logistical support, and should contribute to BEREC's regulatory work.

In order to guarantee the BEREC Office's autonomy and independence, and in order to provide support to the work of BEREC, the BEREC Office should have its own budget, most of which should derive from a contribution from the Union. The budget should be adequate and should reflect the additional tasks assigned and the enhanced role of BEREC and the BEREC Office. The financing of the BEREC Office should be subject to an agreement by the budgetary authority as set out in point 31 of the Inter-institutional Agreement of 2 December 2013 between the European Parliament, the Council and the Commission on budgetary discipline, on cooperation in budgetary matters and on sound financial management¹⁶.

The BEREC Office should be adequately staffed for the purpose of carrying out its duties. All tasks assigned to the BEREC Office, including professional and administrative services supporting BEREC in carrying out its regulatory tasks, together with compliance with the financial, staff and other applicable regulations, and the increased weight of operational tasks required of the BEREC Office vis-à-vis administrative ones should be duly assessed and reflected in the resource programming. Moreover, the rules on the governance and operation of the BEREC Office should, where appropriate, be aligned with the principles of the Joint Statement of the European Parliament, the Council and the European Commission of 19 July 2012 on decentralised agencies.

¹³ Regulation (EU) No 531/2012 of the European Parliament and of the Council of 13 June 2012 on roaming on public mobile communications networks within the Union (OJ L 172, 30.6.2012, p. 10).

¹⁴ 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, p. 1).

¹⁵ Directive (EU) 2018/1972 of the European Parliament and of the Council of 11 December 2018 establishing the European Electronic Communications Code (see page 36 of this Official Journal).

¹⁶ OJ C 373, 20.12.2013, p. 1.(see para.31 for reference to 'critical mass of staff and competences')

Section II - Multi-annual programming 2020-2022

1 Multi-annual objectives

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

To align with the outcome of the review of the regulatory framework for electronic communications, the focus of the BEREC Office should be on maintaining this valuable human capacity along with the development and support of new applications, web-based portals and databases in view of supporting the demanding tasks that BEREC will face in the future. This requires the staff of the BEREC Office to be able to understand and cope with the job type and the workload that the challenges deriving from technology, market and regulatory domains will bring. On top of this, the BEREC Office shall support BEREC towards further improved working methods and higher quality on its output. The BEREC Office must be ready to assist BEREC to meet its future challenges for the benefit of the European telecom market and the welfare of European citizens.

Objectives	KPIs	Measure	Target
1. Maintain appropriate capacity for supporting existing and new BEREC tasks and activities	Fully staffed indicator	Number of temporary agents (TAs), contract agents (CAs), seconded national experts (SNEs) and interim staff / max. number of a fully staffed BEREC Office	100%
2. Improve the quality of work of BEREC by assisting with improvements to its work methods and the quality of its outputs by attracting and maintaining highly qualified staff	Quality of support to BEREC and its WGs	Measure quarterly the level of satisfaction of the BEREC Chair and the BEREC WGs Co-Chairs on a 5 grade scale on the basis of multiple questions	Minimum 85% of responses are in the top 2 scores
3. Develop and manage tools to operate effectively and efficiently	Availability rate of supporting tools	Percentage of time of proper operation of BEREC website, email server, BERECnet, Information sharing portal, public consultation platform,	Minimum 95%

Objectives	KPIs	Measure	Target
		net neutrality measurement tool, etc.	

2 Multi-annual programme

2.1 Developing and maintaining the appropriate capacity for supporting existing and new BEREC tasks and activities

Although the tasks of BEREC are modified both in nature and in volume, the BEREC Office must continue providing high quality professional, financial and administrative support to all its activities. Therefore, the first strategic objective of BEREC Office should be associated with the capacity that must be developed for supporting existing and new BEREC tasks and activities.

The technology and market developments impact the sector regulation and the activities of BEREC. The BEREC Office needs to recognise the incoming challenges and take them into account during the execution of its WP. As BEREC is going to rely more and more on the support of the BEREC Office for delivering its work programme, the BEREC Office should ensure and secure all necessary resources, which would enable the Agency to provide support to BEREC to implement its future work programmes.

In this context, the BEREC Office needs to attract and maintain high quality multidisciplinary staff while, at the same time, further improve its working methods and the quality of their output. This will ensure that the BEREC Office will continue to contribute effectively and efficiently to the strategic vision and to the priorities of BEREC improving its work planning and making optimum use of its resources.

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

In accordance to the EECC, during the transition period of two years the BEREC Office shall provide its professional support and assistance to establish and maintain a database of:

- (i) the notifications transmitted to the competent authorities by undertakings subject to general authorisation;
- (ii) the numbering resources with a right of extraterritorial use within the Union;
- (iii) where relevant, E.164 numbers of European emergency services.

During these years, an increase of the meetings held for the drafting and consultation process has been expected.

Having regards aforementioned the BEREC Office shall provide more resources to organize, assist, coordinate and provide professional support for the work carried out of BEREC members.

The BEREC Office can contribute significantly to these goals by assisting BEREC in the execution of its WP and the consistent application of the regulatory framework, thus contributing to the further development of the European single market. The BEREC Office can continue to contribute towards harmonisation and accountability via support to the internal market procedures, supporting BEREC in monitoring the application of common positions and best practices, assisting and providing support to BEREC on establishment and maintenance of BEREC databases, improving consistency through benchmarking and reporting activities and providing transparency to the BEREC activities via the IT platforms and the applications it manages and operates.

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

2.2 Developing and managing tools and resources that will assist BEREC to operate effectively and efficiently, reducing on the same time its environmental footprint

In its strategy (2018-2020¹⁷) BEREC has given particular attention to the optimisation of its output and operational efficiency as a significant contributor towards its strategic vision and priorities. The BEREC Office can contribute significantly to this goal by safeguarding the application of BEREC rules and working procedures at all stages of BEREC working activities.

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

Over the last number of years BEREC has encompassed more and more the use of software and hardware tools as enablers both for its working activities as well as for its relationship with the stakeholders and the citizens/consumers. The BEREC Strategy 2018-2020 and WP 2018 focuses even more in the use of such tools for accomplishing BEREC strategic goals and priorities. These tools introduce a new interaction with the BEREC stakeholders and introduce a new type of service on behalf of BEREC requiring constant (24/7) operation and maintenance. BEREC relies on the BEREC Office for procuring, financing, managing the operation and maintaining these tools. Therefore, the BEREC Office must develop the capacity and the expertise to provide reliable and constant support on this new field of services. In addition, these new tools will generate valuable data that are essential to many activities both internal to BEREC and its members (i.e. NRAs) as well as externally to a number of stakeholders. New areas of expertise might be required by the BEREC Office for managing, processing, using and opening these data to the public. The BEREC Office will need to meet the challenge and develop expertise and capacity for

¹⁷ BoR (17) 173, BEREC Strategy 2018-2020, 05.10.2017, http://bereg.europa.eu/eng/document_register/subject_matter/bereg/annual_work_programmes/7304-2017-bereg-work-programme-status-update

supporting BEREC in this new area of operation.

Aiming towards the provision of the best support to BEREC, BEREC Office is requested to invest in new tools and services that will ease the BEREC workload and improve its outcomes. Planning the years ahead, it is essential to consider the effective and efficient operation of BEREC without forgetting the effect of its activities on the environment. Therefore, the strategic objectives should also consider the environmental footprint of BEREC and BEREC Office.

2.3 Attracting and maintaining highly qualified staff for the support of BEREC by continuing to ameliorate the facilities and the working environment at the office and the living conditions of its employees

During the past years BEREC Office always had the challenge to attract and retain highly qualified staff for the support of BEREC activities. Such situation required a particular attention from the management and additional efforts from the HR function of the Agency, which managed to mitigate the high staff turnover keeping high the reputation of the BEREC Office as a very attractive EU employer. Given the enhanced role the agency will have in the support of BEREC activities in the future the value of the human capital is increasing and the need to attract and maintain employees becomes more severe and imminent. Therefore, the third strategic objective of BEREC Office should be related to the development of the necessary conditions for making the agency attractive as an employer.

Being established as an EU agency in Riga the BEREC Office can enhance the cooperation with the host Member State providing more visibility to BEREC, strengthening the stakeholders' engagements ameliorating on the same time the office facilities and the living conditions of its employees. The new Headquarter agreement, as envisaged in the new BEREC regulation, shall serve as an instrument to increase the awareness and visibility of BEREC and the prestige of the BEREC Office as an EU employer to attract and retain highly specialized staff.

3 Human and financial resource outlook for the years 2020-2022

3.1 Overview of the past and current situation

BEREC was established with a Regulation of 2009 as an independent body of the NRAs with primary responsibility for overseeing the day-to-day operation of the markets for electronic communications networks and services. The ultimate goal of the legislator was to facilitate the consistent implementation of the EU rules in the field of telecommunications, to contribute to efficient competition, to foster investments and to protect end-user rights in the area of electronic communications.

An EU agency, called at the time 'the Office', was established to provide professional and administrative support to the independent regulators and to their body, BEREC. When the Office was set up in 2010 its establishment plan did not envisage sufficient resources for handling the standard administrative tasks envisaged in the legislation for a decentralised agency. This reflected in significant difficulties during the start-up phase, including postponing the discharge of the budget for 2012, which led to redirecting all available resources towards ensuring compliance with the Financial and Staff Regulations and the

Framework of Internal Control Standards (ICSs). Gradually these efforts reflected in stabilising the day-to-day operation of the Agency and full compliance with the ICSs in 2015.

At the same time the amended Roaming Regulation and the TSM Regulation assigned new tasks to BEREC. The new responsibilities of BEREC in the field of net neutrality have attracted the attention of the civil society¹⁸. The growing trend among consumers towards internet enabled services is expected to continue and therefore preserving open internet access will become even more important. To address adequately these expectations BEREC has defined a new strategic areas of work and has requested more professional support from the BEREC Office. BEREC requested the Office to manage procurements of studies, run public consultations, organise specialised training for NRA experts and to deploy modern IT applications in support to BEREC.

Against this background the BEREC Office needed to cut two establishment plan posts thus further reducing its extremely limited capacity¹⁹ (see table 1 in annex III). To provide the requested support to BEREC and to cope with its day-to-day operations the Agency introduced different measures oriented to achieving efficiency gains and outsourced different technical tasks to EC services of private contractors. To free up further capacity for increased support to BEREC the staff involved in operational support has been discharged from administrative and non-operational financial assignments.

However, on the administrative side the requirements to the Agency continue to increase. Although the BEREC Office is the smallest agency of the EU, the administrative requirements applied to the BEREC Office are identical to those applied to larger EU bodies, and relate not only to the implementation of the Financial and Staff Regulations but also to all relevant implementing rules. The changes in the data protection legislation introduced in 2018 increased the administrative burden for the BEREC Office, as the Agency has to review all its policies in a timely manner in the next two years and has to comply with the increased data protection requirements.

The limited size of the Agency requires the use of a multitasking approach, which makes the assignment of staff more challenging and demanding than in other bodies of the EU. In the last years, all these challenges in combination with other factors, such as low correction coefficient for Latvia, challenging working and living conditions and difficulties in the establishment of the family members of the staff in Latvia has led to high staff turnover and decrease of the Agency effectiveness and efficiency and thus putting at risk the delivery of the Agency WP.

To mitigate this risk the management has decided to implement several projects oriented to

¹⁸ During the public consultation on the draft BEREC Guidelines in the summer of 2016 the BEREC Office received around 500 000 contributions.

¹⁹ Against this background, in 2015, the BEREC Office was required to cut one establishment plan post, which constituted 6.25 % of the total number of establishment plan posts and, therefore, the BEREC Office completed the objective to render 5 % of its staff as agreed in the Inter-institutional Agreement of 2 December 2013 between the EP, the Council and the EC See p. 27, 2013/C 373/01, Interinstitutional Agreement of 2 December 2013 between the EP, the Council and the EC on budgetary discipline, on cooperation in budgetary matters and on sound financial management, OJ C 373, 20.12.2013, p. 1–11, <http://eur-lex.europa.eu/legal-content/en/ALL/?uri=celex%3A32013Q1220%2801%29>. Moreover, in 2017 the BEREC Office had to contribute with one post to the redeployment pool of EU Agencies. As a consequence, the establishment plan post of the Budget Assistant, vacant as of September 2016, was not filled in and was removed from the establishment plan as of January 2017

increasing the attractiveness of the Agency, which required and will require additional financial and human resources. The moderate reduction of staff turnover in the last two years shows that the BEREC Office can still be an ambitious EU employer, provided that the challenges will continue to be addressed at an appropriate level.

It should be emphasised that due to its supportive function of BEREC, the BEREC Office does not determine the work priorities for BEREC and has to be prepared to use the most appropriate and efficient approach to address the increase in its workload and so, to be able to fully support BEREC, as required by its new founding Regulation.

The BEREC Office uses any opportunity to start using EC IT applications, which may be complicated but guarantee compliance with the complex rules in place for EU institutions and bodies of the EU in the field of HR, budget management, e-tendering, document management, etc. Frequently the use of these tools require the existence of specialised functions, such as the Document Management Officer – for Ares, or Mission Management Officer – for the mission management tool – MIPs, but on the other side there are significant savings of FTEs on the side of development and regular up-date of these applications, which is undertaken entirely by the EC services.

3.2 Assessment of possibilities, benefits and risks of externalisation

In the last years, the BEREC Office has seen externalisation as the only way of filling in missing capacities. The externalization of highly specialised tasks specific for the EU Institutions and bodies of the EU to an EU partner like the Commission is a safe and advantageous way to cope with the limited resources allocated to the BEREC Office, enhancing at the same time a precious link with the EU institutions without prejudice to the Agency independence.

In 2014 the Agency started a very beneficial partnership with ENISA in sharing the ENISA Internal Control Coordinator (ICC) Assistant capacity. However, due to increasing assignments for ENISA the scope of the services provided to the BEREC Office gradually decreased and their provision for 2018 was ceased. Consequently, since then the BEREC Office has been without ICC capacity.

In April 2016, the BEREC Office signed a SLA with the EC services for externalising the accounting officer function and treasury management, which has freed up 0.3 FTE at the Agency to be used for working with the intendent auditor, which is a recently introduced new requirement for the Agencies and add the staff member previously dealing with accounting in the financial circuit under the responsibility of the authorising officer thus releasing the operational staff from some financial responsibilities. Any efficiency gains have been and will be invested in providing further support to BEREC in relation to its new tasks assigned by the co-legislator and in the development of new projects.

Unfortunately this has been so far the only example where the EC services have agreed to take over administrative tasks from the BEREC Office. The BEREC Office has explored such possibilities with other EC services but so far there have been no other potential EU partners willing to engage in provision of service to the Agency. Therefore, various ways to externalise ancillary tasks on the private market have been explored.

Irrespectively of the multiple attempts to acquire HR technical services the BEREC Office was unable to conclude such contacts with private service providers due to lack of interest

and/or capacity from the market to offer HR services in line with the Staff Regulations and CEOS. The Agency has managed to externalise other technical tasks, for example in the fields of IT, logistics and secretarial support. The externalisation overall²⁰ had a positive impact on the BEREC Office until 2018. However, the revamped role of the BEREC Office following the introduction of the new founding regulation, requires higher professionalism at all levels, including in supportive roles, and further externalisations may affect negatively the quality of the outcomes. For this reason it is important to act on the staffing of the BEREC Office, and envisage additional staff members in order to fully fulfil the mandate of the Agency.

It should also be noted that the externalization of ICT services has been very costly (2 times more expensive than the cost of a CA) and is limited only to technical tasks. The external IT staff cannot be involved in policy development, project or contract management and cannot be assigned as responsibilities to be system owner.

With the entry into force of the new Regulation, some doubts may be raised on the appropriateness of such choice.

- The independence of an EU Agency vis-à-vis an external contractor is at a stake. Externalizing to a contractor ICT services can expose the BEREC Office to serious risks and potential reputational damages.
- The confidentiality and the need to protect classified information, can be only insured by Staff members under the obligations of the Staff Regulations and CEOS.
- the possibility to develop internally key knowledges and expertise related to the core business of the agency, is demolished by the externalization. The BEREC Office is also subject to the staff turnover of the contractor.

The externalization of secretarial service, which has been complex and time consuming at the procurement phase, does not produce the expected quality in terms, for example, of adequacy of the secretarial skills. There are deficiencies in the quality of the service provided, issues with the efficiency of the contract management and issues with the consistency of implementation. Hiring specialized staff according to the requirements and standards established by the legislators in the Staff Regulations and CEOS seems to be the only productive way forward.

Although the BEREC Office has achieved a challenging balance in the distribution of the workload among its human resources, being the smallest agency of the EU, it has been a challenge to maintain a sustainable operation and to ensure an appropriate balance in the work organisation.

3.3 Resource programming for the years 2020-2022

3.3.1 Financial resources

Justification for the provisional revenue:

According to the BEREC Regulation, the BEREC Office's revenue, without prejudice to other resources, comprises the following:

- a) a contribution from the Union;

²⁰ In some areas, however, the service was not fully delivered (for example, in the field of ex-post controls and internal control coordination, due to lack of capacity on the side of ENISA).

- b) any voluntary financial contribution from the MSs or the NRAs;
- c) charges for publications and any other service provided by the BEREC Office;
- d) any contribution from third countries or the regulatory authorities competent in the field of electronic communications of third countries participating in the work of the BEREC Office, as provided for in Article 35 of the BEREC Regulation.

Estimates of all revenue and expenditure for the BEREC Office shall correspond to the calendar year, and shall be shown in the BEREC Office's budget.

The estimated sources of revenue for 2020 is only contribution from the EU of EUR 7,755,000.00, which consists of:

- EUR 7,731,598.36: main subsidy from the EU voted by the budgetary authority;
- EUR 23,401.64: budget outturn (surplus) 2018.

Any additional revenue from third countries, MSs or from NRAs shall be incorporated in the amending budget and amending work programme.

While the BEREC Office acknowledges that the programming of activities beyond 2020 is entirely indicative and can be given only for illustrative purposes given that the discussions in the EP and the Council on the EC proposal for the Multiannual Financial Framework 2021-2027 of 2 May 2018 have not be finalised, it is likely that the sources of revenue and conditions for 2021 and beyond will remain the same as for 2019. Therefore the BEREC Office has applied a standard increase of 2% per year of its expected revenue, an approach which has been already used in the programming period 2014-2020. The total amount of the budget should take into account the increase of the establishment plan posts from 14 to 16 in 2019, thus the revenue for 2020 has been adjusted accordingly.

- Justification for the provisional expenditure:

3.3.1.1 Title 1 'Staff'

The amounts requested in Title 1 are based on realistic assumptions as to the number of staff actually recruited at the end of 2018 (including planned number of trainees in 2019) and the new staff to be recruited in 2019, namely: two TAs, nine CAs and two SNEs. The budget for 2019 for the new staff has been planned according to the expected time for take-up of duties according to the recruitment plan, as follows: 1.4 new SNEs (2*0.7 FTEs), 1 new FTE in AD (2 * 0.5 FTEs) and 4.8 CAs (3*0.6 FTEs and 6 * 0.5 FTEs). The BEREC Office expects to operate with a full staff compliment at the end of 2019 and to start recruitment of additional 12 TAs in 2020. Therefore, the associated costs have also been calculated on the basis of these assumptions. The estimated budgetary impact of salary adjustments has been also taken into account to the best possible extent, so the chapter for salaries and allowances is increased accordingly for 2019 and 2020. For 2021 the increase in the chapter related to staff in active employment includes only the increase due to possible indexation and changes in the correction coefficient and adjustments of the automatic step and possible reclassifications.

The expenditure on Chapter 12 is increased to take into account the expected selection and recruitment of new staff and therefore the increased expenditure for travel and other allowances for entering in service.

The budget for missions for 2020 and onwards is slightly increased to take into account the increase of the number of staff. As the BEREC Office is encouraging its staff to participate in BEREC and other events as much as possible by video and audio conference the increase is modest and is not proportionate to the increase of the number of staff. The increase in the mission budget has also the objective to take into account the annual inflation.

The training budget is slightly increased to take into account the increase in number of newcomers, the inflation rate and increase in the price of a new contract for language trainings to be offered to the staff in 2019.

The BEREC Office expects to work in fully staffed situation and will use interim staff mainly for addressing heavy workload or temporary replacement of staff absence for long period of time. Consequently, the planned budget for interim staff under expenditure for external services in Title 1, Chapter 15, has been widely kept at the level of 2018 with a slight increase to take into account a possible change in the price of the interim staff after the conclusion of a new contract expected in the beginning of 2019.

If interim workers are needed for temporary filling in of vacant posts a budgetary transfer will be planned from the respective budget line in which the remuneration of the respective post has been planned.

Under the same chapter, the BEREC Office will ensure the temporary²¹ financing of multilingual tuition by international schools available in Latvia for the children of staff, the payment of grants and other associated expenditure for trainees, the provision of Internal Control Coordinator assistance (under a SLA with ENISA), technical HR services, different services by DG HR and the PMO, translation of vacancy notices in all official languages of the EU, social welfare measures and other HR related services (including legal services to the staff). Flexibility in this item for 2020-2022 will be needed to address the uncertainty specific to many of the items listed above financed through this budget line and possible additional requests for support for studies of children received from the staff.

Due to lack of sufficient financial resources and based on the priorities for the activities of the Agency Chapter 17 "Representation, receptions and events" is slightly decreased compared to 2018.

3.3.1.2 Title 2 'Buildings, equipment and miscellaneous operating expenditure'

The expenditure under Title 2 has been planned taking into account the inflation rates, the gradual increase of meetings taking place at the BEREC Office and the increased number of people working at the BEREC Office premises, mainly due to the achieved fully staffed situation (notwithstanding the 12.5% reduction in staff numbers – see Section 3.2.2 below) and the use of external services on-site.

Due to the increase of staff, phasing out of old IT equipment and planned externalisation of the back-up as a service (BaaS), disaster recovery as a service (DRaaS) and preparing for ordering desk-top as a service provided that the proof of concept is successful, a significant increase in the information and communication technology spending is required. The financial resources under Chapter 21 will be used also for paying external data processing

²¹ In July 2017 the Latvian Authorities announced that the process to establish a European School in Latvia may be finalized in two years from the launch. The BEREC Office will support the staff until the end of such process.

services provided to the BEREC Office by the Commission services, such as: hosting of ABAC, HAN, Sysper2, IT security services (provided by the EU-CERT), access to DG DIGIT procurement procedures, etc. due to regular up-dating of their cost based on the charge-back model.

The expenditure under movable property and associated costs is increased to take the needs for additional furniture for the new staff.

In addition to expenses for outsourcing the services of the Accounting Officer, hiring an independent auditor, outsourcing the secretarial and logistic tasks, legal expenses and office supplies the chapter 'Current administrative expenditure' includes expenditure related to the BEREC Office budget publications in the Official Journal, as well as translations and/or other language requests related to the BEREC Office documents, budgetary and legal issues. Therefore it is increased to take into account the language requirements of Article 46 of the new BEREC Regulation. Having in mind the obligation for the BEREC Office to use the services of the Translation Centre of the Bodies of the European Union the planned amount may not be sufficient to comply with the legal requirements.

The expenditure under Chapter 25 'Meetings in general' will be used for meeting with the local authorities, representatives of the MSs not related to the Agency mandate, BEREC Office communication activities, etc. Taking into account the expected intensification of these events in 2020 the planned expenditure for 2020, including events to the benefit of the Latvian community and society, the planned expenditure under this Chapter is significantly increased.

3.3.1.3 Title 3 'Operational expenditure'

The appropriations under Chapter 30 will be used for financing the support to BEREC Working Groups (WGs) and financing the market analysis activities of BEREC and the BEREC Office.

The appropriations planned for support to WGs reflects the actual spending observed in 2018 and the estimated needs for the period 2020-2022, including reimbursement of experts' participation in WG meetings, workshops or other events organised by the WGs (including for Ad Hoc WGs for Articles 32 and 33), meeting of the WGs with other EU institution and bodies of the EU, etc.

The expenditure under Chapter 31 'Support to BEREC and NRAs' is progressively increased to take into account the launch of measures for the implementation of the new Agency mandate in support to BEREC. This chapter will be used for:

- support to the BEREC Chair and Vice-Chairs, Plenary and CN meetings and international events;
- studies in support to the BEREC WP or as requested by the BoR;
- addressing public transparency and accountability obligations of BEREC, including implementing the BEREC Communication Strategy and Plan;
- covering costs for update and maintenance of all BEREC IT tools, such as BERECnet, BEREC website, information sharing portal, , on-line platform for public consultations, etc. and ICT support to BEREC;
- maintenance and expansion (where needed) of the audio/video-conference systems;

- addressing the additional ICT related projects arising from the implementation of the TSM Regulation and the EECC (i.e. numbering and authorisation notifications) as well as other ICT projects requested by BEREC like the Open Data Platform taking into account the limited financial and human resources available;
- providing regulatory training on the European framework for electronic communications to NRA's staff so they are able to contribute to the BEREC activities;
- providing training in project management and other areas to the Co-Chairs of the WGs;
- providing translations and addressing language requests in support to BEREC;
- providing any other support to BEREC and the NRAs, duly requested from the BEREC Office.

More details are provided in tables in Annex II, including on the budget outturn and cancellation of appropriations.

3.3.2 Human resources

3.3.2.1 Resource outlook over years 2020 to 2022

According to the new BEREC Regulation, which entered into force on 20 December 2018, the BEREC Office has a new, enhanced mandate, which includes the following main tasks:

No	Task	Comment
1.	Provision of professional and administrative support services to BEREC, in particular in fulfilling its regulatory tasks	Growth of existing task by inclusion of assignment for support to BEREC in the field of regulation
2.	Collection of information from NRAs and exchange and transmission of information in relation to the regulatory tasks assigned to BEREC	No change in the assignment of the BEREC Office but due to the increase in the regulatory tasks assigned to BEREC there will be growth in the tasks for the Agency.
3.	Preparation of regular draft reports on specific aspects of developments in the European electronic communications market, such as roaming and benchmarking reports, to be submitted to BEREC	New task
4.	Dissemination of regulatory best practices among NRAs	Existing task
5.	Assistance to BEREC in establishing and maintaining registries and databases in accordance with the EU regulatory framework	New task

No	Task	Comment
6.	<p>Establishment and management of an information and communication system with at least the following functions</p> <p>a) a common platform for the exchange of information, providing BEREC, the Commission and NRAs with the necessary information for the consistent implementation of the EU regulatory framework for electronic communications;</p> <p>(b) a dedicated interface for requests for information and notification of those requests as referred to in Article 40 of the BEREC Regulation, for access by BEREC, the BEREC Office, the Commission and NRAs;</p> <p>(c) a platform for early identification of the need for coordination between NRAs.</p>	New task
7.	<p>To cooperate with, and without prejudice to the role of, NRAs, other EU bodies, offices, agencies and advisory groups, in particular the Radio Spectrum Policy Group, the European Data Protection Supervisor, the European Data Protection Board, the European Regulators Group for Audiovisual Media Services, the European Union Agency for Network and Information Security (ENISA), the European GNSS Agency, the Consumer Protection Cooperation Network, the European Competition Network and European standardisation organisations, as well as with existing committees (such as the Communications Committee and the Radio Spectrum Committee)</p>	New task
8.	<p>To support BEREC's strategy for relations with competent authorities of third countries and with international organisations concerning matters for which BEREC is competent in line with the provisions of Article 23 (5) of the BEREC Regulation.</p>	New task
9.	<p>Transparency and communication activities of BEREC and the BEREC Office; communication and dissemination plans to be adopted by the MB</p>	Enhanced task, also with reference to language requirement below.
10.	<p>Compliance with the provisions of Regulation No 1 determining the languages to be used by the European Economic Community²²</p>	New task

According to its new mandate BEREC and the BEREC Office will have to process EU classified information, which so far has not been the case that will lead to major changes in the physical and IT security requirements and infrastructure to ensure compliance with the Commission's security rules for protecting EU classified information.

²² [OJ 17, 6.10.1958, p. 385](#)

More stringent requirements on declarations of conflicts of interest and commitments will also apply.

Additionally in 2019 and 2020 the BEREC Office will have to comply with the recently adopted new legislation in the field of data protection and budgetary and financial management.

The new BEREC Regulation, among others, envisages the establishment of a new Headquarters Agreement between the BEREC Office and the host MS (the Republic of Latvia) within two years after the date of entry into force of the Regulation.

To address their new mandates BEREC and the BEREC Office will need to intensify their work already in 2019 and 2020, which will result in the organisation of a significantly higher number of meetings of the recently established 10 BEREC WGs.

This will lead to increased number of meetings and initiatives with the EU Institutions and other bodies of the EU and Latvian Authorities in the context of the new Headquarters Agreement, and other relevant stakeholders.

The implementation of the new legal framework will require the establishment of new job profiles, which currently do not exist at the BEREC Office and which have not been envisaged at the time of the establishment of the Agency, which originally was designed as a small Brussels-based body for logistical and administrative support to BEREC.

All these new elements will lead to significant increase in the workload in 2019 and 2020 in particular to align the structure of BEREC and the BEREC Office with their new tasks, to ensure the revision of all existing rules in line with the new legal provisions, to create the necessary physical and virtual assets necessary for the implementation of the new tasks and to hire staff with new competences capable to address the new assignments of the BEREC Office and to provide the necessary professional support to BEREC according to its re-enforced mandate.

In the budget 2019 the BEREC Office has received an increase of its establishment plan post from 14 to 16, which is far below its actual needs for addressing its enhanced mandate. Any post for which there is no requirement to be filled in by TAS will be offered to CAs or SNEs, especially when the expertise of the NRAs could bring additional value to the activity of the Agency.

However, the demanding working and living conditions in Riga, together with the low correction coefficient, require an additional effort from the BEREC Office, in order to remove the existing obstacles, continue to attract the best European talents and retaining staff²³.

²³ The establishment plan has been subject to a further cut of one position as of January 2017. This cut has been implemented in addition to the cut of 2015 which the BEREC Office had to perform in order to fulfil the objective to render 5% of its staff as agreed in the Inter-institutional Agreement of 2 December 2013 between the EP, the Council and the EC. As made evident in Annex II of the Rapid Case Review on the implementation of the 5% reduction of staff posts, made by the Court of Auditors (<https://www.eca.europa.eu/en/Pages/DocItem.aspx?did=44567>), the BEREC Office is the Agency which was negatively impacted by the cuts with the highest percentage (-12,5%) if compared to all the other EU agencies.

a) New tasks

Based on the new tasks listed above the BEREC Office will need to establish the following additional temporary agent (TA) posts in 2020:

- **Two programme managers to support BEREC in the new regulatory tasks of the BEREC Office, as envisaged in the provisions of Article 5 (a) and 4 of the BEREC Regulation**

BEREC is requested to keep all existing tasks and to take up the new duties conferred by the EECC already in 2019. Part of these new task will be assigned to SNEs already in 2019. However, the implementation of certain regulatory task will become effective only after the transposition of the EECC, which will require the recruitment of two additional programme managers with professional experience and competence in the new domains, such as cross border issues, numbering and authorization.

- **Three ICT professionals and database experts to ensure a robust and secure ICT environment for BEREC in accordance with the provisions of Article 5 (e) and (f) and Article 41 of the BEREC Regulation**

BEREC would like to further develop the existing tools and applications, such as Information Sharing Portal, the collaboration tool, Public Consultation Tool or Public Document Register. A new net neutrality measurement system is already in the pipeline and an Open Data Portal is under consideration by BEREC. The new EECC requires BEREC and the BEREC Office to establish and manage registries, databases and a new information and communication system. Currently the BEREC Office does not have any posts in its establishment plan with ICT profile (administrators and assistants). The only one is an external staff FTE (contract agent) for IT operation. A team of 5 ICT professionals, including temporary and contract staff is needed to ensure secure and use-friendly operation of the ICT systems and tools for BEREC.

- **Three professionals to support the BEREC communication activities, the implementation of the BEREC's strategy for relations with competent Union bodies, offices, agencies and advisory groups, with competent authorities of third countries and with international organisations as referred to in Articles 35(3), 37 and 46, of the BEREC Regulation**

The new BEREC Regulation envisages that to achieve its objectives BEREC and the BEREC Office may cooperate with competent Union bodies, offices, agencies and advisory groups, with competent authorities of third countries and with international organisations. To that end, BEREC and the BEREC Office may, subject to prior approval by the Commission, establish working arrangements (agreements) with those parties. They will specify the nature, extent and manner in which the NRAs of the third countries concerned will participate in the work of BEREC and of the BEREC Office, including provisions relating to participation in the initiatives carried out by BEREC, financial contributions and staff to the BEREC Office. The single programming document of the BEREC Office shall include the implementation of BEREC's strategy for relations with competent Union bodies, offices, agencies and advisory groups, with competent authorities of third countries and with international organisations as referred to in Article 35(3), the actions linked to that strategy and the specification of associated resources. In light of the increasing convergence between the sectors providing electronic communications and the horizontal dimension of regulatory issues related to their development, BEREC and the BEREC Office will cooperate with competent Union bodies,

offices, agencies and advisory groups, with competent authorities of third countries and with international organisations. The BEREC Office should support BEREC in engaging in communication activities within its field of competence. Communication activities of the BEREC Office shall be carried out in accordance with relevant communication and dissemination plans adopted by the Management Board and they should be consistent, objective, relevant and coordinated with the strategies and activities of the EC and the other institutions in order to take into consideration the broader image of the Union. Therefore a total of three additional staff will be needed in this domain. The need for complying with the language requirement, i.e. to communicate in all official EU languages, is also explicitly mentioned in the new BEREC Regulation.

- **Specialised staff in the file security for needs of BEREC as required by Article 39 of the BEREC Regulation and EC Decisions (EU, Euratom) 2015/443²⁴ on Security in the Commission and (EU, Euratom) 2015/444²⁵. on the security rules for protecting EU classified information**

The new Regulation requires BEREC and the BEREC Office to adopt their own security rules equivalent to the EC security rules for protecting EU Classified Information (EU CI) and sensitive non-classified information for the exchange, processing and storage of such information as set out in EC Decisions (EU, Euratom) 2015/443 and (EU, Euratom) 2015/444. Among others these decisions require taking into account the security considerations from the start of the development and implementation of any policies, decisions, programmes, projects and activities. In order to do so, BEREC and the BEREC Office shall involve the staff in charge of security as regards IT systems and information from the earliest stages of preparation of any projects. Due to its small size the BEREC Office never had such specialized capacity and its infrastructure is not fit for such requirements. To ensure accreditation of the BEREC and BEREC Office systems both bodies will need to establish Accreditation Authority and some other mandatory functions such as Local Security Officer (LSO), as referred to in Article 20 of Decision (EU, Euratom) 2015/443 and Registry Control Officer (RCO). The LSO is the main person in charge of security, security incidents, clearance of staff involved of processing classified information, etc.²⁶ According to EC Decision (EU, Euratom) 2015/443 the LSO shall be an official or a temporary agent. For matters related to security of communication and information systems, the LSO shall liaise with the Local Informatics Security Officer (LISO), whose role and responsibilities are laid down in EC Decision C(2006) 3602. According to the provisions of Article 28 (6) of EC Decision (EU, Euratom) 2015/443 the responsibilities of the LSO are without prejudice to the role and responsibilities assigned to LISO, Health and Safety Managers, Registry Control RCO or any other function implying security or safety-related responsibilities. The LSO shall liaise with them in order to ensure a coherent and consistent approach to security and an efficient flow of information on matters related to security at the Commission.

As suggested below the function of the RCO can be combined with the function of the Document Management Officer.

b) Growth of existing tasks

The changes in the data protection legislation will lead to increase in the workload for

²⁴ OJ L 72, 17.3.2015, p. 41–52 (BG, ES, CS, DA, DE, ET, EL, EN, FR, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV)

²⁵ OJ L 72, 17.3.2015, p. 53–88 (BG, ES, CS, DA, DE, ET, EL, EN, FR, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV)

²⁶ See Article 20 of Decision (EU, Euratom) 2015/443 and Article 7 of Decision (EU, Euratom) 2015/444

dealing with processing operations involving personal data.

The new data protection regulation for the EU institutions has been aligned with the GDPR, conferring more tasks on the organisations and on the Data Protection Officer (DPO). Moreover, according to the new BEREC Regulation, the data protection regulation will also be applicable to BEREC, not just to the BEREC Office. The principle of segregation of duties is to be applied to the DPO as it supposed to be an independent function directly reporting to the governing body. The procurement function is also to be strengthened in the light of the enhanced role of BEREC and the requested support from the BEREC Office. Two separate posts with relevant profiles will be needed to comply with these requirements.

The new assignments of BEREC will lead to increase of some existing tasks, in particular related to the organisation of meetings of the BEREC WGs, which number was increase from nine to ten, meetings with EU Institutions and bodies of the EU and with the Latvian Authorities in the context of the negotiations of new Headquarters Agreement. Additionally, the number of planned deliverables (including carry overs) in 2019²⁷ will increase the need of organising and supporting physical meetings. Many of these meetings may be organised via audio- or video-conference, which in addition to the increased number of FTEs (four CAs or SNEs) involved in event organisation will require additional resources for managing the audio-video facilities.

The increase of staff will lead to increase in the workload in the field of HR management, mission organisation, premises and logistics management. There will be a growing demand for IT support to the staff of the Agency, as well. The Agency currently does not have secretaries and this service is provided by external service providers. Due to the fact that the nature of these services is similar to those of the staff the BEREC Office envisages to hire CAs to address all these task already in 2019.

Furthermore, based on the growth of the existing tasks listed above the BEREC Office will need to establish the following additional TA posts in 2020:

- **Data Protection Officer (DPO)) in accordance with Section 6 of Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data**

Currently the function of DPO is included in the profile of the legal and procurement officer, who acts also and anti-fraud officer and access to documents officer and is a Team Leader for Legal, Procurement and Finance. The BEREC Regulation, which entered into force on 20 December 2018 envisages that the processing of personal data both by BEREC and the BEREC Office shall be subject to Regulation (EU) 2018/1725, which will lead to additional workload for the DPO, who will have to act not only as DPO for the agency but for BEREC, as well. Therefore the establishment of one FTE post for data protection at appropriate level would be justified.

- **Internal Control Coordinator and Business Continuity Coordinator (ICC/BCC) in accordance with the Financial Regulation and the Internal Control Framework**

²⁷ The number of planned deliverables in 2019 is 47 and the total number of deliverables in 2018 was 29, which results the increase of 62%.

The BEREC Office signed a SLA with ENISA for the provision of ICC service due to the fact that it does not have such capacity internally. The cooperation has been extremely beneficial for the BEREC Office but the scope of services has been gradually decreased by ENISA due to its growing tasks. Therefore the BEREC Office has to internalise the service and develop its own capacity. The ICC post can be combined with the function of BCC, which does not exist in the Agency and has been covered so far by the Director. Due to the enhanced mandate of the BEREC Office and increase of its assignments, the Director will not be anymore in a position to fill-in that gap. The staff member will also coordinate the risk management process.

- Local Informatics Security Officer (LISO) in accordance with EC Decision C(2006) 3602

In relation to IT security the BEREC Office applies the Commission Decision (EU, Euratom) 2017/46 of 10 January 2017 on the security of communication and information systems in the EC, which requires the establishment of the post of LISO. Currently this function is assigned to the IT Support Officer (CA FG IV) but due to the enhanced role of the Agency provided for in Article 41 of the BEREC Regulation, which requires the establishment and manage an information and communication system with pre-set minimum functions²⁸ the establishment of a FTE for the post of LISO will be needed. The staff member will proactively identify and inform system owners, data owners and other roles with IT security responsibilities at the BEREC Office about the IT security policy; maintain an overview of the information security risk management process and of the development and implementation of information system security plans; advise data owners (also on the side of BEREC and the NRAs for the common data bases) and system owners on IT-security-related issues; identify shortfalls and need for improvements in the field of IT security and others. Due to the need for ensuring the segregation of duties this post cannot be combined with the posts envisaged for system owners.

- Document Management Officer (DMO) (in accordance with Article 10 of EC Decision C(2002)99 and the Memorandum of understanding with the EC on the use of Ares) and Registry Control Officer (RCO) for EU Classified Information in accordance with the provisions of Article 28 of Decision (EU, Euratom) 2015/444

Currently the function of DMO at the BEREC Office is performed by a staff member, who provides support to the BoR and MB. Due to the growth in BEREC tasks in future the DMO should be established as a separate post to relief the operational staff from administrative assignments, which are gradually growing as well due to the increased workload. Considering the provisions of Article 39 of the BEREC Regulation, which introduce new requirements to BEREC and the BEREC Office apply security rules equivalent to the EC security rules for protecting EU Classified Information and sensitive non-classified

²⁸ In particular:

- (a) a common platform for the exchange of information, providing BEREC, the Commission and NRAs with the necessary information for the consistent implementation of the Union regulatory framework for electronic communications;
- (b) a dedicated interface for requests for information and notification of those requests as referred to in Article 40, for access by BEREC, the BEREC Office, the Commission and NRAs;
- (c) a platform for early identification of the need for coordination between NRAs.

information, as set out in Commission Decisions (EU, Euratom) 2015/443 and (EU, Euratom) 2015/444 the new post of DMO can be combined with the post of RCO, which is a mandatory function for the processing of classified information.

c) Missing profiles and specialized skills

The BEREC Office is operating since its establishment in a scenario of missing capabilities due to lack of resources.

Some examples of the missing profiles are: Local Security Officer (LSO), Internal Control Coordinator (ICC), Local Informatics Security Officer, Data Protection Officer, Document Management Officer, Training Officer or Mission Management Officer. This could lead to non-compliance with complex EU legislation and criticism by internal and external auditors, and discharge authority (postponing or not granting the discharge), legal litigation (court cases), Ombudsman cases (candidates, staff members, third parties), issues with the physical security, which may lead to security incidents and/or risk of isolation and exclusion of the BEREC Office from inter-institutional projects, applications and procedures.

In addition and for the same reasons, the BEREC Office is currently struggling to attract experts in Telecom regulation.

In order to support strengthening BEREC presence in Brussels, to organise WP meetings, stakeholder events and workshops in a more efficient way and also to ensure proper working relationship with EU institutions in budgetary, administrative and audit related issues, a 'liaison office' capability in Brussels will be considered by the Board during the programming period. The BEREC Office will take into account the outcome of the discussion in its future planning.

The BEREC Office has tried to conclude SLAs for externalisation of some of the functions to be attributed to the missing profiles, mainly to the Commission services and partly to other Agencies, with limited success. To find a short term-solution for some of the missing capacities those have been assigned to existing posts. However, this decreases the efficiency of the job holders, as they need to invest time and effort to develop the necessary knowledge to perform their new assignments and increases their workload, with a consequent increase of the risk of mistakes. In combination with the fact that the existing posts have frequently been established at a lower grade than that of the new assignments, this has been identified as a key factor contributing to the high turnover of staff.

Therefore in 2019 the Agency will start gradually to fill in the missing strategic profiles either via recruitment or internal mobility. High priority will be given to filling in the following lacking expertise: IT coordination and development/management of IT systems and applications, establishment and management of databases, centralized procurement, programming and reporting, security, business continuity and compliance with internal control framework.

Due to the fact that the establishment plan of the Agency includes only 2 additional establishment plan posts for 2019 most of the posts which are designed for TAs will be filled in 2020.

d) Efficiency gains, redeployment and negative priorities

The current internal structure of the Agency is based on three Units – Programme Management, Executive Support and Administration and Finance.

In order to increase synergies in procurement and finance to the extent possible, and to ensure high specialization, thus increasing the efficiency and effectiveness of the staff and the quality of the deliverable the BEREC Office will work towards the introduction of centralized procurement and financial cells in charge of administrative and operations tasks. Similar approach will be considered as soon as the Agency is equipped with the necessary IT specialist to implement the new mandate in support to BEREC in the ICT domain.

Considering that the BEREC Office IT operation represents a tiny portion of the current occupation of the IT support officer merging the operational ICT profiles with the administrative assignments will be the most reasonable way forward.

Similar approach could be applied in future to mission management, which will be considered as soon as the Agency get access to the EC mission management tool – MIPS and is properly staffed with the necessary experts.

The Agency is committed to continuous improvements and has been constantly working towards ensuring the most effective and efficient use of its limited resources, to the extent possible. Further efficiency gains in the interest of increased support to BEREC and more benefits for the EU citizens can be explored only after the increase of the Agency staff population in 2019 and 2020, if the BEREC Office will achieve a critical size²⁹.

It should also be emphasised that the Agency is not in a position to decide on the reprioritisation of its actions, due to the fact that the priorities are set by BEREC and not by the BEREC Office. In order to maximize the scarce human resources in place, the clerical and secretarial tasks have been partially externalised with a view to entirely dedicate the temporary and contract staff in place to the professional support to BEREC³⁰. However, at first occasion these tasks should be internalised, which would ensure higher accountability of the staff towards the organisation.

In addition, the Agency will keep its target to achieve a paperless environment in order to reduce the paperwork. The implementation of the Commission document management IT tool "HAN" started in 2017 and the implementation of "Sysper2" achieved in 2019 will, in the medium and long term, support this objective.

The appointing authority powers were previously exercised by the Vice-Chair of the Management Committee of the Office. With the new BEREC Regulation the Management Board delegated relevant appointing authority powers to the Director, who is authorised to sub-delegate those powers. This is intended to contribute to the efficient management of the staff of the BEREC Office.

²⁹ With the envisaged additional resources the BEREC Office would still remain the smallest EU agency but closer to the “critical mass of staff and competencies” as referred to in the Interinstitutional Agreement on budgetary disciplines (2013/C 373/01), signed by the European Parliament, the Council and the Commission in 2013.

³⁰ As at the moment there are no AST/SC at the BEREC Office and only one contract agent is in function group II, the secretarial and clerical tasks are partially distributed among the staff, including administrators and managers. This situation contributes to the limited attractiveness of the agency, including for posts with higher grades. The contract and temporary staff in place is currently requested to perform a wide range of technical and professional tasks, and as it would not be efficient to fully dedicate them to secretarial tasks, such tasks are in the process to be externalised.

3.3.3 Conclusion on evolution of resources

The BEREC Office has played an essential role enabling BEREC and the NRAs to deliver results in the past several years.

The BEREC Office already demonstrated its capabilities to contribute to the work of BEREC with more added value. This has led to the decision of the legislator to entrust the Agency with more responsible tasks, which could make a difference at EU level.

To ensure the sustainable operation and to fully exploit the potential of having a support agency, the BEREC Office needs to get adequate financial and human resources.

The BEREC Office has been constantly fully staffed in the last few years but nevertheless has experienced difficulties to address its workload and has been forced to externalise certain technical tasks to external parties, including in support to BEREC (for example expert reimbursements). All efficiency gains have been either invested in additional support to BEREC or used by the headcount cut imposed on all agencies, which impacted the most the BEREC Office (-12.5% in posts).

The need for providing the Agency with proper resources has been recognised also by the legislator in the provision of the BEREC Regulation, and in particular in Recital 33 and Article 31, which stipulates that the BEREC Office should be adequately staffed for the purpose of carrying out its duties, including professional and administrative services supporting BEREC in carrying out its regulatory tasks, together with compliance with the financial, staff and other applicable regulations.

If the BEREC Office does not obtain the resources it needs to comply with its new mandate and to fill up its missing profiles the delivering according the expectations of the legislator and BEREC would be highly unlikely.

Further details about the human resources needs over the programming period are provided in Table 2 of annex III.

Section III - Work Programme 2020

1 Executive summary

The activities in the BEREC Office WP for 2020 are split into the following main groups as follows:

- a) operational activities;
- b) horizontal activities;
- c) administrative support activities.

The multi-annual objectives outlined earlier in Section II 1 compliments each of these activities and will assist their execution.

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

1. Support to WGs

This activity includes assist in setting-up WGs and supporting their activities, in order to fulfil the BEREC WP, including organisation of workshops, participation of WG experts in 3rd party meetings, costs of WG event organisation, reimbursement of travel expenses and accommodation allowance of event participants, etc.

2. BEREC Office activities under market analysis and notifications (Art7/7a - Art.32/33 phase II cases), which includes supporting BEREC activities under Articles 32 and 33 of the EECC, including by collecting and keeping track of all notifications, establishing and coordinating relevant ad hoc WGs, ensuring high-level quality and consistency of the BEREC opinions and others.

3. High level meetings - Boards' secretariat, which includes assisting the Board of Regulators (BoR), the Management Board of the BEREC Office (MB), and respectively their Chair and Chairperson and Vice-Chairs and Deputy Chairpersons, the Contact Network (CN) and BEREC Office Advisory Group (BAG) in fulfilling their assignments, especially in preparation of the BoR, MB, CN and BAG meetings, the BEREC meetings with the EU institutions, high-level BEREC workshops, events attended by the Chair and Vice-Chairs on behalf of BEREC as well as international events.

4. BEREC communication activities, which includes ensuring maximum internal and external transparency and accountability of BEREC activities, including through implementation of the BEREC External Communication Strategy and annual communication plans, maintaining the BEREC website, answering questions of citizens and stakeholders including the provision of documents and data, organisation of public debriefings and managing relations with BEREC stakeholders.

5. ICT support to BEREC, which includes maintaining the internal platform for collaboration (BERECnet), procuring and maintaining IT applications and tools (for example, audio video conferencing, Net Neutrality measurement etc.), portals, platforms, , provision of necessary licences. This activity covers the establishment and maintenance of databases in accordance with the EECC.

6. Information gathering and distributing, which includes procuring and managing the necessary services, such us subscription to regulatory database, commissioning of studies upon request from BEREC provision of public consultations, trainings for NRAs' experts,.

The activity also includes coordination of the preparation of the BEREC annual activity reports.

The horizontal activities include:

1. General coordination activities, which include inter-institutional contributions provided by the BEREC Office;
2. Legal advice, which includes activities of the legal officer (not directly linked to the Agency mandate), the activities of the data protection officer, relation with the Court of Justice and with the Ombudsman;
3. Communication and information activities, not directly implementing the mandate of the Agency, such as open-door days, back-to-school initiative and others;
4. Finance and non-operational procurement activities, which include: accounting, finance, procurement and contract management (with exception of operational); payroll, reimbursement of mission costs not related to operational activities; internal audits with a focus on finance.

The administrative support activities include:

1. HR management (except payroll and mission reimbursement);
2. Security, information and communication technology (ICT) activities and logistics, which include activities primarily supporting informatics infrastructure and services (e.g. workstation support, hardware support, ICT management, ICT service support with a role at Agency level (not directly implementing the mandate of the Agency); provision of security services, postal services, building and facility management (including premises and equipment) and office supplies and document management and archive activities (except operational).

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

Amount of EU contribution	Establishment plan posts	External personnel
EUR 7,755,000.00	16	24

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

2 Activities

Operational Activities

2.1 Support to BEREC WGs

The total resources required for the support to BEREC WGs, including assist in setting up WGs and providing support, workshop organisation and participation in 3rd party meetings:

Financial resources (EUR)	FTEs
495,000.00	13.15 ³¹

2.1.1 Assist in setting-up WGs and providing support

2.1.1.1 Overview

According to the BEREC Regulation, the BEREC Office assists in setting up BEREC WGs, upon request of the BoR, and provides them with the appropriate administrative, professional and logistics support. To support BEREC's annual WP, the BEREC Office assists in setting up BEREC WGs, upon request of the BoR. This forms the framework of contribution by national experts to delivery of the BEREC WP. The BEREC Office also manages changes relating to WGs, if required, during the calendar year. To enable smooth working of WGs, the BEREC Office collects resource commitments from the NRAs, sets up and manages the email lists and email exploders related to the WGs.

The BEREC Office provides administrative support to WGs with organising meetings and workshops – either physical or fully virtual, and maintaining the information flow among members. Furthermore, it also provides logistical support to WGs, such as circulation of documents and reimbursement of experts' travel expenses to the NRAs. Depending on the actual deliverable, the BEREC Office provides professional support to WGs in preparation of BEREC documents.

2.1.1.2 Objective, indicators, expected results and main outputs

Objective:	Provision of administrative and professional support to WGs with organising meetings		
Expected results	<ul style="list-style-type: none"> • Organisation of the WGs meetings (both virtual and physical); • Maintaining updated distribution and contact lists of BEREC drafters and members; • Provision, assistance and coordination on dissemination of any kind of BEREC information and/or analysis on collected market data. 		
Indicators	Latest result	Target Year 2020	Means and frequency of

³¹ Including 2 trainees

			verification
1. Provision of virtual WG meetings	2018: 130	2020: 100<	Monthly report, quarterly report, CAAR
2. Provision of physical WG meetings	2018: 61	2020: <100	Monthly report, quarterly report, CAAR
3. Reimbursement of the expenses of the meeting participants invited to the events listed above in compliance with the applicable BEREC Office rules and within the deadlines envisaged in the BEREC Office Financial Regulation	2018: 598	2020: <600 experts ³²	Monthly report, quarterly report, CAAR
4. Quality of the satisfaction level	2018: 85%	2019: 85%	Monthly report, interim report, CAAR

Main outputs

- Support to:
 - up to 100 physical WG meetings;
 - more than 100 meetings to be organised exclusively via audio-video conference;
- Reimbursement of up to 600 experts per year;
- Structured and timely provision of BEREC information and/or analysis on collected market data (upon the request or in accordance with annual or multi annual Work Programme);
- Regular satisfaction surveys to the Co-Chairs of the WGs (twice per year);
- Proper functioning of WGs and provision of support (such as invitations to meetings, document circulation and reimbursement of related travel expenses);
- Data collection and dissemination upon request from WGs or the BEREC Chair;
- Delivery of studies and research reports or any other material, upon request from WGs;
- Identification and measurement of quantitative and qualitative indices to assess the support provided to the WGs by the BEREC Office;
- Contribution to the drafting of the following reports (in due time):
 - a. Annual reports;
 - b. International roaming benchmark reports;
 - c. Termination rates at European level;
 - d. Report on transparency and comparability of international roaming tariffs;
 - e. Report on the implementation of the Net Neutrality Regulation;
- Developed menu of services offered to BEREC WGs including KPIs and SLAs.

³² Subject to increase, in case third countries that participate in BEREC make financial contributions. Participants from such third countries will become eligible for reimbursement of expenses.

2.1.2 Workshop support

2.1.2.1 Overview

BEREC Office shall provide full organizational and logistical support to workshops on request of WG and according to the BEREC WP.

BEREC workshops involves participation of representatives of EU and other international institutions as well as BEREC stakeholders that allows BEREC to accomplish its work programme and related deliverables.

2.1.2.2 Objective, indicator, expected results and main outputs

Objective:	Provision of support to BEREC workshops		
Expected results	Full logistical and technical support in organising workshops and involving different stakeholders thus leading to improvement of the quality of BEREC deliverables.		
Indicator	Latest result	Target Year 2020	Means and frequency of verification
Provision of support to workshop	2019:2	<2	Monthly report, quarterly report, CAAR
Main outputs			
<ul style="list-style-type: none"> • Proper provision of basic support (such as invitations to meetings, document circulation and reimbursement of related travel and accommodation expenses) ; • Full logistic and technical support to the organisation of WGs' public workshops – selection and rental of venue, ICT services and tools (like microphones, recordings, remote access provision, translation / interpretation services etc.), catering services. 			

2.1.3 Participation in 3rd party meetings

2.1.3.1 Overview

BEREC WG experts take part regularly in meetings organised by EU and other international institutions and organisations. Participation in such meetings allows BEREC experts to exchange views and information between BEREC and stakeholders as well as to fulfill tasks within the WGs put forward by BEREC in its work programme.

2.1.3.2 Objective, indicators, expected results and main outputs

Objective:	Provision of support to BEREC participation in 3rd party meetings		
Expected results	Basic support to the organisation of BEREC participation in 3rd party meetings		
Indicators	Latest result	Target Year 2020	Means and frequency of verification

Provision of support to meetings	2018: 0	< 10	Monthly report, progress report, CAAR
Main outputs			
<ul style="list-style-type: none"> • Proper provision of basic support (such as invitations to meetings, document circulation and reimbursement of related travel and accommodation expenses); • Reimbursement of experts. 			

2.2 BEREC Office activities under internal market procedures

The total resources required for the support to BEREC Office activities under internal market procedures are, as follows:

Financial resources (EUR)	FTEs
15,000.00	2.03

2.2.1 Overview

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

According to Articles 7 and 7a of Framework Directive) (respectively Article 32, 33 of the EECC as from 2021), the findings of market analysis have to be communicated to the Commission. The aim of this EU notification, is to contribute to the development of a single market in electronic communications by ensuring co-operation among NRAs, and between NRAs and the Commission. Once a NRA notifies the Commission of its proposed measure, the case is assessed by the Commission within one month. At the end of this period and provided that the notified measure does not raise “serious doubts” as to its compatibility with the EU law, the Commission may decide to comment.

When the Commission expresses serious doubts and opens a so-called Phase II case, its investigation period is extended for two more months in the Article 7 cases, or for three more months in the Article 7a investigations. If this situation occurs, BEREC has to issue an opinion on whether these serious doubts are justified. For this purpose BEREC has set up a procedure to establish an WG 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 WGs in order to prepare BEREC’s opinions within the deadline set by the Framework Directive.

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

2.2.2 Objective, indicators, expected results and main outputs

Objective:	Efficient support to the Internal Market procedures		
Expected results	<ul style="list-style-type: none"> • Timely submission of BEREC Opinions to the European Commission • Keeping track of Market Analysis notifications 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Submission of BEREC opinions to the European Commission	2018: within 1 months (pursuant to Art 7 FD) or 6 weeks (pursuant Art 7a FD)	1 month (pursuant to Art 7) or 6 weeks (pursuant Art 7a) up to 140 records a year	Upon the request; monthly report, CAAR
2. Maintaining a database of all Market Analysis notification to EC and ESA	2018: 93 records		Daily, monthly report, CAAR
Main outputs			
<ul style="list-style-type: none"> • Coordination of the BEREC activities in accordance with the Article 7/7a procedures; • Establishment of Ad Hoc WGs; • Reimbursement of experts participating in Ad hoc WG meetings; • Submission of opinions when needed; • Regularly updated list of focal points; • Regularly updated database of Internal Market notifications; • Acting as experts or rapporteurs in the Ad Hoc WGs if requested. 			

2.3 High level meetings Board's secretariat

The total resources required for the support to High level meetings Board's secretariat are, as follows:

Financial resources (EUR)	FTEs
499,000.00	2.51

2.3.1 Overview

According to the BEREC Regulation, BEREC should assist and advice the NRAs and the Commission in the execution of their responsibilities under the Union regulatory framework through the pooling of expertise from NRAs without duplicating work already undertaken. BEREC, as a technical body with expertise on electronic communications and composed of representatives from NRAs and the Commission, should contribute to consistent implementation of the regulatory framework for electronic communications. BEREC should also serve as a body for reflection, debate and advice for the European Parliament, the Council and the Commission in the electronic communications field.

These objectives, among others, are achieved through the adoption of a number of BEREC deliverables, which are approved either during the meetings of the Board of Regulators and the Management Board, with the former deciding mainly on regulatory matters and the latter on administrative matters such as the budget, staff and audits etc., or by electronic voting procedures.

Additionally, in order to enhance the cooperation between NRAs, Commission, European Parliament, the Council and interested parties (stakeholders) BEREC organizes different events and participates in events organized by third parties during which the Chair or the Vice-Chair present BEREC views and shares BEREC expertise.

Therefore, the BEREC Office provides professional and administrative support services to the Board of Regulators (BoR), the Management Board of the BEREC Office (MB), and respectively their Chair and Chairperson and Vice-Chairs and Deputy Chairpersons, the Contact Network (CN) and BEREC Office Advisory Group (BAG) in fulfilling their assignments. In particular, the BEREC Office is in charge of the preparation of the BoR, MB, CN and BAG meetings, the BEREC meetings with the EU institutions, high-level BEREC workshops, events attended by the Chair and Vice-Chairs on behalf of BEREC.

In providing assistance to the BoR, the MB, the Chair of the BoR, Chairperson of the MB and Vice-Chairs of the BoR and Deputy Chairpersons of the MB and the CN in fulfilling their assignments the BEREC Office maintains the information flow among BEREC Members, representatives of regulatory authorities of third countries, other Union bodies, offices, agencies, advisory groups, international organisations and other relevant stakeholders, involved in the work of BEREC. The BEREC Office serves as a contact point and liaison with all the above mentioned stakeholders, and will assist BEREC in its engagements with the external stakeholders.

The BEREC Office also provides the secretariat for BEREC and BEREC Office and their respective bodies i.e. the BoR, Miniboard, and CN, and the MB and the BAG, including logistics support to the meetings, such as registration of meeting participants, circulation and preparation of meeting documents in timely manner and within high quality standards as well as reimbursement of the experts' travel expenses to the NRAs.

The BEREC Office also provides professional and administrative support services to the Chair/Chairperson for the organisation of BoR and MB electronic voting procedures when the organisation of a meeting for adoption of the decision needed is not possible or practicable and the adoption of the decision cannot be postponed until the next ordinary meeting.

The BEREC Office registers all new nominations of BoR, MB and CN Members or representatives of regulatory authorities of third countries and keeps the contact lists of these bodies regularly updated. The BEREC Office collects and makes publicly available on the BEREC website the Declarations of Interests of the BoR and MB Members and their Alternates.

Due to the new tasks and responsibilities assigned by the new Regulation to BEREC, additional and more extensive services will be required to be provided by the BEREC Office. Therefore, in order to provide efficient professional and administrative supporting services to BEREC at satisfactory level and to fulfil all the objectives as indicated in the above-mentioned chapter, the BEREC Office needs additional human and financial resources strengthening the services provided by the Board's secretariat.

2.3.2 Objectives, indicators, expected results and main outputs

Objective 1:	To provide efficient professional and administrative supporting services to the Chair and Vice-Chairs of the BoR, Chairperson and Deputy Chairpersons of the MB of the BEREK Office, Miniboard, the BoR and MB, the CN in execution of their tasks and responsibilities.		
Expected results	<ul style="list-style-type: none"> • Organisation of the high-level BEREK events, such as BoR, MB, Miniboard, and CN meetings, and high-level workshops; • Organisation of BoR and MB electronic voting procedures; • Maintaining updated public lists of BoR, MB Members and their Alternates, including their Declaration of Interest and Commitments. • Maintaining updated lists of the CN Members and BAG Members and their Alternates; 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Publication of all public documents and information on the outcome of the BoR and CN meetings within the deadlines determined in the meeting action points	2018: 100%	100%	Monthly report, interim report, CAAR
2. Satisfaction of the BEREK Chair with the support services provided by the BEREK Office to Miniboard, BoR and CN meetings and electronic voting procedures (assessed on the basis of surveys).	2018: 100%	Minimum 90% in top 2 scores on a 5 grade scale on the basis of multiple questions evaluation the level of satisfaction	Interim report, CAAR
3. Reimbursement of the expenses of the meeting participants invited to the events listed above in compliance with the applicable BEREK Office rules and within the deadlines envisaged in the BEREK Office Financial Regulation	2018: 100%	> 90 %	Monthly report, interim report, CAAR
4. BoR, and CN contact lists are up-dated within 3 working days from the receipt	2018: 100%	> 90 %	Monthly report, interim report, CAAR

of a request for change.			
Main outputs			
<ul style="list-style-type: none"> • Organisation of 4 CN meetings; • Organisation of 4 ordinary BoR and MB plenary meetings; • Management of documents related to the above-mentioned activities. • High-quality support to the organisation of up to 20 electronic voting procedures; • Preparation of regular overviews of the outcome of electronic voting procedures as well as information on electronic voting procedures planned in the period to the next plenary meeting (for each CN and plenary meetings). • Regularly updated internal BoR, MB, Miniboard, CN and BAG contact lists and publish the updated BoR and MB Members and Alternates lists; • Collection and publication of the Annual Declarations of Interests and Commitments of the BoR and MB Members and their Alternates on the BEREC website. 			

Objective 2:	To provide efficient professional and administrative supporting services to BEREC and BEREC Office cooperation and liaison with the EC, EP, the Council, other Union bodies, offices, agencies, advisory groups, regulatory authorities of third countries, international organisations, and other stakeholders.		
Expected results	<ul style="list-style-type: none"> • Organisation of the high-level BEREC and BEREC Office events, such as high-level workshops, meetings with the EU institutions and other similar events; • Establishment of working arrangements and liaison with the European Commission, European Parliament, the Council, other Union bodies, offices, agencies, advisory groups, regulatory authorities of third countries, international organisations, and other stakeholders. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Publication of the speeches and presentations of the BEREC Chair and Vice-Chairs, and Chairperson and Deputy Chairpersons of the Management Board of the BEREC Office at public events, on the BEREC website	2018: 100%	100%	Monthly report, interim report, CAAR
2. Satisfaction of the BEREC Chair and Chairperson of the MB	2018: N/A	Minimum 85% in top 2 scores on a 5 grade scale	Interim report, CAAR

with the support services provided by the BEREC Office in the earea of external engagement (assessed on the basis surveys).		on the basis of multiple questions evaluation the level of satisfaction	
3. Reimbursement of the expenses of the meeting participants invited to the events listed above in compliance with the applicable BEREC Office rules and within the deadlines envisaged in the BEREC Office Financial Regulation	2018: 94%	> 90 %	Monthly report, interim report, CAAR
4. Maintain a contact lists of interested parties and up-date it within 3 working days from the receipt of a request for change.	2018: n/a	> 95%	Monthly report, interim report, CAAR
5. Launch of procurement	N/A	Q2 2020	Procurement Plan 2020

Main outputs

- Organisation of up to 3 BEREC high-level workshops (public or internal) organised back-to-back with the BoR ordinary meetings;
- Organisation of up to 2 BEREC meetings with the EU institutions (excluding meetings only with the BEREC Chair/Vice-Chairs, which are included in the Chair's events);
- Provision of smart tools in order to ease access to meetings documents and other relevant information;
- Preparation of tender documentation (invitation to tender, evaluation report and award decision), contract management;
- Organisation of approx. 45 meetings of the BEREC Chair and Vice-Chairs and Chairperson and Deputy Chairpersons of the Management Board of the BEREC Office and events attended by them or their representatives, such as: conferences, events organised by other EU bodies and/or EU institutions, bilateral meetings with interested parties, etc.;
- Organisation of up to 15 BEREC international events (organises by BEREC or other stakeholders), especially events foreseen under the Memoranda of Understanding signed by BEREC and organised by international organisations.

- Management of documents related to the above-mentioned activities.
- Maintaining updated lists of key contact points and liaise within the European Commission, European Parliament, the Council, other Union bodies, offices, agencies, advisory groups, regulatory authorities of third countries, international organisations, and other stakeholders with whom BEREC and BEREC Office cooperates.

2.4 BEREC Communications activities

The total resources required for the support to BEREC communications activities are, as follows:

Financial resources (EUR)	FTEs
515,000.00	3.11 ³³

2.4.1 Overview

BEREC external communication is based on the principles of transparency, credibility and integrity. The main objectives include awareness, perception and encouraging engagement of the target stakeholders. The objective of this activity is to ensure that the BEREC target audiences are given appropriate, objective, reliable and easily accessible information on the BEREC tasks and the results of its work. The objective is reached by implementing the BEREC External Communications strategy through its annual Communications Plans. The latter envisages an active promotion of BEREC's work and achievements, dissemination of information through the appropriate communications channels to its target audiences (stakeholders), as well as raising their awareness and increasing their engagement in the BEREC activities.

Several years ago BEREC decided to have a strategical approach towards its external communication and therefore developed its first communications strategy. With its every annual iteration of the communications plan BEREC has significantly increased the number of targeted communications actions towards its defined audiences. It also has established an Ad Hoc Communications Group – a permanent communications network of communications officers of BEREC member NRAs across the EU. The successful work done so far presents the valuable results: BEREC and its work is actively promoted across the EU supporting BEREC in reaching its policy goals. The number of participants to the events, the number of subscribers and followers on social media and the website, as well as the number of contributions to the public consultations steadily grows, BEREC target audiences (stakeholders on different levels) becomes more and more aware of this expert body and recognize it as such bringing even greater level of engagement and betterment of the telecoms sector in the EU as a result. The awareness and recognition of BEREC ensures its value and place in the telecoms and EU ecosystem.

³³ Including 1 trainee

The successful results bring along a greater level of internal and external demand for the future communication on BEREC, externally, due to its better recognition by the stakeholders and the general public. The number of communications activities for 2019 is as high as never before, including a particular set of actions on BEREC 10th anniversary celebration.

In order to successfully implement the foreseen communications actions at least 3 FTEs are needed. 2 FTEs dealing with production of communications outputs, management of the tools, production of audio-visual and information materials, managing the Ad Hoc Communications Group, and social media accounts, etc. and 1FTE dealing /supporting the events organisation.

2.4.2 Objectives, indicators, expected results and main outputs

Objective 1:	To run communication campaigns that support BEREC in the achievement of its policy objectives		
Expected results	<ul style="list-style-type: none"> • Production and dissemination of information materials on BEREC objectives in 2020; • Production and dissemination of various audio-visual materials on BEREC decision making process; • Publication of BEREC Annual Reports and BEREC Work Programme; • Publication of information on the BEREC activities on the BEREC website and dissemination via social media accounts (Twitter, LinkedIn, YouTube or other) also by using social media management tool; • Active interaction with media representatives upon request and according to the projects foreseen in annual Communications Plans; as well as media monitoring on the coverage of BEREC and its events; • Active response to requests for information; • 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Increase of number of the followers of the BEREC official social media accounts – Twitter, LinkedIn or other and subscribers of the BEREC YouTube channel	2018: 5024	8000	Monthly report, interim report, CAAR
2. Increase of number of news items published on the BEREC website	2018: 31	40	Monthly report, interim report, CAAR

3. Increase of the visitors' traffic to the BEREC website	2018: 130680	150000 visits	Monthly report, interim report, CAAR
4. Increase of number of questions received from media representatives via email	2018: 12	25	Monthly report, interim report, CAAR
5. Responses are provided to the information requests received, in active, qualitative and timely manner	2018: 100%	100%	Monthly report, interim report, CAAR
6. Audio-visual and visual solutions are developed in accordance with an annual Communications Plan	2018: 100%	100%	Monthly report, interim report, CAAR
7. BEREC Annual Reports and BEREC Work programme is prepared in a designed layout in electronic format and delivered to stakeholders in electronic or paper format	2018: 100%	100%	Monthly report, interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> • Information materials on BEREC objectives in 2020; • Communications projects on promotion of certain BEREC activities/deliverables through the year; • Interactive engagement tools; • Updated information on the BEREC website; BEREC Annual Reports and BEREC Work Programme; • BEREC Communications plan 2021; 			

Objective 2:	To promote BEREC in the individual Member States, mainly by encouraging knowledge exchange between the communication staff of all the BEREC members, who can also act as multipliers
Expected results	<ul style="list-style-type: none"> • Providing support to the development of BEREC communications projects by the permanent communications network of NRAs; • Dissemination of information on BEREC activities through the permanent communications network of NRAs.

	<ul style="list-style-type: none"> Improvement of the event mobile application to enhance the communication and knowledge exchange between the BEREC members during the internal events. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Number of event app users among the BEREC members	2018: N/A	80% of the registered participants	Monthly report, interim report, CAAR
2. Secure the sufficient number of participants assigned to the Ad-hoc Communication group from each EU member state	2018: 39	Minimum 1 per NRA	Monthly report, interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> Contribution to the work of the Ad-hoc Communications Group in 2020; Facilitate a workshop and a training of the Ad-hoc Communications Group on BEREC Communications Strategy; Mobile event application update. 			

Objective 3:	To manage the BEREC communications tools and ongoing communications activities		
Expected results	<ul style="list-style-type: none"> Organisation of events open to public such as public debriefings and hearings, press events, high-level stakeholder events, including BEREC Stakeholder Forum, etc. Certain public events are organised with the live-streaming on the BEREC website. Engagement with stakeholders is ensured at the events and via social media during the live-streaming; A new BEREC website, as well as its mobile version and mobile application for the public register of the BEREC public documents is developed in line with the latest trends, technical solutions, necessary requirements and latest IT security standards; it is reader-friendly, easy accessible and with regularly updated content; Preparation of well-designed and attractive branding materials and event communication visual solutions, according to the BEREC Visual Identity guidelines; Production of BEREC promotional materials in various formats (audio-visual, printed, online, etc.). 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification

1. Increase of number of registered participants to the regular events open to public (registered participants per event)	2018: 437	490	Monthly report, interim report, CAAR
2. Increase of number of live-streaming connections during the regular events open to public	2018: 1000	1600	Monthly report, interim report, CAAR
3. Increase of number recorded videos are watched after their publication on the BEREK website and on the YouTube channel	2018: 19603	32000	Monthly report, interim report, CAAR
4. Increase of number of questions received via email and Twitter during the live-streaming of events open to public	2018: 7	18	Monthly report, interim report, CAAR
5. The event communication visual solutions are used and branding materials are distributed at the BEREK public events	2018: 100%	100%	Monthly report, interim report, CAAR
6. BEREK promotional materials complement projects outlined in the Annual communications plan	2018: 100%	100%	Monthly report, interim report, CAAR

Main outputs

- 4 public debriefings with the live streaming;
- Stakeholder Forum with the live streaming;
- Joint BEREK - IIC symposium and other public events, including BEREK 10th anniversary events and activities with live-streaming;
- Input to the section 2.5.2. of this programming document on the development of a new BEREK website from the design (user experience), content and communications perspective;
- Launch of the BEREK Net Neutrality measurement tool at the Stakeholder Forum;
- Updated stock of BEREK branded promotional materials;
- BEREK promotional materials in various formats produced to complement the communication activities outlined in the Annual communications plan.

2.5 ICT support to BEREC

The total resources required for the support to ICT support to BEREC are as follows:

Financial resources (EUR)	FTEs
1,038,000.00	3.28

2.5.1 IT licenses and support

2.5.1.1 Overview

In order to provide the necessary technical functionality of the existing operational IT systems and platforms certain number of software licenses has to be purchased on a yearly basis. In addition specific ICT services has to be procured such as an IT expertise for the support services in regard to the document management system in use (BERECnet) and its user management, corporate website, email communication services (more than 1800 members distributed unevenly in some 130 distribution groups), support to Video conferencing activities for the proper functioning of the afore mentioned IT related activities. In order to comply with the corporate BC strategy it is necessary to continue usage of back up as a service and disaster recovery as a service of business critical operational data and IT systems already implemented with a cloud service provider.

2.5.1.2 Objectives, indicators, expected results and main outputs

Objective 1:	Continuous provision of software licenses for operational needs		
Expected result	<ul style="list-style-type: none"> • Continues availability of licensees for the content management system (BERECnet); • Continues availability of licenses for video conferencing services; • Continues availability of licenses for email communication system and antispam prevention; • Continues availability of licenses for backup solution; 		
Indicator	Latest result	Target Year 2020	Means and frequency of verification
Timely signature of contracts for software licensing (no interruption of IT services related to software licensing);	2018: 100%	100%	Monthly report, interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> • <ul style="list-style-type: none"> • Continuous availability of necessary software products for IT support to BEREC; • Ensure reliability and operability of ICT systems already in use; 			

Objective 2	Continuous provision of IT support services for operational needs
Expected result	<ul style="list-style-type: none"> • Continues availability of IT support in regard to

	BERECnet user management and WG sections; <ul style="list-style-type: none"> Continues availability of IT support for video conferencing; Continues availability of IT support for management of email distribution groups and managed security services for email communication system; Continues availability of IT support for provision of necessary security administration of corporate website; 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Signature of IT support service contracts (via framework contract);	2018: 1	2	Report for monitoring the consumption of the Framework contract for provision of ICT support services, CAAR
2. Timely closure of IT tickets/requests in support to operational activities;	2018: average ticket resolution time 2.5 days	2020: average ticket resolution time 1.5 days	Reports from ticketing system
Main outputs			
<ul style="list-style-type: none"> Continuous provision of on site IT support related to BEREC activities; Reduced time and increased efficiency for provided IT support to BEREC activities; 			

Objective 3	Establishment of sustainable back-up system for the BEREC data stored on-site and implementation of a reliable disaster recovery service		
Expected result	Usage of cloud services in order to ensure business continuity in particular usage of Backup as a service (BaaS) and Disaster recovery as a service (DRaaS)		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
2. Usage of BaaS services;	2018: -	2020: 100%	Biannual recovery reports for restoration success;
3. Usage of DRaaS services	2018: -	2020: 100%	Biannual recovery reports for restoration success;
Main outputs			

- Continues availability of business critical operational data and IT systems;
- Reduced RTO and RPO as defined in the corporate BCM programme

2.5.2 Website (technical)

2.5.2.1 Overview

The development of a new corporate website aims to include better and more modern technological solution (back office – content management system), improved end user experience and website functionality (including multi-lingual requirement) as well as new higher level of security features following the latest technological developments and trends. The necessary security updates of the current corporate website are aimed to ensure higher level of security and website availability.

2.5.2.2 Objectives, indicators, expected results and main outputs

Objective	Technical improvement of BEREK website		
Expected results	<ul style="list-style-type: none"> • Development of new corporate website; • Outsourced development of new corporate website; • Improved security and functionalities in the new website; • New design and improved user touch and feel experience; 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. 1. Launch of contract for outsourced website development	2018: N/A	Signature of contract for outsourced development by the end of Q1 of 2020 (preferably an inter-institutional procurement);	Signed Contract
2. Creation and split of (technical) project phases (gathering user requirements, software development, testing and deployment)	2018: N/A	Creation of feasible detailed project plan not later than Q1 of 2020;	Approved project plan;
3. Execution of phases	2018: N/A	Timely execution of project phases with respected deliverable timelines for each project phase; a. Gathering and elicitation of user requirements not later	Approved deliverables for each phase; Approved report from test phase (Q1 of 2021);

		than Q1 of 2020; b. Completed outsourced software development not later than Q4 of 2020 c. Launch of test phase not later than Q4 of 2020;	
4. Organization of stakeholder workshops/meetings;	2018: N/A	Organization of 2 workshops;	Summary reports after workshops;
Main outputs			
<ul style="list-style-type: none"> • Launch of deployment phase in Q1 of 2021 • Available new corporate website by the end of Q2 of 2021; 			

2.5.3 NN measurement tool

2.5.3.1 Overview

In accordance with the Regulation (EU) 2015/2120 and the underlying BEREC Guidelines, BEREC will provide a NN measurement tool, which can be reused by the NRAs and thus creating a federated system.

BEREC Office will engage and follow up the contractor developing the measurement tool. NN WG will assist BEREC Office during the development phase of the project and the following maintenance phase.

2.5.3.2 Objective, indicators, expected results and main outputs

Objective	Supervision of implementing NN measurement tool (development and maintenance phase)		
Expected results	Establishment and maintenance of NN measurement tool.		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1.Completion of tool testing and validation	2019:	Q3 2019	Progress report submitted by contractor
2. Completion of tool development and implementation	2019:	Q3 2019	Progress and final report submitted by contractor
3.Provision of support services	2019		Upon the request
Main outputs			
<ul style="list-style-type: none"> • The contractor develops, implements, tests and validates a Net Neutrality (NN) Measurement Tool that is designed to assist monitoring within the context of the NN provisions of Regulation (EU) 2015/2120 and the associated BEREC Guidelines, as well 			

as support the NRAs in enforcing Net Neutrality Regulations in each member state (i.e. end of September 2019).

- The contractor provides support services to the Contracting Authority (the BEREC Office) and NRAs within the following period of 36 months (end of September 2022).

2.5.4 Data management strategy and policy development

2.5.4.1 Overview

The development of data strategy is of high importance to ensure that there is an exact plan for the use of BEREC data as a vital asset for strategic and operational decision-making. The strategy aim is to implement a well-planned approach in managing the BEREC's data assets including the following aspects data quality, metadata management, access and data sharing, performance, ownership, provenance, maintainability, usability, security, classification and data privacy.

2.5.4.2 Objectives, indicators, expected results and main outputs

Objective 1	Development of data management strategy and policy development		
Expected results	Development of corporate data management strategy for the implementation of a well-planned approach in managing the organization's data assets including the following aspects: <ul style="list-style-type: none"> • Scope and purpose definition of data management strategy (purposeful management of data; data in and out of scope); • Data collection, standardization and cleansing; • Data governance and data quality; • Data architecture, virtualization and integration; • Management of metadata; • Data access, distribution, and privacy; • Data classification and security; • Data retention. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Signature of IT consultancy contract in support to the development of data management strategy;	2018:-	Signed contract by the end of Q1 of 2020	Signed specific contract for service delivery;
2. Completion of phase: Scope and purpose definition of data management strategy;	2018: -	Approved deliverable;	Final document;
3. Completion of phase: Data collection, standardization and cleansing;	2018: -	Approved deliverable;	Final document;
4. Completion of phase: Data governance and data quality	2018: -	Approved deliverable;	Final document;
5. Organization of workshops with stakeholders in order to empathize, define, ideate, prototype the data management	2018: -	2 workshops	2 reports on key elements and findings;

strategy;			
6. Exact planning of phase: Data architecture, virtualization and integration	2018: -	Definition of timeline for implementation;	Report conclusion;
7. Exact planning of phase: Management of metadata	2018: -	Definition of timeline for implementation;	Report conclusion;
8. Exact planning of phase: Data access, distribution, and privacy	2018: -	Definition of timeline for implementation;	Report conclusion;
9. Exact planning of phase: Data classification and security	2018: -	Definition of timeline for implementation;	Report conclusion;
10. Exact planning of phase: Data retention	2018: -	Definition of timeline for implementation;	Report conclusion;
Main outputs			
<ul style="list-style-type: none"> • Approved first set of strategy elements for the overall completion of the data management strategy in 2020 being available to BEREC Office staff, Director and Management Committee for structured data operation approach, ensuring high integrity, security and best possible benefits from data and data assets at corporate level as well as support in decision-making in regard to data and management of corporate data; • Identification of additional action steps and policies needed such as: <ul style="list-style-type: none"> - Data strategy roadmap (plan for execution). - Alignment of data management strategy within the organization (Stakeholder management and communications plan); - Plan the execution (Analytics and data lifecycle workflow; Data governance plan; Quality processes; - Monitor and learn (Measurement Plan and Results) 			

2.5.5 Database (numbering)

2.5.5.1 Overview

According to the EECC (Article 93(4)), BEREC shall establish a central registry database on the numbering resources with a right of extraterritorial use within the Union. For this purpose, to which NRAs and/or competent authorities shall transmit the relevant information to BEREC. There are numbering resources that exist in some MS, and there are other MS where these resources do not exist, or their use is forbidden.

The EECC made a step towards harmonisation, but many details remain in national competence. In this respect, BEREC will be required to constantly monitor the implementation status of each MS in order to be able to establish and keep the database up to date. NRAs should communicate to BEREC an up to date list on the competent authority on numbering issues in their MS. BEREC will rely on the resources of the BEREC Office for maintaining the database.

2.5.5.1 Objectives, indicators, expected results and main outputs

Objective	Establishment of central registry database on the numbering resources with a right of extraterritorial use within the Union		
Expected results	MS NRAs and/or competent authorities and citizens will benefit to have one central registry database on the numbering resources with a right of extraterritorial use within the Union to ease access when needed. The BEREC Office will provide maintenance of database accordingly to BEREC guidance on that (2020 and onwards).		
Indicator	Latest result	Target Year 2020	Means and frequency of verification
1. Completion of procurement	2019	100%	Procurement plan 2019
2. Monitoring and supervision of the contractor's deliverables (development, testing and validation phases)	2019		Progress reports and final report
3. Maintenance of database	2019		Daily
Main outputs			
<ul style="list-style-type: none"> • Contract management; • Monitoring and supervision of the contractor's deliverables accordingly to the tender specification; • Database established; • Regularly updated database on numbering resources with a right of extraterritorial use within the Union. 			

2.5.6 Database (notifications under general authorisation)

2.5.6.1 Overview

According to the EECC (Article 12(4)), in order to approximate notification requirements, BEREC shall publish guidelines for the notification template and maintain an EU database of the notifications transmitted to the competent authorities. BEREC must elaborate guidelines on a common notification template in view of simplification and harmonisation of existing national forms. The notification should contain a minimum set of data, a declaration by a legal or natural person of the intention to commence the provision of electronic communications networks or services. Article 12(3) sets out the minimum set of data to be provided.

During the period after the entry into force of the EECC, BEREC must adopt the guidelines, as well as implementing a database to receive notifications and serve as a point of information.

2.5.6.2 Objective, indicator, expected results and main output

Objective:	Establishment and maintenance of EU database of the notifications		
Expected results	<ul style="list-style-type: none"> • MS NRAs and/or competent authorities and citizens will benefit to have one central registry database of the notifications to ease access when needed; • Transparency and information access will be provided via one information exchange point; • the BEREC Office will provide the maintenance of database accordingly to BEREC guidance on that (2020 and onwards). 		
Indicator	Latest result	Target Year 2020	Means and frequency of verification
1. Completion of procurement	2019	100%	Procurement plan 2019
2. Monitoring and supervision of the contractor's deliverables (development, testing and validation phases)	N/A		Progress reports and final report
3. Maintenance of database	N/A		Daily
Main outputs			
<ul style="list-style-type: none"> • Contract management; • Monitoring and supervision of the contractor's deliverables accordingly to the tender specification; • Database established; • Regularly updated database on notifications. 			

2.5.7 BERECnet

2.5.7.1 Overview

The BERECnet platform was developed in 2015. BERECnet supports knowledge-sharing and facilitating collaboration between National Regulatory Authorities (NRAs), BEREC Office and the European Commission. The BERECnet platform is a single entry point for access to BEREC documents and organisation of the meetings and video conferences.

2.5.7.2 Objective, indicators, expected results and main output

Objective:	Improvement of BERECnet		
Expected results	<ul style="list-style-type: none"> • Implementation of streamlined procedures based on new BEREC roles and tasks. • Improved connection and dissemination of information among BEREC Members. 		
Indicators	Latest result	Target Year 2020	Means and frequency of

			verification
1. Completion of procurement	2019	100%	Procurement plan 2019
2. New functionality development, testing and validation	2019	100%	Progress reports and final report accordingly to the contract
Main outputs			
<ul style="list-style-type: none"> • Usability study to indicate the needs for the modernization of the BERECnet platform Q1 2019; • Monitoring and supervision of the contractor's deliverables regarding provision of additional functionalities, improved search function and better content harmonization; • Testing, communication and coordination among BEREC members during implementation phase; • Technical support to BEREC members for having access to the on-line platform BERECnet; • New functionalities of BERECnet implemented. 			

2.5.8 AVC licenses

2.5.8.1 Overview

According to the BEREC Regulation, the BEREC Office sets up BEREC WGs, upon request of the BoR, and provides them with appropriate administrative, professional and logistics support. The BEREC Office also manages video conferences sessions, virtual workshop and meetings, thus contributing to the achievement of BEREC's goals. For that reason the BEREC Office should procure the solution, which allows BEREC members to participate and work virtually.

2.5.8.2 Objectives, indicators, expected result and main outputs

Objective	Extension of AVC licenses		
Expected result	Provision of application/program that allows BEREC members to communicate with each other by calling or having a conference calls over the Internet (additionally share of laptop screens in the presentation mode, text messaging).		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Service availability on the highest audio and video quality, with no interruptions, no delays and excellent clear audio understand ability	2019: 98%<	98%<	Monthly, accordingly to the contractor's SLA.
Main outputs			

- Licenses procured for 4 years validity;
- Contract management Download of application(s) to BEREC members' equipment for having a remote access to conferences sessions, workshops and other meetings via Internet when physical presence is not possible.

2.5.9 AVC extension

2.5.9.1 Overview

According to the BEREC Regulation, the BEREC Office sets up BEREC WGs, upon request of the BoR, and provides them with appropriate administrative, professional and logistics support. The BEREC Office also manages video conferences sessions, virtual workshop and meetings, thus contributing to the achievement of BEREC's goals.

Present Video conference system in Brussels works, but with several restrictions (remote access is accessible for only one room, wall screens, microphones are not enough to provide good visibility and audibility, regular turning on and off the system requires specific knowledge and should be improved by other solutions, etc.). The BEREC Office should provide its support for improvements to provide better quality and performance of present Video conference system in Brussels.

2.5.9.1 Objectives, indicators, expected results and main outputs

Objective:	Extension of AVC system & services in Brussels		
Expected results	Improvement of remote access provision and performance		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Provision of equipment and services			Tender specification, contract
Main outputs			
<ul style="list-style-type: none"> • Contract management Provision of additional audio video hardware equipment compatible with existing infrastructure at the BEREC Office facilities in Brussels via contractor - purchase of autonomous AVC systems with microphones, codecs, auto-tracker cameras, Video Conferences Systems (remotely supported and managed), desktop microphones, video wall screens and wireless microphones etc. accordingly to the tender specification. • Equipment and services delivered for 4 years 			

2.5.10 Open data platform³⁴

2.5.10.1 Overview

The open data platform is being developed in 2020. The platform will allow access to information and specific data relevant to the activities and work of BEREC. The platform is publicly available.

³⁴ Subject to approval by the BEREC BoR; once final decision is made the programming document shall be updated

2.5.10.2 Objective, indicator, expected results and main output

Objective:	Open data platform		
Expected results	Open data platform accessible and used by all BEREC members and stakeholders		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Launch of procurement	2019	Q3 2019: 100%	Progress reports and final report accordingly to the contract
Platform is created and fully functioning	N/A	Q3 2020	Specific contract
Main outputs			
<ul style="list-style-type: none"> • Launch of procurement, preparation of all the necessary tender documents; • Monitoring and supervision of the contractor's deliverables accordingly to the tender specification; • Coordination and communication with BEREC experts; • Platform is developed and is fully functioning. 			

2.5.11 Infrastructure for processing classified data**2.5.11.1 Overview**

According to the BEREC Regulation, the BEREC Office will have to process and exchange EU classified data.

In order to ensure compliance and secure way of operation with classified data, the BEREC Office will have to apply, procure and implement, as currently not existing onsite, the necessary logical and technical means such as physical separation of IT networks and infrastructure for processing classified data, as well as installation of appropriate software and encryption products following the relevant for this purpose standards.

2.5.11.2 Objectives, indicators, expected results and main outputs

Objective:	Infrastructure for processing classified data		
Expected results	Available infrastructure for processing classified data		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Purchase of necessary software and hardware	2018: N/A	Software and hardware delivery including installation not later than Q3 of 2020;	Monthly report, interim report, CAAR
2. Established channels for data exchange;	2018: N/A	Data transmission in place not later than Q3 of 2020;	Monthly report, interim report, CAAR

3. Approved accreditation	2018: N/A	Positive opinion from accreditation authority for system/solution for phase 1 not later than Q4 of 2020;	Monthly report, interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> • Installed software and hardware equipment • Successful data exchange Positive opinion from accreditation authority for system/solution in place in regard to processing classified data not later than Q4 of 2020; • Accreditation (phase 1) • Fulfilling the mandate in the BEREC Regulation 			

2.6 Information gathering and distribution

The total resources required for information gathering and distribution activities are, as follows:

Financial resources (EUR)	FTEs
330,000.00	3

2.6.1 Regulatory database

2.6.1.1 Overview

A need for a regular subscription to the regulatory intelligence services related to telecommunications and digital economy was identified by the management of the BEREC Office for the BEREC Office staff to provide the required professional support to the BEREC in accordance with its WP objectives. In view of the new BEREC regulation and the new EECC to be adopted by the end of 2018, BEREC Office would require the highest level of accuracy and relevance of real-time data and information available in the sector.

Therefore relevant updates on major EU level developments related to telecommunications regulation, key regulatory initiatives, EU national market analysis, Telecom single market proposal and other important topics related to BEREC activity areas would be of utmost benefit for the staff of the BEREC Office, in particular in view of the new EECC.

2.6.1.1 Objective, indicator, expected results and main output

Objective:	Subscription to regulatory intelligence services related to telecommunications and digital economy		
Expected results	Dissemination of information and knowledge		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Access to database	2019: 100%	100%	Upon the request, daily
Main outputs			

- Contract management;
- Subscription for 4 years

2.6.2 Public consultation tool

2.6.2.1 Overview

Ensuring that there is maximum internal and external transparency and accountability of BEREC activities, the BEREC Office will continue the provision of the on-line public consultation platform.

2.6.2.2 Objective, indicator, expected results and main output

Objective:	Subscription to public online tool		
Expected results	Extension of the present contract for on- line platform concluded.		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Publication of the draft documents	2018: 10	< 10	Upon request, CAAR
Main outputs			
<ul style="list-style-type: none"> • Subscription delivered; • No less than 10 consultations published via on-line public consultation platform in 2019 – 2021. 			

2.6.3 Training for NRAs experts

2.6.3.1 Overview

BEREC Office organises professional training for NRA experts on the regulatory framework for electronic communications and other topics related to BEREC activities. The training provides for BEREC (junior) experts to get professional insight and get familiar with all aspects of activities covered by BEREC. Training programme covers latest developments and trends within electronic communication sector.

2.6.3.2 Objective, indicator, expected results and main output

Objective:	Organization of professional training for NRA experts on the regulatory framework for electronic communications		
Expected results	Ensured professional knowledge provision to BEREC and BEREC Office experts		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Launch of procurement	N/A	Q1/Q2 2020	Procurement plan 2020

12. Provision of training sessions per academic year	2018: 4	4	Progress reports accordingly to the contract
3. Reimbursement of the expenses of the training participants	2018: 88	108	Iterim report, CAAR
Main outputs			
<ul style="list-style-type: none"> • Organisation of procurement procedures both for the provision of content of the training as well as for the organisational and logistical aspects (selection of venue, catering, invitations to registered participants, reimbursement of travel and accommodation expenses); • Collection and registration of participants from NRAs (yearly); • Professional training delivered (yearly) for 40 experts in total, of which 27 (per session) are eligible for reimbursements of travel and accommodation expenses 			

2.6.4 Study for future Work Programme

2.6.4.1 Overview

The BEREC Office supports the implementation of the BEREC Work Programme. In fulfilling this supporting role BEREC Office shall deliver studies and research reports or any other material, upon request from the WGs or from BEREC, including by launching and managing the necessary procurement procedures (where applicable) and/or contracts.

2.6.4.2 Objective, indicator, expected results and main output

Objective:	Purchase a study with the purpose of supporting the delivery of BEREC Work Programme		
Expected results	Study of future needs is procured.		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Launch of the procurement		Q3 2020	Procurement plan 2020
Main outputs			
<ul style="list-style-type: none"> • Provision of procurement (preparation of necessary documentation, evaluation and preparation of award decision); • Monitoring and supervision of the contractor's deliverables accordingly to the tender specification; • Coordination and communication to BEREC experts; • Study delivered 			

2.6.5 Study on system dynamics

2.6.5.1 Overview

Enhancing the conditions for investment is an important activity for national telecommunications regulatory authorities (NRAs) seeking to promote competition and optimize end-user welfare. BEREC needs the development of a system dynamics model to provide insight into the complex interplay of factors which impact investment in network infrastructure.

2.6.5.2 Objective, indicator, expected results and main output

Objective:	Purchase a study which investigates the drivers of investment in the telecommunication sector		
Expected results	Analytic overview into the complex interplay of factors which impact investment in network infrastructure is procured.		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Provision of study	N/A	100%	Progress reports and final report accordingly to the contract
Main outputs			
<ul style="list-style-type: none"> • ; • Coordination and communication to BEREC experts; • Final report; Study delivered. 			

Horizontal activities

2.7 Coordination activities

The total resources required for coordination activities are as follows:

Financial resources (EUR)	FTEs
68,500.00	2.79 ³⁵

2.7.1 General coordination and communication activities

2.7.1.1 Overview

Article 47 of the BEREC Regulation requires the Agency and the host Members State to agree on a Headquarters Agreement and the operating conditions after obtaining the approval of the Management Board and no later than 21 December 2020.

Therefore a priority objective under this activity will be the launch and conduct of the negotiations on a new Headquarter agreement (Objective 1). Among other, the BEREC Office should strive to negotiate the best possible conditions for its premises and for the staff, so that the new Headquarter agreement could serve as an instrument to increase the awareness and visibility of BEREC and the prestige of the BEREC Office as an EU employer to attract and retain highly specialised staff.

Furthermore, under this horizontal activity the BEREC Office shall ensure the timely preparation of several horizontal documents in compliance with the Financial Regulation and

³⁵ Incl. 1 Interim worker for temporary addressing the workload related to the negotiations on the new Headquarters agreement

the BEREC Office's internal rules (Objective 2).

The BEREC Office shall also ensure compliance with activities linked to audit management, budgetary discharge and internal controls (Objective 3).

The BEREC Office will continue its efforts to raise the awareness of its work among the citizens by the organisation of small-scale communications activities (Objective 4, 5 and 6).

2.7.1.2 Objectives, indicators, expected results and main outputs

Objective 1	Negotiating the best possible arrangements concerning the accommodation to be provided for the BEREC Office in the host MS (the Republic of Latvia) and the facilities to be made available by that MS as well as the specific rules applicable in the host MS to the Director, members of the MB, the BEREC Office staff and members of their families as envisaged in Article 47 of the BEREC Regulation.		
Expected results	Launch and conduct of negotiations on the new Headquarters agreement with the Latvian authorities with a view to their finalisation as soon as possible and not later than 21 December 2020.		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Number of meetings organised	2017: N/A	4	Interim report; CAAR
Main outputs			
<ul style="list-style-type: none"> • Preparation of draft mandate for the launch of the negotiations of the new Headquarters agreement with the Latvian authorities and submission for approval by the MB • Launch of the negotiations of the new Headquarters agreement with the Latvian authorities • Minutes of the meetings held presenting the agreed topics and the follow-up actions • Organisation of at least three formal meetings with the Latvian authorities on the matter • Preparation of initial draft of the new Headquarters agreement 			

Objective 2	Delivery of documents within the set deadlines		
Expected results	Timely preparation of the following documents: <ul style="list-style-type: none"> • BEREC Office programming document for 2021-2023; • BEREC Office CAAR for 2019; • interim report covering the first semester of 2020; documents for the MB plenary meetings.		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Compliance with legal deadlines or deadlines for submission of documents to MB plenaries	2018: 100%	100 % of FR deadlines are met	Interim report; CAAR
Main outputs			
<ul style="list-style-type: none"> • Final Consolidated Annual Activity Report for 2019 • Final BEREC Office programming document 2021-2023 • Interim report to the MB on the BEREC Office operations and budget execution • Documents for the MB plenaries 			

Objective 3	Smooth running of activities linked to audit management, budgetary discharge and internal controls		
Expected results	<ul style="list-style-type: none"> • Ensure the timely transmission of information to the Discharge Authority, ECA, the IAS and the independent auditor; • Implement in a timely manner the recommendations from the Internal Audit Service (IAS), the European Court of Auditors (ECA) • Coordinate the discharge process and timely address the comments; • Assess and ensure the implementation of the internal control framework. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. ECA comments	2018: yes	All transactions are found legal and regular	Interim report, CAAR
2. IAS observations	2018: 4	<6 observations	Interim report, CAAR
3. Discharge Authority negative observations	2017 (financial year 2017): N/A	<6 observations	CAAR
Main outputs			
<ul style="list-style-type: none"> • BEREC Office programming document; • Interim report • Report on Budget and Finance Management; • Provisional and Final Annual Accounts; • Consolidated Annual Activity report; • ECA report; • Discharge report; • IAS Report - Action Plans. 			

Objective 4:	To raise awareness of the BEREC Office as the only EU Agency in Latvia to the local target audiences (general public, stakeholders and governmental institutions)		
Expected results	<ul style="list-style-type: none"> • Production of printed/online brochure on the BEREC Office tasks and assignments in the context of the new EECC; • Organisation of the BEREC Office events such as celebration of the World Telecoms day, participation in the light festival "Staro Riga", to the charity Christmas bazaar and hosting EU citizens groups in the BEREC Office premises; • Production of well-designed and attractive branding materials and event communication audio-visual solutions, according to the BEREC Office Visual Identity guidelines; • Production of information materials and press releases on the activities and events organised by the BEREC Office to local media. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Information materials	2017: N/A	100%	Monthly report,

are distributed to the EU information centres and published on the BEREC website and social media			Interim report, CAAR
2. The event communication audio-visual solutions are used and branding materials distributed at the BEREC Office public events	2017: 100%	100%	Monthly report, Interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> Printed/online brochure on the BEREC Office tasks and assignments in the context of the new EECC; World telecoms day celebration event; BEREC Office participation at the light festival "Staro Riga"; BEREC Office participation at the charity Christmas bazaar in Riga; BEREC Office hosts the EU citizens groups visiting EU agency; Video on the BEREC Office as an EU agency; Updated stock of the BEREC Office branded promotional materials; At least one information item or press release per activity or event organised by the BEREC Office sent to a list of local media representatives. 			

Objective 5:	To increase the level of recognition of the BEREC Office as an attractive employer, consequently receiving a sufficient number of applications for open and/or permanent calls.		
Expected results	<ul style="list-style-type: none"> Strengthening the BEREC Office profile and recognition on LinkedIn as well as production of necessary audio-visual content for the relevant sections on this social media account; Publishing of vacancy notices on the website, promotion of them on the social media accounts and to the relevant audiences; Updating relevant information on the BEREC Office on the BEREC website; Promotion of the BEREC Office as an attractive employer through the participation in the "Back to school initiative"; Promotion of the BEREC Office as an attractive employer through organisation of the BEREC Office "Open doors day". 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Increase of number of followers and engagement on the LinkedIn account	2017: 890	1500	Monthly report, Interim report, CAAR
2. Vacancy notices published on the website, promoted on Twitter and LinkedIn and sent	2017: 100%	100%	Monthly report, Interim report, CAAR

via email to the interested parties			
3. Information on the BEREC Office is regularly updated on the relevant section of the website	2017: 100%	100%	Monthly report, Interim report, CAAR
4. Increase of number of the BEREC Office staff participating in the "Back to school" initiative	2017: 4	6	Monthly report, Interim report, CAAR
5. Increase of number of registered participants to the "Open doors day" at the BEREC Office	2017: 42	60	Monthly report, Interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> • Updated and promoted BEREC/BEREC Office LinkedIn profile; • Vacancy notices published on the relevant information channels; • BEREC Office staff participation in the "Back to school" initiative; • Open doors day event; • Information on the BEREC Office is regularly updated on the BEREC website. 			

Objective 6:	To strengthen corporate identity and sense of belonging among the BEREC Office staff by enhancing internal communication and in the long term to reduce staff turnover		
Expected results	<ul style="list-style-type: none"> • Drafting the BEREC Internal communications strategy and annual plan; • Organise a volunteer group for finding and developing the most appropriate internal communications tools; • Development of Intranet - internal communications platform; • Development and implementation of the digital signage at the premises; • Use team building events to improve the internal climate of the organisation. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Deadline for the BEREC Office Internal communications strategy and annual plan	N/A	End of Q1	Interim report, CAAR
2. Deadline for designing an Intranet platform	N/A	End of Q4	Monthly report, Interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> • The BEREC Office Internal communications strategy and annual plan; • Volunteer's group for the BEREC Office internal communication is established and gathers at least 4 times a year (every quarter); • Intranet development project; • Digital signage project document; • Contribute to team building events for the BEREC Office staff 			

Objective 7	To enlarge the knowledge of EU rules for the benefit of the Latvian community and society		
Expected results	To introduce Latvian businesses to the rules of the EU public procurement with a view to enabling them to successfully bid in public procurement procedures of EU institutions and bodies of the EU.		
Indicators	Latest result	Target Year 2019	Means and frequency of verification
Seminar organized by end of 2019	2018: TB	1	CAAR
Main outputs			
<ul style="list-style-type: none"> Organize a seminar for local businesses on EU public procurement rules. 			

2.7.2 Legal advice and data protection

2.7.2.1 Overview

This horizontal activity supports the Agency's activities by providing state-of-the art services to all operations in the areas of legal (including processing of applications for access to documents – Objective 1) and data protection (Objective 2).

All objectives listed below are recurring and continue from year-to-year.

Objective 1	Timely processing of applications for access to documents		
Expected results	Processing of applications for access to documents within the deadlines prescribed by Regulation 1049/2001 on access to documents		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
Applications processed within 15 working days	2018: N/A	85%	Interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> Replies to the applicants 			

Objective 2	Effective and efficient protection of personal data		
Expected results	Full compliance with EU data protection rules and enhanced awareness on data protection related issues		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Number of data protection policies (or DPO notification) in place compared to the number of processing operations identified	2018: 57.4%	80%	Interim report, CAAR
2. Number of personal data breaches notified to the	2018: N/A	≤ 3	Interim report, CAAR

EDPS			
3. Negative references to the BEREC Office in the European Data Protection Supervisor (EDPS) annual report	2018: 0	≤ 2	Interim report, CAAR
4. Number of internal trainings organised for newcomers	2018: 2	One training/semester	Interim report, CAAR
Main outputs			
<ul style="list-style-type: none"> Data protection policies 			

2.8 Finance and procurement

The total resources required for the finance and procurement activities are as follows:

Financial resources (EUR)	FTEs
149,341.99	6.42

2.8.1 Overview

The activities of the BEREC Office in this area consist mainly in managing the budget of the Agency, ensuring that all financial transactions are executed in compliance with the requirements of the Financial Regulation (Objective 1) and carrying out procurement procedures (Objective 2), including by developing and updating the internal instructions, guidelines and templates for staff in line with the legislation in force (notably via the BEREC Office Financial Manual and the BEREC Office Procurement and Contract Management Manual). In 2020, the BEREC Office start the implementation of the new Financial Framework Regulation, which will require the revision of the internal financial manuals and guidelines.

2.8.2 Objectives, indicators, expected results and main outputs

Objective 1	Smooth running of activities linked to finance and budget management
Expected results	<ul style="list-style-type: none"> Prepare and provide the draft budget, the financial statement, amended budget(s), when and if needed, and other budgetary and accounting reports in accordance with the legal requirements; Implement the principles of Activity Based Costing (ABC) / Activity Based Budgeting (ABB); Monitor and report on level of budget execution (monthly, quarterly) and coordinate the budget planning, cash-flow forecast and regular budget reviews; Keep the manuals and guidance document in the field of finance up-to-date; Ensure daily management of the Agency's financial workflows, including the payroll for the staff; Apply current accounting standards, rules and accounting quality controls in order to draw accurate Annual accounting cooperation with the Commission accounting officer;

	<ul style="list-style-type: none"> • Ensure the ex-ante and ex-post controls of the Agency's financial transactions; • Ensure financial audit by an independent auditor. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Commitment appropriations' rate	2018: 99.86 %	≥95 %	Monthly reports, interim reports, CAAR, internal budgetary meetings
2. Cancellation rate of commitment and payment appropriations carried over	2018: 3.10 %	≤5 %	Interim report, CAAR, RBFM, internal budgetary meetings
3. Payments of contractual obligations within the limits set by the Financial Regulation	2018: 98.35	≥95 %	Monthly reports, interim report, CAAR, RBFM, internal budgetary meetings
Main outputs			
<ul style="list-style-type: none"> • Monthly budget and financial reports; • Draft budget document; • Financial statement for financial years N-N+1; • Official budget documents and amendments for publication in the Official Journal; • Report on Budget and Financial Management; • Provisional and Final Annual Accounts; • Opinion on the provisional and final accounts by the independent auditor. 			

Objective 2	Timely provision of state-of-the-art supplies and services in support to BEREC and for the needs of the BEREC Office		
Expected results	<ul style="list-style-type: none"> • Procurement management: planning, preparing and executing procurement procedures up to signature of legal commitment • Contract management: drafting, negotiating, signing, amending, assigning, monitoring and other actions throughout the lifetime of a legal commitment 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Procurement and contract award: % of contracts in place in accordance with the procurement plan	2018: N/A	90%	Monthly report, Interim report, CAAR
2. Number of exceptions filed relating to procurement and contract management	2018: 5	≤ 5	Interim report, CAAR
3. Deployment of e-procurement modules (Commission's e-Prior modules) subject to their availability and to a prior positive cost-benefit analysis	2018: N/A	Adoption of two additional modules	Interim report, CAAR

Main outputs

- Director's documentation (incl. decisions, letters, guidelines)
- Policies
- Documents relating to court decisions
- Institutional agreements (delegation agreements, working arrangements, regulatory documents)
- Procurement documentation
- Legal commitments (contracts, etc.)
- Reporting (on procurement, contracts)

Administrative support activities**2.9 Human Resources (HR) management**

The total resources required for the HR management activities are, as follows:

Financial resources (EUR)	FTEs
0	3.09 ³⁶

2.9.1 Overview

After the implementation of the cut of one establishment plan post in 2015, which constituted 6.25 % of the total number of establishment plan posts, the BEREC Office completed the objective to progressively render 5 % of its staff as agreed in the Interinstitutional Agreement of 2 December 2013 between the EP, the Council and the EC on budgetary discipline, on cooperation in budgetary matters and on sound financial management³⁷.

In 2018 the establishment plan of the BEREC Office included 14 temporary agents: 11 agents are in the function group AD and three in the function group AST. In 2019, two agents in function group AD will be added to the establishment plan.

The BEREC Office operated in 2018 with 13 external staff members: nine CAs and four SNEs. To compensate lacking capacities in the field of secretarial, logistical and IT support at 31 December 2018 the BEREC Office used the services five structural service providers. As of the end of December 2018 three external staff for occasional replacement and for addressing heavy workload were providing technical and other operation support to the Agency.

To address its new assignments and to compensate missing capacities, which are currently externalised, in 2019 the BEREC Office will hire nine additional CAs and two SNEs.

While giving priority on the recruitment of new staff the Agency entity in charge of HR will continue the efforts to ensure paperless HR management by putting Syspter2 in operation for the staff, digitalising the personal files and planning the introduction of any other EC IT tools in the field of HR which would be made available to the decentralised agencies.

The efforts oriented to retaining and further developing the highly specialised staff will continue through different measures which so far demonstrated effectiveness, such as:

³⁶ Including 1 trainee

³⁷ See p. 27, 2013/C 373/01, OJ C 373, 20.12.2013, p. 1–11, <http://eur-lex.europa.eu/legal-content/en/ALL/?uri=celex%3A32013Q1220%2801%29>

promoting career development within the Agency, working towards reshaping the job profile in order to reduce the number of function performed by one staff member and ensure higher specialisation, continuing the efforts with the Latvian authorities for improving the living and working conditions for the staff, including during the negotiations of the new Headquarters Agreements; continuing the implementation of the action plan for social welfare, continuing the temporary measures for financial support of schooling and kindergarten until the establishment of a European School and others.

2.9.2 Objectives, indicators, expected results and main outputs

Objective	To maintain the appropriate HR capacity in line with the Agency's updated multiannual staff policy plan approved by the MB and to develop the skills required to offer the necessary support to BEREC and its members		
Expected results	<ul style="list-style-type: none"> • to recruit the additional HR (including trainees) in line with the Agency's updated multiannual staff policy plan and replace departing staff (if any) in an efficient and timely manner. • to support the implementation and completion of the annual appraisal exercise and to organize and complete the reclassification exercise in line with the staff implementing rules. • to ensure that staff members are offered appropriate training opportunities aimed to improve their skills and competencies or to acquire missing competences in the context of the new mandate of the agency . • to continue the efforts for digitalizing the HR management to the benefit of managers and staff and with view to ensure consistent application of the staff implementing rules throughout the Agency. • to ensure that the legal basis in force and the procedures in place are up-to-date with 2 year period; • to continue the implementation of the action plan for social welfare. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Fully staffed indicator (Nr of TAs, CAs, SNEs and interim staff / max. number of a fully staffed BEREC Office)	2018: 107.39%	100%	Interim report, CAAR
2. Nr of trainings indicated on the training plans attended/overall number of trainings indicated in the training plans	2018: 96,78%	80%	Interim report, CAAR
3. Number of Decisions of the Appointing Authority	2018: 146	At least 100	Report to plenary
4. Timely completion of the reclassification and appraisal exercises.	2018: Yes	Yes	CAAR

5. Statutory Staff is encoded in Sysper2.	2018: %	100%	CAAR
6. Digitalisation of personal files for Statutory Staff	2018: 100%	100%	CAAR
Main outputs			
<ul style="list-style-type: none"> • Staff with the necessary knowledge and skills (including trainees) is recruited and retained in the Agency in line with the interest of the service and the applicable law. • Learning and Development activities are made available as per identified needs. • Annual appraisal and reclassification are carried in line with the adopted rules. • Sysper2 (the EC HR management tool) is put into operation for the staff. • Digitalization of the personal files. 			

2.10 ICT, security, logistics and document management

The total resources required for the ICT, security, logistics and document management activities are as follows:

Financial resources (EUR)	FTEs
713.880.13	2.13

2.10.1 Overview

The BEREC Office operates in one site, in Riga, Latvia (detailed information on the building is available in annex V: Buildings), with a standard office IT environment.

The BEREC Office currently uses part the building located at Z. A. Meierovica bulv. 14, Riga, under the condition laid down in the Memorandum of Understanding between the Agency and the Government of the Republic of Latvia of 2011. The current premises have been designed for maxim 30 people, which does not meet the current needs of the Agency anymore.. In 2020, BEREC Office, in cooperation with the property management company and the Latvian authorities, will rent additional premises in order to accommodate increased number of Agency's staff and respect the safe, friendly and secure working environment rules according to EC building manual standards.

In 2020 some of the core IT infrastructure is located on-site, which poses some issues related to the business continuity and is associated with certain risks, which have been registered in the risk register.

Due to the current limited human resources of the Agency there is no in-situ IT team established so the outsourcing of IT related activities has been seen as the only way to ensure business continuity.

For the same reason it has been concluded that the Agency is not able to monitor the development and to maintain tailor-made applications for its day-to-day operation. Therefore it will continue to use as far as possible applications already developed by the EC and offered to the EU decentralised agencies. The BEREC Office has used since its

establishment the EC accounting system ABAC. In addition the BEREC Office started to use the EC application on document and records management and archiving (HAN), electronic management of learning (EU-LEARN) and e-tendering.. To increase its IT security the BEREC Office also signed a Memorandum of Understanding with the EU Computer emergency response team (EU-CERT) for usage of the services offered it. In order to provide centralized service for the entire organization in regard to surveys the Agency has implemented the EC application EU-Survey, which is hosted locally on premises.

The BEREC Office has signed also a SLA with DG DIGIT for use of the full scale of services offered to agencies, such as: establishment of FWCs for IT equipment and services, hosting of ABAC, use of ABAC Assets, use of e-Prior, use of telecommunication services and others.

2.10.2 Objectives, indicators, expected results and main outputs

Objective 1:	Provide ICT systems, services and infrastructure		
Expected results	Ensure reliable IT services to BEREC Office		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Reliable IT infrastructure available to staff, including data network operations, help desk, PC/Client support, software support, systems administration, voice communications, web publishing, Internet access, and printing;	2018: non-public	Provide continuous IT systems availability to all staff;	Available IT systems to all staff and external users; ICT systems operational and business continuity ensured;
2. Hours of continuous downtime of systems minimized and timely response to user requests provided;	2018: 95% 10%<	minimum availability of systems hosted on premises >95%; less than 10% of user requests require more than 2.5 days to resolve;	Reports on incidents and user requests through ticketing system;
3. Provision of on-site ICT support services to the staff, including systems maintenance and development and centralized software management;	2018: Signed SC	New contract in place by Q1 of 2020;	Report for monitoring the consumption of the Framework contract for provision of ICT support services;
5. Desktop as a Service to BEREC Office staff	2018: -	Access to at least 15 virtual desktops;	Final report

6. Ensure availability of remote connection to BEREC Office IT infrastructure	2018: 95%>	Provision of remote access to IT infrastructure for staff with availability > 95%;	Secure and reliable environment for staff when teleworking;
7. Gradual replacement of hardware (servers, routers, computers and mobile phones) with more modern and secure operation	2018: -	1:2 ratio (older than 3 years vs less than 3 years old hardware);	Newer IT infrastructure allowing easier administration, security management and user performance;
8. Ensure smooth running of the EC applications already in place at the BEREC Office such as ABAC, HAN, Sysper2, EU-Learn, e-Tendering, etc. Continuous support the staff with the migration to any new applications;	2018: -	Establish necessary SLAs for system usage	Access to inter-institutional tools for usage at the BEREC Office;
9. Participation in inter-institutional procurement procedures where possible due to limited internal capacity	2018: -	Access to DIGIT and inter-agency contracts;	Access to inter-institutional tools for usage at the BEREC Office.
Main outputs			
<ul style="list-style-type: none"> • Ensured access to corporate tools and ICT systems; • Ensured IT support to BEREC Office; • Improved administration of IT infrastructure, security management and user performance; 			

Objective 2:	Ensure ICT security, confidentiality, integrity and availability of BEREC Office data and ICT systems		
Expected results	Secure and reliable IT environment and guaranteed high level of availability of the BEREC Office corporate IT systems		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. High level security of IT operations;	2018: N/A	Security weaknesses identified and actions to address them remedied;	Interim report; CAAR. ICT systems operational and business continuity ensured
2. Deployment of IT audit software and usage of EU CERT services;	2018: -	Monitoring and logging of ICT systems and infrastructure	Centralized management and monitoring of ICT audit software which will increase security and efficiency in follow up actions in terms of security incidents;

3. Ensure encrypted data transfers on BEREC Office infrastructure networks;	2018: -	Implement network encryption on core BEREC Office on premises networks	Increased security and reduced risk for access to data of unauthorized personnel;
4. Organization of information security awareness training for BEREC Office staff;	2018: 1	Ensure annual training/workshop on IT security for BEREC Office staff	Organization of a training for all staff and follow up survey
5. Organization of an annual security test carried out by external service provider;	2018:	Ensure high level of security measures are in place	Verification/compliance check with security standards and best security practices and lessons learned
6. Preparation of IT security plan according to MC/2018/03 - BEREC Office MC Decision concerning the decision on IT security	2018: -	Creation of IT security plan not later than Q4 of 2020;	Compliance with the provisions of MC/2018/03 (Commission's Decision (C/2016/8998) on security of communication and information systems);
Main outputs			
<ul style="list-style-type: none"> • Ensured security measures and procedures are in place for the usage of tools and ICT systems; • Ensured monitoring on security incidents; • Improved IT security awareness of BEREC Office staff; • Compliance with the provisions of MC/2018/03 on security of communication and information systems; • 			

Objective 3:	Establishment of enhanced back-up services for the Agency data and development of a reliable disaster recovery plan		
Expected results	Reduced recovery point objective (RPO) and recovery time objective (RTO) for corporate data		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
2. Usage of BaaS services;	2018: N/A	2020: 100%	Biannual recovery reports for restoration success;
3. Usage of DRaaS services	2018: N/A	2020: 100%	Biannual recovery reports for restoration success;

4. Usage of IaaS/PaaS services	2018: N/A	2020: 4 migrated systems	4 systems to be operational from cloud environment;
Main outputs			
Outputs relating to the work programme objectives: <ul style="list-style-type: none"> • Ensured reliable backup and disaster recovery procedures are in place - usage of BaaS and DRaaS services with cloud provider; • Continuous availability of business critical corporate data and IT systems; • Reduced RTO and RPO as defined in the corporate BCM programme; • Ensured system availability from cloud environment and improved costs for system maintenance 			

Objective 4:	Ensure proper functioning of the physical infrastructure, while taking into account the growing needs of the Agency in cooperation with the property management company and the Latvian authorities		
Expected results	<ul style="list-style-type: none"> - manage the BEREC Office premises in line with the evolving needs of the Agency, including, whenever necessary, the expansion of the occupancy of the office surface and the necessary fitting out works and purchase of furniture and equipment to ensure smooth continuation of the Agency's work. - ensure minimum level of security at the Agency's premises, taking into account the limitations of the current physical infrastructure. - ensure the provision of logistical services and office and other supplies to the staff, necessary for the continuation of their work. 		
Indicators	Latest result	Target Year 2020	Means and frequency of verification
1. Operational technical facilities (electrical, sewage and heating systems, air-ventilation system, air-conditioning units, etc.)	2018: 90%	90% of the repair work are executed within the deadline of the Lease agreement	Daily morning / evening checklist report Monthly report
2. Occupancy rates of the offices according to EC building manual ³⁸	2018: 126.96%	100%	Interim report/CAAR
3. Timely registration of assets and inventory items	2018: within maximum 7 calendar days from the receipt of the invoice	2020: within maximum 7 calendar days from the receipt of the invoice	ABAC WH reports
4. Garbage sorting	2018: only for paper	Ensure garbage sorting for paper, glass, tin and plastics	Weekly report by the facility management staff
5. Availability and provision of the supplies and services ordered by the Agency	2018: 95%	Minimum 95%	Interim report/CAAR
6. Organization of meetings with	2018: ad hoc	Bi-monthly	Report on the

³⁸ The data refers to office spaces only, thus excluding meeting rooms, technical spaces, etc.

the premises management company	meetings organised at management level	meetings organized onsite	outcome of the meetings and creation of follow-up action plan
7. Organization of meetings for ensuring the future premises needs with the management company and/or Latvian authorities	2018: N/A	Bi-monthly meetings at management level	Interim report/CAAR
Main outputs			
<ul style="list-style-type: none"> • Orders for services and supplies • Services and supplies are provided to the BEREC Office • ABAC assets report; Inventory report • Report on the outcome of the meetings with the property management company and Latvian authorities and creation of execution of the-up action plan(s) • Input to a new MoU with the Latvian Government for the premises of the Agency 			

Annex I: Resource allocation per activity 2020

ACTIVITIES 2019	Direct Costs	FTEs	HR related costs	Total costs
	kEUR		kEUR	kEUR
I. Operational activities				
1. Support to WGs	495,000.00	13.15 ³⁹	1,091,941.38	1,586,941.38
2. BEREC Office activities under market analysis and notifications	15,000.00	2.03	258,025.44	273,025.44
3. High level meetings - Boards' secretariat	504,000.00	2.51	306,009.63	810,009.63
4. BEREC communication activities	525,000.00	3.11 ⁴⁰	279,549.39	804,549.39
5. ICT support to BEREC	1,068,000.00	3.28	361,054.84	1,429,054.84
6. Information gathering and distributing	285,000.00	3	360,412.91	645,412.91
TOTAL operational expenditure	2,892,000.00	27.08	2,656,993.59	5,548,993.59
II. Horizontal activities				
1. Coordination activities	68,500.00	2.79 ⁴²	244,853.47	313,353.47
2. Finance and procurement	149,341.99	6.42	546,147.35	695,489.34
TOTAL horizontal expenditure	217,841.99	9.21⁴³	791,000.82	1,008,842.81
III. Administrative support activities				
1. HR management	0.00	3.09 ⁴⁴	309,842.96	309,842.96
2. ICT, security, logistics and document management	713,880.13	2.13 ⁴⁵	193,440.51	907,320.64
TOTAL administrative expenditure	713,880.13	5.22	503,283.47	1,217,163.60
TOTAL	3,823,722.12		3,951,277.88	7,755,000.00

³⁹ Including 2 trainees

⁴⁰ Including 1 trainee

⁴¹ Including 1 trainee

⁴³ Including 1 trainee

⁴⁴ Including 1 trainee

⁴⁵ Including 1 trainee

Annex II: Financial Resources 2020-2022

Table 1 – Expenditure

Expenditure	2019		2020	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	3,004,000	3,004,000	3,951,278	3,951,278
Title 2	744,000	744,000	911,722	911,722
Title 3	1,953,000	1,953,000	2,892,000	2,892,000
Total expenditure	5,701,000.00	5,701,000.00	7,755,000.00	7,755,000.00

EXPENDITURE	Commitment appropriations						
	Executed Budget 2018 ⁴⁶	Budget 2019	Budget 2020		VAR 2020/2019	Envisaged 2021	Envisaged 2022
			Agency request	Budget Forecast*			
Title 1 Staff Expenditure	2,447,215.54	3,004,000.00	3,951,277.88	3,951,277.88	131.53%	4,074,727.66	4,138,017.18
11 Salaries & allowances	1,855,105.25	2,355,163.07	3,207,936.26	3,207,936.26	136.21%	3,322,144.28	3,372,382.12
<i>- of which establishment plan posts</i>	<i>1,230,449.88</i>	<i>1,379,317.16</i>	<i>1,991,752.07</i>	<i>1,991,752.07</i>	<i>144.40%</i>	<i>2,084,330.72</i>	<i>2,112,772.28</i>

⁴⁶ Final figures of executed budget will be published together with the statement of revenue and expenses in OJ.

EXPENDITURE	Commitment appropriations						
	Executed Budget 2018 ⁴⁶	Budget 2019	Budget 2020		VAR 2020/2019	Envisaged 2021	Envisaged 2022
			Agency request	Budget Forecast*			
<i>- of which external personnel</i>	624,655.37	975,845.92	1,216,184.19	1,216,184.19	124.63%	1,237,813.56	1,259,609.84
12 Expenditure relating to Staff recruitment	24,717.96	61,963.00	94,867.10	94,867.10	153.10%	97,436.67	99,385.41
13 Mission expenses	174,900.00	193,226.00	224,995.65	224,995.65	116.44%	226,185.60	228,709.32
14 Socio-medical infrastructure	7,820.00	9,000.00	12,180.00	12,180.00	135.33%	13,301.80	15,567.84
15 Training	79,766.25	80,735.93	89,350.65	89,350.65	110.67%	90,244.16	90,049.04
16 External Services	289,254.92	290,272.00	306,035.00	306,035.00	105.43%	309,340.83	315,527.65
17 Receptions and events	15,651.16	13,640.00	15,913.22	15,913.22	116.67%	16,074.32	16,395.80
Title 2 Infrastructure and operating expenditure	515,834.61	744,000.00	911,722.12	911,722.12	122.54%	932,136.96	957,776.29
20 Rental of buildings and associated costs	134,030.35	162,796.00	288,053.10	288,053.10	176.94%	296,935.15	308,873.85
21 Information and communication technology	238,252.39	356,533.01	369,505.99	369,505.99	103.64%	376,163.78	382,283.94
22 Movable property and associated costs	3,864.11	6,000.00	14,620.10	14,620.10	243.67%	14,767.19	15,062.54
23 Current administrative expenditure	118,875.93	157,991.99	173,550.90	173,550.90	109.85%	177,814.55	174,170.54

EXPENDITURE	Commitment appropriations						
	Executed Budget 2018 ⁴⁶	Budget 2019	Budget 2020		VAR 2020/2019	Envisaged 2021	Envisaged 2022
			Agency request	Budget Forecast*			
24 Postage / Telecommunications	11,501.75	35,679.00	36,191.82	36,191.92	101.44%	36,456.23	46,985.36
25 Meeting expenses	9,310.11	25,000.00	29,800.21	29,800.21	119.20%	30,000.06	30,400.06
Title 3 Operational expenditure	1,361,708.55	1,953,000.00	2,892,000.00	2,892,000.00	148.08%	2,903,235.38	2,972,508.53
30 Support to BERIC WGs	369,441.92	450,000.00	510,000.00	510,000.00	113.33%	518,383.97	531,451.64
31 Support to BERIC and NRAs	992,266.63	1,503,000.00	2,382,000.00	2,382,000.00	158.48%	2,384,851.41	2,441,056.89
TOTAL EXPENDITURE	4,324,758.70	5,701,000.00	7,775,000.00	7,775,000.00	136.38%	7,910,000.00	8,068,302.00

EXPENDITURE	Payment appropriations						
	Executed Budget 2018 ⁴⁷	Budget 2019	Budget 2020		VAR 2020/ 2019	Envisaged 2021	Envisaged 2022
			Agency request	Budget Forecast*			
Title 1 Staff Expenditure	2,447,215.54	3,004,000.00	3,951,277.88	3,951,277.88	131.53%	4,074,727.66	4,138,017.18
11 Salaries & allowances	1,855,105.25	2,355,163.07	3,207,936.26	3,207,936.26	136.21%	3,322,144.28	3,372,382.12
<i>- of which establishment plan posts</i>	<i>1,230,449.88</i>	<i>1,379,317.16</i>	<i>1,991,752.07</i>	<i>1,991,752.07</i>	144.40%	2,084,330.72	2,084,330.72
<i>- of which external personnel</i>	<i>624,655.37</i>	<i>975,845.92</i>	<i>1,216,184.19</i>	<i>1,216,184.19</i>	124.63%	1,237,813.56	1,259,609.84
12 Expenditure relating to Staff recruitment	24,717.96	61,963.00	94,867.10	94,867.10	153.10%	97,436.67	99,385.41
13 Mission expenses	174,900.00	193,226.00	224,995.65	224,995.65	116.44%	226,185.60	228,709.32
14 Socio-medical infrastructure	7,820.00	9,000.00	12,180.00	12,180.00	135.33%	13,301.80	15,567.84
15 Training	79,766.25	80,735.93	89,350.65	89,350.65	110.67%	90,244.16	90,049.04
16 External Services	289,254.92	290,272.00	306,035.00	306,035.00	105.43%	309,340.83	315,527.65
17 Receptions and events	15,651.16	13,640.00	15,913.22	15,913.22	116.67%	16,074.32	16,395.80
Title 2 Infrastructure and operating expenditure	515,834.61	744,000.00	911,722.12	911,722.12	122.54%	932,136.96	957,776.29

⁴⁷ Final figures of executed budget will be published together with the statement of revenue and expenses in OJ.

EXPENDITURE	Payment appropriations						
	Executed Budget 2018 ⁴⁷	Budget 2019	Budget 2020		VAR 2020/2019	Envisaged 2021	Envisaged 2022
			Agency request	Budget Forecast*			
20 Rental of buildings and associated costs	134,030.35	162,796.00	288,053.10	288,053.10	176.94%	296,935.15	308,873.85
21 Information and communication technology	238,252.39	356,533.01	369,505.99	369,505.99	103.64%	376,163.78	382,283.94
22 Movable property and associated costs	3,864.11	6,000.00	14,620.10	14,620.10	243.67%	14,767.19	15,062.54
23 Current administrative expenditure	118,875.93	157,991.99	173,550.90	173,550.90	109.85%	177,814.55	174,170.54
24 Postage / Telecommunications	11,501.75	35,679.00	36,191.82	36,191.82	101.44%	36,456.23	46,985.36
25 Meeting expenses	9,310.11	25,000.00	29,800.21	29,800.21	119.20%	30,000.06	30,400.06
Title 3 Operational expenditure	1,361,708.55	1,953,000.00	2,892,000.00	2,892,000.00	148.08%	2,903,235.38	2,972,508.53
30 Support to BEREK WGs	369,441.92	450,000.00	510,000.00	510,000.00	113.33%	518,383.97	531,451.64
31 Support to BEREK and NRAs	992,266.63	1,503,000.00	2,382,000.00	2,382,000.00	158.48%	2,384,851.41	2,441,056.89
TOTAL EXPENDITURE	4,324,758.70	5,701,000.00	7,775,000.00	7,775,000.00	136.38%	7,910,000.00	8,068,302.00

Table 2 – Revenue

Revenues	2019	2020
	Revenues estimated by the agency	Budget Forecast
EU contribution	5,701,000	7,755,000
Other revenue	p.m.	p.m.
Total revenues	5,701,000	7,775,000

REVENUES	2018	2019	2020		VAR 2020/2019	Envisaged 2021	Envisaged 2022
	Executed Budget	Revenues estimated by the agency	As requested by the agency	Budget Forecast			
1 REVENUE FROM FEES AND CHARGES							
2. EU CONTRIBUTION	4 331 000	5 701 000	7 755 000	7 755 000		7 910 100	8 068 302
of which Administrative (Title 1 and Title 2)	2 941 669	3 748 000	4 860 000	4 860 000		5 006 865	5 095 793
of which Operational (Title 3)	1 389 331	1 953 000	2 892 000	2 892 000		2 903 235	2 972 508
of which assigned revenues deriving from previous years' surpluses	206 664	23 335	23 401	23 401		p.m.	p.m.
3 THIRD COUNTRIES	p.m.	p.m.	p.m.	p.m.		p.m.	p.m.

CONTRIBUTION (incl. EFTA and candidate countries)							
of which EFTA	p.m.(1)	p.m.(1)	p.m.(1)	p.m.(1)		p.m.(1)	p.m.(1)
of which Candidate Countries	p.m.	p.m.	p.m.	p.m.		p.m.	p.m.
4 OTHER CONTRIBUTIONS	p.m.(2)	p.m.(2)	p.m.(2)	p.m.(2)		p.m.(2)	p.m.(2)
of which delegation agreement, ad hoc grants	0	0	0	0		0	0
5 ADMINISTRATIVE OPERATIONS	p.m.	p.m.	p.m.	p.m.		p.m.	p.m.
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	0	0	0	0		0	0
7 CORRECTION OF BUDGETARY IMBALANCES	90	p.m.	p.m.	p.m.		p.m.	p.m.
TOTAL REVENUES	4 331 090	5 701 000	7 755 000	7 755 000		7 910 100	8 068 302

(1) Subject to the provisions of Article 25 and 35 of the BEREC Regulation.

(2) Voluntary contributions from MS or their NRAs.

Table 3 – Budget outturn and cancellation of appropriations

Calculation of the budget outturn:

Budget outturn	2016	2017	2018
Revenue actually received (+)	4,246,176	4,246,000	4,331,000.00
Payments made (-)	-3,277,547	-3,690,674	-3,580,804.46
Carry-over of appropriations (-)	-807,028	-552,791	-743,954.24
Cancellation of appropriations carried over (+)	44,896	20,412	17,115.65
Adjustment for carry over of assigned revenue appropriations from previous year (+)	0.00	0.00	0.00
Exchange rate differences (+/-)	167	389	44.69
Adjustment for negative balance from previous year (-)	0	0	0
Total	206,664	23,336	23,402

Descriptive information and justification on budget outturn:

The estimate of the 2018 surplus that should be reimbursed to the EU budget is of EUR 23,358.00

Carry-over of appropriations (EUR 743,954.24) relates to:

Title 1: Staff related costs, such as:

- missions of staff for support provided to BEREC and WGs;
- payments due to the candidates who participated in the selection procedures in the second half of 2018 and are to be reimbursed in the Q1 2019
- trainings (trainings delivered in 2018, for which the invoices have not been received and trainings to be carried out in 2019 under contracts signed in 2018);
- SLAs with EC services and bodies of the EU (Medical service of the EC, DG HR, PMO fees for calculation of missions, inter agencies network secretariat, laissez-passer office)
- liabilities under contracts for provision of interim staff concluded in 2018, for which services will continue in 2019.

Title 2: Building, equipment and miscellaneous operating expenditure:

- invoices for services and supplies delivered in 2018 (mainly in December 2018) 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 2018 and/or services rendered and invoices will be received in 2019;
- the cost for the use of the EC's financial system (ABAC) and the services for the AccO

(debit notes to be received in 2019);

- publications ordered to the Publication Office in 2018 which will be invoiced in 2019 and a subscription to a regulatory intelligence services database for the BEREC Office staff for one year;

- the costs for external audit, which will be paid at the end of service delivery - in 2019.

Title 3: Operational activities such as:

- expenses for organisation of BEREC WG meetings and reimbursement of travel expenses of experts participating in these meetings held in October, November and December 2018; final invoice for services rendered in late 2018 is to be received and paid at the beginning of 2019;

- expenses for organisation and expert reimbursements for participation in BEREC meetings (incl. WG meetings) beginning of 2019 (January and February), planned under the 2018 budget;

- SLAs (CdT, Publications Office) for services acquired in 2018 for which invoices are received in 2019;

- expenses under the Specific Contract within the FWC on supervision of implementing Net Neutrality measurement tool (development and maintenance phase);

- expenses under the Specific Contract within the FWC for a Study on the determinants of investment in very high capacity networks in a system dynamics approach in telecommunication sector;

- expenses for organisation and reimbursement of travel expenses of experts participating in BEREC NRA Training 1st session on regulatory framework, which is to be held on 24-25 January 2019;

- expenses to cover provision of training - content part under Specific Contract within the FWC of BEREC NRA Training 1st session on regulatory framework on 24-25 January 2019;

- expenses for of services of online public consultation platform, provision of which started in late 2018 and continues till late 2019.

Cancellation of payment appropriations carried over:

	Payment appropriations	Payments made	Cancellation Payment appropriations (EUR)	Cancellation %
	1	2	3	5=3/1
Title 1 C8	106,715.00	104,206.50	2.508,50	2.35%
Title 2 C8	170,849.09	170,168.54	680,55	0.40 %
Title 3 C8	275,226.78	261,300.18	13.926,60	5.06 %
Total	552,790.87	535,675.22	17.115,65	3.10 %

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

Title 1: Staff:

-Cost for the staff training expenses provided by the EC in 2018 were lower than estimated and EUR 1048 had to be cancelled

- Expenses for staff missions which took place in the last quarter of 2018 were lower than initially estimated at the end of the year and EUR 935 had to be cancelled.

-Carry-forwards for interim staff contracts were based on the contracts' amount. The actual consumption was lower by EUR 161 and unused appropriation had to be cancelled;

- Expenditure for invoices received for the inter agencies network contribution and medical services was less than expected and 364 EUR had to be cancelled.

Title 2: Building, equipment and miscellaneous operating expenditure:

- The estimates of the needs for telecommunication services, utilities and fees for BEREC Office budget publication, were lower by EUR 680.50 cumulatively. Therefore, the unused appropriations had to be cancelled.

Title 3: Operational activities:

- 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 due to the use of audio-visual conference facilities available for the EWG meetings 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

Annex III: Human Resources 2020-2022, part 1

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

Staff population		Actually filled as of 31.12.2017	Authorised ⁴⁸ under EU Budget 2018	Actually filled as of 31.12.2018	Authorised ⁴⁹ /estimated ⁵⁰ under EU budget for year 2019	Authorised ⁵¹ /estimated ⁵² under draft EU budget for year 2020	Envisaged in 2021	Envisaged in 2022
Officials	AD							
	AST							
	AST/SC							
TAs	AD	11	11	11	13	20	20	20
	AST	3	3	3	3	8	8	8
	AST/SC							
Total ⁵³		14 ⁵⁴	14	14	16	28	28	28
CA GF IV		8	8	8 ⁵⁵	10	10	10	10
CA GF III				1 ⁵⁶	4	4	4	4
CA GF II		1	1	1	4	4	4	4
CA GFI								
Total CAs		9	9	10	18	18	18	18

⁴⁸ As authorised for officials and TAs and as estimated for CAs and SNEs.

⁴⁹ For officials and TAs

⁵⁰ For all other categories of staff

⁵¹ For officials and TAs

⁵² For all other categories of staff

⁵³ Headcounts.

⁵⁴ The total headcount of 14 includes the decrease by 1 post brought about by the Inter-institutional Agreement of 2 December 2013 between the EP, the Council and the EC on budgetary discipline, on cooperation in budgetary matters and on sound financial management, which stipulates a 5% reduction in the number of posts in the establishment plans of all institutions, bodies and agencies over a 5 year period, and the decrease by 1 post for the redeployment pool. The first cut (Administrative Assistant (AST1) from the Programme Management Unit) actually constituted 6.25 % of the total number of establishment plan posts and, therefore, the BEREC Office completed the objective for progressively render 5 % of its staff as agreed. The objective to decrease 1 post for the redeployment pool was achieved in September 2016, when the post of the Budget Assistant (AST 4) became vacant and has not filled in with a view to a further cut in the establishment plan as of January 2017. Also in this case, the decrease by 1 post represented more than 5 % of BEREC Office Staff.

⁵⁵ One FG IV has been temporarily hired to replace a member of the temporary staff (AD 5) on long term leave). The headcount also includes a job offer sent and accepted for a new FG IV replacing the Budget and Finance Support Officer who left the organisation in October 2018.

⁵⁶ One FG III has been temporarily hired for 6 months to replace a member of the temporary staff (AST 3) on long term leave.

Staff population	Actually filled as of 31.12.2017	Authorised ⁴⁸ under EU Budget 2018	Actually filled as of 31.12.2018	Authorised ⁴⁹ /estimated ⁵⁰ under EU budget for year 2019	Authorised ⁵¹ /estimated ⁵² under draft EU budget for year 2020	Envisaged in 2021	Envisaged in 2022
SNEs ⁵⁷	4	4	4	6	6	6	6
Structural service providers ⁵⁸	2	2 ⁵⁹	5	3 ⁶⁰	3	3	3
TOTAL ^{61,62}	29	29	33	43	55	55	55
External staff for occasional replacement ⁶³	4	3	1	1	1	1	1

⁵⁷ FTE.

⁵⁸ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE.

⁵⁹ Originally envisaged.

⁶⁰ Envisaged.

⁶¹ Excluding external service providers.

⁶² Trainees not included

⁶³ For instance replacement due to maternity leave, long sick leave or unexpected turnover, and workload peaks. FTEs.

Table 2 – Multi-annual staff policy plan year 2020-2022

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31/12/2018	Modifications in year 2018 in application of flexibility rule ⁶⁴		Establishment plan in voted EU Budget 2019 ⁶⁵		Modifications in year 2019 in application of flexibility rule	Establishment plan in draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	Officials	TA		Officials	TA	Officials	TA		Officials	TA	officials	TA	officials	TA
AD 16														
AD 15														
AD 14		1	1				1			1		1		1
AD 13														
AD 12														
AD 11		1					1			1		2		2
AD 10		1	1				1			2		2		2
AD 9		2	1				2			2		2		2
AD 8		1	2				1			2		2		3
AD 7		2	1				4			9		9		8
AD 6		3	5				2			2		1		2
AD 5							1			1		1		
Total AD		11	11				13			20		20		20
AST 11														
AST 10														
AST 9														
AST 8														
AST 7														
AST 6							1			1		1		1
AST 5		1	1				1			1		1		1
AST 4		2					1			3		3		4
AST 3			2							3		3		2

⁶⁴ In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

⁶⁵ The Establishment Plan includes the revision of the grades of posts in order to ensure equal opportunities for the staff's career progression. This is without prejudice to the outcome of the annual reclassification exercise, which is based on merit **and bound by the promotion rates of Annex I.B of the Staff Regulations** over years.

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31/12/2018	Modifications in year 2018 in application of flexibility rule ⁶⁴		Establishment plan in voted EU Budget 2019 ⁶⁵		Modifications in year 2019 in application of flexibility rule	Establishment plan in draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	Officials	TA		Officials	TA	Officials	TA		Officials	TA	officials	TA	officials	TA
AST 2														
AST 1														
Total AST		3	3				3			8		8		8
AST/SC6														
AST/SC5														
AST/SC4														
AST/SC3														
AST/SC2														
AST/SC1														
Total AST/SC														
TOTAL		14	14⁶⁶				16			28		28		28

⁶⁶ According to the Commission Communication Programming of human and financial resources for decentralised agencies 2014-2020 and the General Budget of the EU for 2017, in 2017 the BEREC Office needed 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 was cut as of January 2017.

Annex IV: Human Resources 2019-2021, part 2

A. Recruitment policy

The recruitment and selection policies are defined in the relevant implementing rules of the EU Staff Regulations.

It is not foreseen to recruit permanent officials at the BEREC Office.

The selection and recruitment of TAs, CAs and SNEs will follow the relevant rules and the latest version of the internal recruitment documents. The selection and recruitment procedures' consistency is ensured by the agency entity in charge of HR through policies and guidelines.

B. Appraisal of performance and reclassification/promotions

Table 1 – Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2017		How many staff members were promoted / reclassified in 2018		Average number of years in grade of reclassified/ promoted staff members
	Officials	TA	officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13					
AD 12					
AD 11					
AD 10		1			
AD 9		1			
AD 8		2			
AD 7		1		1	2 years 8 months
AD 6		2 ⁶⁷			
AD 5		3		2	2 years
Total AD		11			
AST 11					
AST 10					
AST 9					
AST 8					

⁶⁷ Including 1 Temporary Agents AD 5 who was reclassified in grade AD 6 at the end of 2017 with retroactive effect as of 01.01.2017.

Category and grade	Staff in activity at 1.01.2017		How many staff members were promoted / reclassified in 2018		Average number of years in grade of reclassified/ promoted staff members
	Officials	TA	officials	TA	
AST 7					
AST 6					
AST 5					
AST 4		1		1	3 years
AST 3		1			
AST 2					
AST 1					
Total AST		2		0	
Total		13		2	

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

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

The BEREC Office conducted the appraisal 2014 exercise from February to October 2014, which was followed up with the reclassification 2014 exercise. Due to the rigidity within the Establishment Plan, it was not possible to reclassify any TA. As a consequence, the reclassification rates of Annex I.B allowed for an increased volume of reclassifications in the first part of the period 2018-2020.

As mentioned above, the rigidity within the Establishment Plan made it impossible to reclassify temporary agents in 2014, but the problem has been solved in the first part of 2015. As a consequence, four TAs have been reclassified in 2015, three TAs have been reclassified in 2016 and two TAs have been reclassified in 2017. In 2018 4 TAs has been reclassified.

Since the reclassification is based on merit, the actual reclassification rates will only be known when the performance appraisal has been conducted following the principle of merit and of transparency. Additionally, reclassification will only be possible if provided for in the adopted budgetary limits and establishment plan.

Table 2 – Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2017	How many staff members were reclassified in 2018	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	1		
	15			
	14	2		
	13	5	1	3 years
CA III	12			
	11			
	10			
	9			
	8			
CA II	7	1		
	6			
	5			
	4			
CA I	3			
	2			
	1			
Total		9	0	

The general principles which guide the appraisal and reclassification exercise for temporary staff also apply to the appraisal of contract staff employed under Article 3a of the CEOS. In the reclassification exercise of 2016, a contract agent has been reclassified. While in 2017 no contract agents were reclassified, 1 FG IV has been reclassified in 2018.

C. Mobility policy

e) Mobility within the agency

Horizontal mobility within the BEREC Office is quite limited due to specialisation for different positions. The implementing rules for temporary agents at the BEREC Office foresee the possibility of internal publication of vacant posts. In accordance with the implementing rules on engagement and use of temporary staff, the BEREC Office adopted in 2018 a Policy for internal mobility of temporary staff under Article 2(f).

f) Mobility among agencies (Inter-agency Job Market)

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

g) Mobility between the agencies and the institutions

Currently no posts have been filled with staff seconded from other EU institutions.

D. Gender and geographical balance

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

In order to have better gender balance within the BEREC Office, the units are reminded to pay attention to the gender balance. The middle management of the Agency is evenly balanced (50% female, 50% male).

Geographical balance has been achieved in accordance to articles 12.1 and 82.1 of CEOS, bearing in mind the small size of the Office. As of 31.12.2018 the Office has representatives from 13 different MSs (14 MSs taking into account also trainees) and will keep monitoring this balance for planned recruitments in next years.

However, while the BEREC Office manages to keep a good balance in the reserve lists recently established, it has been proven challenging to fill in posts with candidates of EU

nationalities other than Latvians. The number of refusal of job offers from candidates who are not Latvian citizens is high. In parallel, the number of Latvian nationals working at the BEREC Office has a tendency to increase. The BEREC Office will continue to monitor this tendency and, at the same time, an extra effort has been put in place in order to promote the BEREC Office in the job market.

The general living conditions in Latvia, together with the low correction coefficient, are the main cause of this trend. The BEREC Office has no influence on the establishment of the correction coefficient. On the other hands, it has brought the issue of the difficult living conditions, especially for expats, to the Latvian Authorities. Only with concrete measures offered by the host member state it will be possible to keep the geographical balance under control. At the same time, in the last years the BEREC Office successfully start to revamp its reputation as top EU employer.

E. Schooling

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

Currently, the host Member State Latvia does not have an accredited European School in Riga and children of the staff members attend English, French or Latvian speaking schools. Since the possibility of providing accredited European schooling for the pupils of BEREC Office staff does not currently exist, the Latvian Government should establish such an accredited curriculum. The BEREC Office can only insist in its support of this plan and contribute to its progress. On more than one occasion, the BEREC Office offered its support to the local authorities and to the representatives of the schools with an international dimension in Latvia. Relations have been established with the management of the schools and the premises of such schools have been visited by representatives of the Administration and Finance Unit.

The Ministry of Education and Science has been exploring possibilities of establishing an accredited European School within the public school network in Latvia or within the private school network, in accordance with the Convention defining the Statute of the European Schools and with the programmes of European schools. Negotiations are ongoing since November 2010.

The establishment of a new accredited European School is a long process, and in the meantime the BEREC Office is adopting all the necessary measures to ensure the proper

schooling of staff pupils. The BEREC Office has already in place 3 agreements with Latvian schools with an international dimension, in order to ensure the multi-lingual schooling for the children of staff. The basis for such measures is the financial autonomy of the BEREC Office, which allowed the BEREC Office to take measures within the framework of the Financial Regulation in order to support staff and cover most part of the costs of multilingual tuition provided by the international schools available in Latvia.

Annex V: Buildings

A. Current building:

The BEREC Office premises are located at 14 Zigfrida Annas Meierovica boulevard, Riga, Latvia, on part of 1st and at the 2nd floor. The building used by the Agency is shared with several other tenants. The BEREC Office rents its premises in accordance with the Memorandum of Understanding with the Government of the Republic of Latvia, signed on 30 September 2011⁶⁸, which was further detailed in a lease agreement. The premises are overcrowded with reference to EC building manual. It has been estimated that in 2018 the occupancy rates of the office spaces exceeded the maximum acceptable capacity by 26.96%. The data does not take into account the evident lack of meeting rooms, training rooms, technical spaces, parking lots and other spaces necessary for operational purposes.

	Main Information	Other Comments
Name, location and type of building	14 Zigfrida Annas Meierovica boulevard, Riga, Latvia	
Surface area (in square meters)	877,1 m ²⁶⁹	According to the MoU with the Latvian Government the BEREC Office can use in addition to the main surface area 1 covered and 5 open parking spaces in the inner yard of the building free of charge and 2 open air parking spaces in front of the main entrance of the premises free of charge.
– of which office space	877,1 m ²	
– of which non-office space	0 m ²	
Annual rent (in EUR)	53 541,96	The rental price is based on a Regulation of the Cabinet of Ministers of the Republic of Latvia No 515 "Procedure for Lease of State and Local Government Owned Property, Methodology for

⁶⁸ [Memorandum of Understanding between the BEREC Office and the Government of the Republic of Latvia on the establishment of the headquarters of this European entity in Riga](https://www.vestnesis.lv/index.php?menu=doc&id=246139), 30 September 2011, published in Latvian at: <https://www.vestnesis.lv/index.php?menu=doc&id=246139>

⁶⁹ The BEREC Office has requested additional offices from the property manager; the discussion is ongoing; the budgetary impact can be addressed within the planned appropriations.

	Main Information	Other Comments
		Determination of Rent Charges and Standard Terms of Lease Agreements” of 08.06.2010 determining the state and local government property leasing arrangements, which will cover the lessor’s expenditure for the leased object without any profit.
Type and duration of rental contract	Lease agreement with State owned joint-stock company Valsts nekustamie īpašumi - VNI, signed on 01/08/2011, effective until 31/03/2021 (with a possibility of renewal).	
Host country grant or support	Not applicable for the programming period	
Present value of the building (if the agency owns the building)	Not applicable	The BEREC Office does not own the building.

B. Building projects in planning phase:

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

Annex VI: Privileges and immunities

According to the provision of Article 34 of the BEREC Regulation the Protocol on the privileges and immunities of the EU are applicable also to the BEREC Office and its staff.

To further detail the practicalities of the implementation of the aforementioned Protocol, on 24 February 2011 the BEREC Office and the Government of the Republic of Latvia signed a Seat Agreement⁷⁰, which further details the right and obligation of the BEREC Office staff and host MS. However, some areas of improvement have been identified.

Article 47 of the the BEREC Regulation states that the arrangements concerning the accommodation to be provided for the BEREC Office in the host MS and the facilities to be made available by that MS as well as the specific rules applicable in the host MS to the Director, members of the MB, the BEREC Office staff and members of their families shall be laid down in a Headquarters Agreement between the BEREC Office and the host MS, to be concluded after obtaining the approval of the MB and no later than 21 December 2020.

The host MS is required to provide the necessary conditions to ensure the smooth and efficient functioning of the BEREC Office, including multilingual, European-oriented schooling and appropriate transport connections.

Therefore in 2019 the BEREC Office has envisaged revision of the Seat Agreement, which in addition to the requirement listed above will focus on the challenges experienced since 2011.

According to the current Seat Agreement the Agency and the staff has the following privileges:

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Inviolability and Immunity		According to the Seat Agreement the Latvian Government has undertaken the responsibility jointly with the BEREC Office to find the best solution possible for schooling for the children of the BEREC Office staff.
The seat of the BEREC Office, irrespective of ownership, is inviolable	The BEREC Office staff shall enjoy privileges and immunities based on the Protocol on the Privileges and Immunities of the EU and enjoy immunity from legal proceedings in respect of acts performed by them in their official capacity.	The Latvian Government shall facilitate offering European schooling to children of the BEREC Office staff in English, French and German by the existing private and public
The seat of the BEREC Office is exempt from search, requisition, confiscation or expropriation.	Together with their spouses and dependent members of their families, not be subject to immigration restrictions or to	

⁷⁰ https://bereg.europa.eu/eng/document_register/subject_matter/bereg_office/others/1032-seat-agreement-between-the-bereg-office-and-the-government-of-the-republic-of-latvia

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
	<p>formalities for the registration of aliens.</p> <p>The host member State informally suggests the staff to register with the local authorities, as this is the only way to receive a personal code and have access to some basic services in the country.</p>	<p>international schools in Riga and will ensure that the children of the BEREC Office staff get priority access to them.</p> <p>In practice this provision has not been applied. The Latvian Ministry of Education, which is the focal point for issues related to schooling has informed the BEREC Office that due to case law no priority access to BEREC Office staff children can be ensured. Additionally the BEREC Office has been informed that the Latvian Government cannot influence the fees of the private establishments.</p>
The property and assets of the BEREC Office cannot be subject to any administrative or legal measure of constraint, whether by executive, administrative, judicial or legislative action, without the authorisation of the Court of Justice of the EU.	The Administrative Manager and the members of his/her family, who have not been nationals or permanent residents of Latvia before being employed by the BEREC Office, are accorded with the privileges and immunities, exemptions and facilities accorded to the heads of diplomatic missions and the members of their family in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961.	
Communications and the transmission of all BEREC Office documents are treated in the same way as documents and communications of diplomatic missions.		
Exemption from taxes, duties, national, regional and municipal charges		
The Agency is exempt from:	BEREC Office staff are exempt from	
- all direct taxes on its assets, revenues and other property	Salaries, wages, emoluments, SNEs' allowances, retirement, invalidity and survivor's pensions paid by the BEREC Office or by the EU are exempted from national taxes.	
- all national, regional and municipal excise duties, sales charges and other taxes for substantial purchases for official use (e.g. for any amount above 125 LVL ⁷¹ = EUR	The VAT included in the price of articles listed in an annex to the Seat Agreement, including 1 vehicle for personal use, acquired by the BEREC Office staff in the Latvia within 1 year from taking up their post in	

⁷¹ Official exchange rate 1LVL = EUR 0,702804

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
177.86); exemption from VAT, excise duty and other indirect taxes is provided by means of a tax refund.	<p>Latvia is reimbursed to the staff and SNEs provided that the single article price is not less than 35 LVL. This rule is not applicable for nationals or permanent residents of Latvia.</p> <p>The application of this provision shows a lack of flexibility by the Latvian side.</p>	
- imports and exports customs duties, taxes, prohibitions or restrictions on goods for official use, including vehicle and spare parts	<p>BEREC Office staff has the right to import free of duty and without prohibitions or restrictions, in respect of initial establishment, within 2 years of taking up their appointments within the BEREC Office and in maximum 2 shipments, furniture and personal effects, including vehicles purchased under market conditions.</p> <p>BEREC Office staff is entitled to export, after the date of cessation of functions at the BEREC Office, without prohibitions or restrictions, personal and household effects, including vehicles they use and which are in their possession.</p> <p>However, the excessive administrative burden on the staff of the BEREC Office on the registration of the vehicles, pose a problem to the proper application of this provision.</p>	
- vehicle exploitation tax for BEREC Office official vehicles registered under a special series	The BEREC Office AM is exempt from vehicle exploitation tax.	

Annex VII: Evaluations

In September 2016 the EC published an evaluation of the regulatory framework for electronic communications⁷², which among others also contains a Screening of the BEREC Regulation (see annex VI). The screening has been carried out based on the following evaluation criteria, namely: relevance, effectiveness, efficiency, coherence. It has been based on a study prepared by an external consultant (PricewaterhouseCoopers Luxembourg, PwC) and published by the EC in 2013, together with a Commission Staff Working Document⁷³ and the outcome of the public consultation organised by the EC on the review of the EU regulatory framework for electronic communications.

The evaluation has concluded that the work carried out by BEREC and supported by the BEREC Office is relevant and has an impact on stakeholders. The BEREC Office provides administrative support to BEREC and its budget is also used to finance BEREC activities, therefore its activities continue to be relevant for BEREC.

However, the evaluation questions the adequacy of the current governance structure. In particular, it is emphasised that the organisational structure of the BEREC Office is not in line with the Common Approach (CA) agreed between the EP, the Council and the EC. Article 10(3) of the BEREC Regulation provides that the power of the appointing authority should be exercised by the Vice-Chair of the MC and only a limited list of tasks is delegated to the Administrative Manager, thus unnecessary administrative burden is created. Therefore, this aspect of the day-to-day operation of the Agency has been identified as an area for improvement both in the EC legislative proposal and by BEREC in its opinion on the telecom review⁷⁴.

Furthermore, it is emphasised that, in order to allow the MC to focus on the core business, the powers of the Appointing Authority for all the staff should be delegated to the Administrative Manager (who must also be authorised to sub-delegate those powers).

The role of the BEREC Office, which is limited to administrative and professional support, and its size (only 27 FTE posts), creates some inefficiency. The Office has to comply with the same resource-intensive procedures as much bigger Agencies and the professional support it provides to BEREC is still rather limited, as identified through experience and pointed out in the Evaluation Study. This has created difficulties in order to recruit and retain qualified staff as well as challenges in ensuring such basic requirements as the segregation

⁷² SWD(2016) 313 final; <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=SWD:2016:0313:FIN>

⁷³ SWD(2013) 152 final; BEREC provided its own input to the evaluation process; see BoR (12) 118 BEREC input to the European Commission on the BEREC and BEREC Office Evaluation Exercise, 13.11.2012, http://berec.europa.eu/eng/document_register/subject_matter/berec/others/1073-berec-input-to-the-european-commission-on-the-berec-and-berec-office-evaluation-exercise

⁷⁴ BoR (17) 94, BEREC views on the draft report elaborated by ITRE Rapporteur Evžen Tošenovský on the proposal for a Regulation of the European Parliament and of the Council establishing the Body of European Regulators for Electronic Communications, 28.03.2017, http://berec.europa.eu/eng/document_register/subject_matter/berec/opinions/7040-berec-views-on-the-draft-report-elaborated-by-itre-rapporteur-ev382en-to353enovsk253-on-the-proposal-for-a-regulation-of-the-european-parliament-and-of-the-council-establishing-the-body-of-european-regulators-for-electronic-communications

of duties in financial circuits or ensuring that certain functions could be performed in an independent way (this is one the of reasons why recently the accounting officer function has been delegated to the Commission).

As pointed out in the Evaluation Study, it is also suggested that the BEREC Office could be better used, especially when supporting EWGs in their everyday work (see also comments under "effectiveness" and "coherence" of the EC SWD).

Finally, no performance indicators were included in the Working Programmes to allow for effective assessment of the results achieved in term of objectives, as pointed out in the Evaluation Study, in the EP's opinion on the Evaluation Report and by respondents to the Public Consultation, which has been rectified in the Annual and Multiannual Programming Document for 2017-2019.

Horizontal and administrative activities: a bottom-up calculation for the minimum required capacities^{75 76}

1 FTE = 210 working days

		BEREC Office 2018		Need for a decentralised agency	
		FTE internal	FTE externalised	Externalisation feasible?	
				FTE needed for an ordinary agency	
1	General coordination	Line manager (incl. team leader)	1.5		2.0
2		Reporting Officer	0.6		0.6
3		Internal Control Coordinator (ICC)			0.2
4		ICC Assistant		0.1	0.2
5		Internal Audit Capability			0.5
6		Programming and Reporting Officer			0.5
7		External Relations Officer (host MS authorities, CD, EU inst.)			1.0
8		Business Continuity Officer	0.2		0.5
9		Secretary	0.1	0.4	2.0
10	Communication	Communications Officer	0.2		1.5
11		Event Management Officer		0.5	1.0
12		Internal Communications Officer			0.5
13	Legal activities and advice	Legal Officer	0.5		0.5
14		Data Protection Officer	0.2		0.5
15	Financial operations	Data Entry Agent	0.1		0.8
16		Financial Initiating Agent	0.5		1.0
17		Verifying Agent	0.6		0.8
18		Authorising Officer	0.4		0.6
19		Local Profile Manager			0.2
20		Budgeting, Controlling and Reporting Officer	0.5		1.0
21		Local Missions Officer (in MIPS)			0.5
22		Accounting Officer		0.5	0.5
23		Accounting Assistant and audit coordinator	0.5		1.0
24	Human resources related operations	Procurement Officer	0.3		0.5
25		Authority to Conclude Contracts (appointing authority)		0.2	0.2
26		HR Coordinator	0.5		1.0
27		HR Officer - Payroll and Entitlements	0.2		1.0
28		HR Officer - Selection and Recruitment	0.3	0.4	1.0
29	HR Officer - Talent Management and Development		0.3	0.2	1.0
30		HR Assistant		0.6	1.0
31	Logistics, security and document management	Facility Officer	0.5		1.0
32		Logistics Officer		0.5	0.5
33		Security Officer (also for EUCI)			1.0
34		Document Management Officer	0.2	0.4	0.8
35	ICT and systems	Registry Control Officer (EUCI)			0.2
36		IT Officer	0.2		1.0
37		IT operator		1.0	1.0
		Information Security Officer	0.1		0.5
		TOTAL FTE internal	8.5		26.1
		TOTAL FTE externalised	4.8		3.5
		TOTAL FTE	13.3		29.6

⁷⁵ Evaluation 2009, Volume II, point 2.6.6, p. 119 (https://europa.eu/european-union/sites/europaeu/files/docs/body/conclusions_at_system_level_en.pdf)

⁷⁶ Analytical Fiche Nr° 15 of the IIWG 2011 (https://europa.eu/european-union/sites/europaeu/files/docs/body/fiche_15_sent_to_ep_cons_2011-07-20_en.pdf)

Annex VIII: Risks for 2020

In compliance with its internal control standards framework⁷⁷ the BEREC Office has established a risk management process. To ensure practical implementation of this requirement on 30 June 2015 the BEREC Office Administrative Manager established a Risk Management Implementation Guide. Afterwards, under the Service Level Agreement with ENISA for sharing the function of the Internal Control Coordinator, the BEREC Office undertook a full risk assessment/analysis of all BEREC Office activities.

In the summer of 2016 the BEREC Office carried out a full ICT risk assessment and in January 2017 – a full fraud risk assessment. In the autumn of 2018 the BEREC Office organised a risk assessment workshop to assess the risk for the implementation of the 2019 and 2020 WPs.

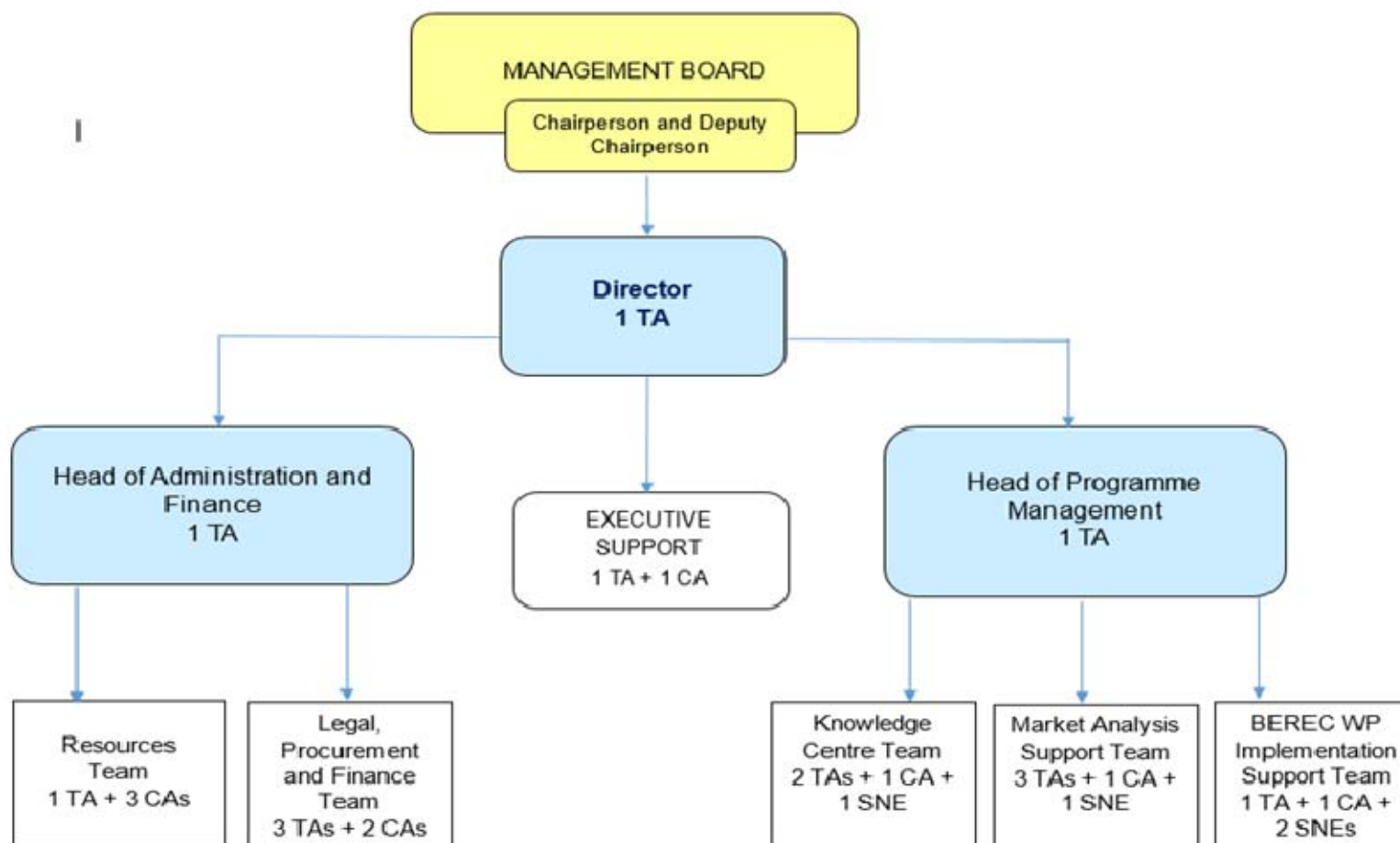
During these risk assessment exercises no critical risks have been identified. The most significant risks identified were recorded in a risk register. The BEREC Office has developed action plans for addressing these risks, whose execution is regularly monitored by the management.

⁷⁷ MC (13) 34, BEREC Office Internal Control Framework and Standards, June 2016, not published

Annex IX: Procurement plan for 2020

No	Ref. to 2020 Work Programme	Budget line	Subject /Scope	Type of procedure	Type of contract	Budget estimated for whole contract duration (EUR)	Budget 2020	Contract duration (years)	Estimated launch date
1.	2.6.4	B-3101	Study for Future Work Programme	OTP	DC	140 000	140 000		Q3/Q4 2020
2.	2.5.10	B-3101	Open Data Platform	NP3/NP5	SC	60 000	60 000	4	Q3/Q4 2020
3.	2.3.2	B-3101	Smart application for meetings	NP3	SC	60 000	60 000	4	Q2/Q3 2020
4.	2.6.3	B-3101	NRA Training on Regulatory Framework	OTP	FWC	460 000	115 000	4	Q1/Q2 2020
5.	2.10.2	B-2410	Provision of fixed telephony and internet services	NP5	SC	72.000	0	4	Q2 2020
6.	2.10.2	B-2410	Provision of mobile telephony services	NP3	SC	60.000	0	4	Q2 2020

No	Ref. to 2020 Work Programme	Budget line	Subject /Scope	Type of procedure	Type of contract	Budget estimated for whole contract duration (EUR)	Budget 2020	Contract duration (years)	Estimated launch date
7.	2.10.2 2.5.1	B-2102 B-3101	Provision of on-site information and communication technology (ICT) support services, including systems maintenance and development and centralized software management	OTP	FWC	1.141.680	30.000	4	Q2 2020
8.	2.10	B-2400	Postal services	NP1	Direct Service Contract	10.000	0	4	Q3 2020
9.	2.10	B-2300	Stationery	NP1	FWC	15.000	2000	4	Q1 2020
10.	2.10	B-2000	Provision of parking spaces for the BEREC Office	OTP	FWC	300.000	0	4	Q3 2020

Annex X: Organisation chart at 31.12.2018⁷⁸

⁷⁸ The additional resources envisaged as of 2020 are to be allocated in the respective organizational entities.